

# MAYOR'S MANAGEMENT REPORT

September 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: Children playing soccer in Flushing Meadows-Corona Park.  
Michael Appleton/Mayoral Photography Office.

# LETTER FROM THE MAYOR



Friends:

This Administration came into office determined to preserve the greatness of New York City: today, tomorrow and for generations to come. Now, as I begin my second term, we are determined to make New York the Fairest Big City in America.

The Mayor's Management Report will help us get there. It is how we measure the work we have done and the results it has achieved. It is how we make ourselves transparent to the people we serve and accountable for our actions. It is our report card that comes out twice a year.

All New Yorkers should be proud that this report is now entering its fifth decade of existence. It is both a key tool and living symbol of our city's ongoing commitment to good government.

Sincerely,  
Bill de Blasio  
Mayor

A handwritten signature in black ink that reads "Bill de Blasio". The signature is written in a cursive, flowing style.





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

# Mayor's Management Report

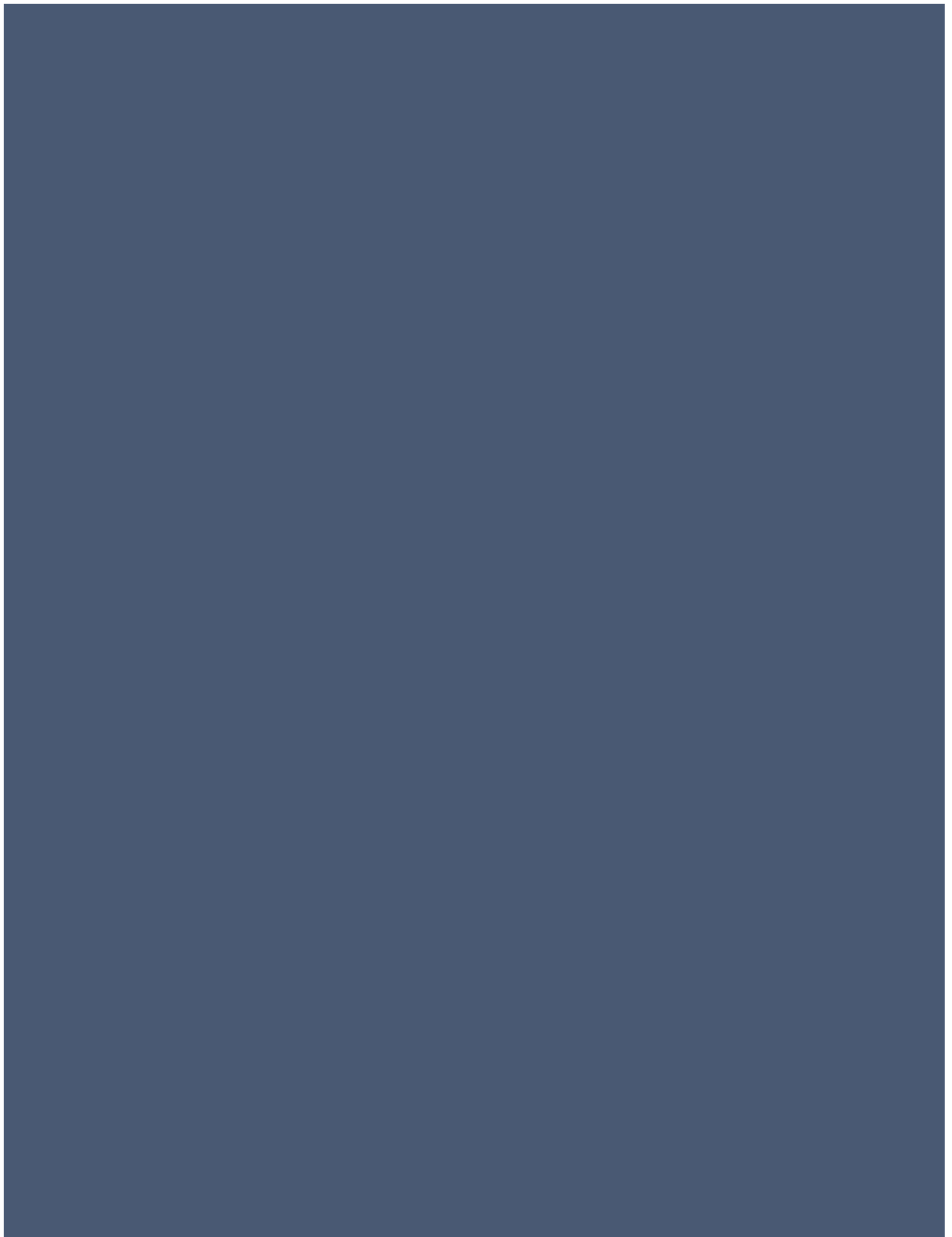
Fiscal 2018

**The City of New York**  
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September 2018



## MESSAGE FROM THE ACTING DIRECTOR



Over the past 41 years, the Mayor's Management Report (MMR) has provided an opportunity for us to develop outcome targets and to measure the effectiveness of our policies and procedures, and continues to serve as a cornerstone of government accountability. It is at once a detailed breakdown of government activities and services; a quantitative statement of objectives and aspirations; and an unvarnished measure of government performance. Over time, it reflects changes in priorities, while it continues to show the core services the City always provides. The MMR offers the public an opportunity to evaluate agency effectiveness and efficiency in meeting the central needs of New Yorkers in such areas as safety, education, housing, health and human services, public infrastructure, and open space.

The MMR features a collection of performance indicators taken from 45 individual City agencies and organizations and spans Fiscal 2014 through Fiscal 2018 (July 2013 through June 2018). It provides updated "Focus on Equity" statements, an element added by the de Blasio administration to highlight how each agency advances fairness and equality in its work. It also reports on signature City initiatives such as Vision Zero and ThriveNYC in the section "Collaborating to Deliver Results"—a recognition that some of the most important work in City government happens outside of agency silos and through innovative partnerships.

The MMR is more than just a performance report. It provides a view into a robust system of data-driven performance management that is at the heart of our mission at the Mayor's Office of Operations. Operations is charged with making government more efficient and effective, and MMR performance data is deployed throughout the year to identify pain points, evaluate new practices and policies, and inform decisions about the allocation of resources.

To strengthen our use of data, the Mayor's Office of Operations is undertaking a review of the MMR, looking at ways to modernize the City's process, gather more real-time data, and wherever possible, ensure that accurate information is accessible to executive leadership, managers, ground level staff, and the public. We look forward to identifying opportunities to grow our data management processes from the framework we have built over the past 41 years.

That is what the Mayor's Office of Operations is about—constantly searching for ways for the City to do better than we did before. Twice a year, we lay our cards on the table by publishing the indicators used internally to assess performance. And throughout the year, on a daily basis, we work behind the scenes to track agency performance, support program implementation and growth, encourage efficiency and effectiveness, and improve collaboration across agency operations. Doing so requires the highest standards of professional integrity and a deep knowledge of government operations. I am grateful for, and often in awe of, my colleagues at Operations, and our partners at City agencies, who are committed to serving the public interest.

A handwritten signature in black ink that reads "Emily W. Newman". The signature is fluid and cursive.

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



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# INTRODUCTION

## MAYOR'S MANAGEMENT REPORT

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

The MMR and PMMR cover the operations of City agencies that report directly to the Mayor. Three additional non-Mayoral agencies are included, for a total of 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 MMR, the most recent five full fiscal years of data are presented. In the PMMR, results are shown for the first four months of the current and preceding fiscal years, in addition to three previous full fiscal years.
2. A star designation (★) showing which indicators are deemed critical.
3. Numeric or directional targets, if appropriate, allowing for the comparison of actual performance against these projected levels of service. Numeric targets for the next year are set initially in the PMMR based on the City's preliminary budget and are later updated in the MMR, if necessary, based on the adopted budget or revised performance expectations.

Because resources affect an agency's ability to perform, the MMR and PMMR also present, for each agency, an overview of resources used and resources projected for use including personnel levels, overtime, expenditures, revenues and capital commitments. Additionally, spending and budget information are provided by budgetary unit of appropriation, and, where possible, in relationship to an agency's goals.

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

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

A User's Guide identifies and describes each component of an agency's chapter.

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

Two types of MMR-related information are also available [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) Agency Performance Mapping feature of the City's website. Additionally, in CPR all critical performance indicators can be viewed by user-selected time periods. Users can select data for any month from Fiscal 2003, where available, to the current fiscal year. CPR also allows users to see long-term trends for the entire period selected. Further, CPR is updated every month on the first day of the month, making all critical indicators available more frequently than the twice-yearly MMR/PMMR cycle. Visit the CPR website at [www.nyc.gov/cpr](http://www.nyc.gov/cpr).

MMR/PMMR data for performance indicators and resource indicators can also be found on NYC OpenData at <https://opendata.cityofnewyork.us/>.



# **Collaborating to Deliver Results**



# 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 newly formed role of Executive Director of ThriveNYC reporting to 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 critical 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

Stigma associated with mental health prevents people from getting the care they need. ThriveNYC is changing the culture by encouraging every New Yorker to be part of the solution.

Highlights of accomplishments during Fiscal 2018 under *Change the Culture* include:

- The City continued to expand Mental Health First Aid by successfully training 45,566 New Yorkers, bringing the total number of trained First Aiders to 69,993 by the end of Fiscal 2018. Efforts are in place to continue collaboration with private and public organizations to provide trainings.
- During the reporting period an additional 4,018 New York City Police Department (NYPD) officers received Crisis Intervention Training, which teaches officers to build empathy with people while helping them de-escalate negative emotions.
- NYPD’s Crime Victim Assistance Program (CVAP) 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 assistance with accessing services. During Fiscal 2018, 58 advocates were placed in 29 precincts, bringing the total since launch in Fiscal 2017 to 110 advocates in 55 precincts. During the reporting period, CVAP served 40,408 individuals. Each of the 77

### PARTNER AGENCIES & OFFICES

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

Mayor’s  
Community  
Affairs Unit

Mayor’s Office  
to Combat  
Domestic  
Violence

Mayor’s Office  
of Criminal  
Justice

Mayor’s Office  
for Economic  
Opportunity

Mayor’s Office  
of Operations

NYC Children’s  
Cabinet

NYC Digital

precincts and nine Police Service Areas (PSAs) will have a general crime victim advocate and a specialized Domestic Violence Victim Advocate, or an advocate managing both roles to address both types of crime, by the end of summer 2018.

## ACT EARLY

Early intervention is key to preventing or mitigating the effects of mental illness. By investing in the mental health of the youngest New Yorkers, the City can safeguard its children's future.

Highlights of ThriveNYC's accomplishments during 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, 70,366 students were served in programs with SEL. Additionally, 4,717 students in Administration for Children's Services (ACS) Early Learn were enrolled in programs with SEL staff. DOHMH's Early Childhood Mental Health Network provides mental health supports and a referral pathway for families. The Network's seven early childhood therapeutic centers provided specialized mental health treatment to 1,193 families with children under five, mental health consultation to 2,532 Early Learn staff and caregivers at 76 sites and family peer support services to 874 families. The Network's training and technical assistance center trained 603 clinical staff and early childhood allied professionals in topics and best practices related to early childhood mental health and social-emotional development.
- Mental health challenges present a major barrier to educational success, and all City schools must prioritize mental and emotional well-being. The City has placed 100 School Mental Health Consultants to enhance the mental health landscape in schools by providing a variety of preventive interventions designed to increase capacity, build supportive environments and strengthen family and community ties. Schools chosen to receive this service have no other enhanced mental health supports in the building. As of June 2018, the Consultant Program is covering 912 NYC public schools.
- 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, 602 youth and 118 caregivers and/or ACS partner staff attended CARE workshops. Additionally, 1,966 youth participants and 1,065 caregivers and staff have attended workshops since the launch of the initiative in February 2016.
- The Newborn Home Visiting Program includes home visiting and education around an array of topics related to parenting and child development. During the reporting period, 1,329 eligible families served by the Department of Homeless Services were visited. Since ThriveNYC's November 2015 launch through June 2018, 3,062 families were successfully visited and 2,423 maternal depression screenings were conducted. The program set a goal to expand services to successfully visit 1,100 mothers of infants in City family shelters in Fiscal 2019.

## CLOSE TREATMENT GAPS

Barriers to treatment worsen the effects of mental illness for many individuals. By finding and closing treatment gaps the City can create a holistic mental health system that works for everyone.

Highlights of ThriveNYC's accomplishments during 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. Since launching, NYC Well has answered over 409,000 inbound calls, texts, or chats, 256,569 of which were answered during Fiscal 2018, a 60 percent increase over Fiscal 2017.
- The Maternal Depression Learning Collaborative aims to screen all pregnant women and new mothers for pregnancy-related depression in participating hospitals and clinics. The Greater New York Hospital Association and DOHMH are leading the collaboration with 25 participating City hospitals and hospital systems to close this treatment gap.



All 11 public hospitals and Gouverneur Hospital offer screenings and connect women to appropriate care. During Fiscal 2018, 43,343 prenatal and postpartum screenings were conducted by participating sites.

- The Peer Support Training program, which equips individuals who have lived experience with mental illness and substance misuse to take on workforce positions, successfully completed its second year of training. In Fiscal 2018, 262 peer specialists graduated from mental health, substance use, and family/youth peer advocate programs, bringing the total to 520 graduates since program launch, exceeding the goal of 400 graduates.
- The Department of Youth and Community Development (DYCD) served 2,802 individuals with ThriveNYC resources in its Runaway and Homeless Youth system. Participants received services including psychological evaluations, referrals, and individual and group therapy.

## PARTNER WITH COMMUNITIES

The administration realizes that New Yorkers are more likely to access services in places they already go to receive care. By partnering with communities, the City can harness the wisdom and trust of community-based organizations (CBOs) to connect more New Yorkers with mental health care.

Highlights of ThriveNYC's accomplishments during Fiscal 2018 under *Partner with Communities* include:

- The NYC Mental Health Service Corps program successfully placed clinicians and physicians at primary care practices, mental health clinics, and substance use disorder programs in high-need communities throughout all five boroughs of the City, bringing the total of participating practices citywide to 161.
- Connections to Care (C2C), a \$30 million initiative that launched in Fiscal 2017, brings mental health resources to CBOs that already provide a range of social services to New Yorkers. In Fiscal 2018, CBOs and their mental health providers trained over 350 staff and served over 11,000 individuals. Since the program's inception, C2C has trained more than 1,300 staff and served over 19,500 individuals, surpassing its five-year goal.

## 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 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 Fiscal 2018, the lab engaged in collaborative efforts to analyze ThriveNYC initiative-specific outcomes and population-level impacts, and has continued to provide support on collaborative projects including the following ThriveNYC initiatives: Maternal Depression, Early Years Collaborative, C2C and the ThriveNYC Learning Center.

## 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. These best practices include 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.
- For the third year in a row, ThriveNYC organized a Weekend for Mental Health. Over 2,000 houses of worship and community groups in all 50 states, Puerto Rico and Washington D.C. dedicated time to open conversations about mental health and substance misuse using a resource toolkit developed by ThriveNYC.

SELECTED PERFORMANCE INDICATORS	Actual			Target	
	FY16	FY17	FY18	FY18	FY19
<b>Change the Culture</b>					
Individuals trained in Mental Health First Aid (DOHMH)	4,771	18,338	45,566	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	2,532	1,457	1,500
Schools served by the school Mental Health Consultant Program (DOE)	206	930	912	950	930
Eligible families residing in DHS shelters who have been successfully visited by the Newborn Home Visiting Program (DOHMH)	448	1,252	1,329	1,100	1,200
<b>Close Treatment Gaps</b>					
Naloxone kits distributed from DOHMH to Opioid Overdose Prevention Programs (DOHMH)	10,110	30,671	98,890	48,500	80,000
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%	13%	*	*
NYC Well: Inbound calls, texts, and chats answered within 30 seconds or less (DOHMH) (%)	NA	88%	85%	90%	90%
Runaway and homeless youth served (DYCD)	1,835	2,408	2,802	2,600	2,250
<b>Partner with Communities</b>					
Mental Health Service Corps clinicians ever placed in primary care or behavioral health settings (DOHMH)	NA	128	126	130	130
Staff trained through Connections to Care (DOHMH, Mayor's Office for Economic Opportunity)	99	848	358	241	241

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Fiscal 2017 total for 'Individuals trained in Mental Health First Aid (DOHMH)' has been revised to reflect updated data.
- ThriveNYC revised Fiscal 2019 targets for the following indicators: 'Individuals (staff and parents) who receive mental health consultation in early care and education programs (DOHMH),' 'Schools served by the school Mental Health Consultant Program (DOE),' 'Eligible families residing in DHS shelters who have been successfully visited by the Newborn Home Visiting Program (DOHMH),' 'Naloxone kits distributed from DOHMH to Opioid Overdose Prevention Programs (DOHMH)' and 'Runaway and homeless youth served (DYCD).'
- Naloxone kit distribution is funded through combined ThriveNYC and other mayoral funds, including those from HealingNYC.
- The indicator 'Mental Health Services Corps clinicians ever placed in primary care or behavioral health settings (DOHMH)' replaces 'Mental Health Service Corps members placed in primary care practices, mental health clinics, and substance use disorder programs (DOHMH).' The new indicator uses more inclusive language to describe the site types to account for the full array of settings in which Mental Health Service Corps clinicians are placed. Additionally, the indicator now specifies 'ever placed,' to clarify that this value represents an action completed by the Mental Health Service Corps during the fiscal year, rather than a status on clinician placement.

## 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)



# HOUSING NEW YORK

## PARTNER AGENCIES & OFFICES

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

Mayor's  
Office of  
Capital Project  
Development

Mayor's Office  
of Workforce  
Development

New York  
City Housing  
Development  
Corporation

Since Housing New York (HNY) launched in 2014, the City has financed the creation or preservation of affordable homes for more than 109,700 households across New York City. In Fiscal 2018 alone, the City financed over 32,100 affordable homes, breaking the all-time record previously set in 1989. Additionally, the City broke the single-year record for the most new construction financed with 9,140 affordable homes and the most senior housing financed with 1,888 affordable apartments.

Of the more than 32,100 affordable homes financed in Fiscal 2018, almost 60 percent will serve New Yorkers making less than \$47,000 for a family of three. Through increased requirements to include homeless set-asides in almost all development programs, the City also financed 2,264 affordable homes for the homeless last year, bringing the total to 8,894 under the Housing New York plan. This includes the 4,094 supportive housing apartments the City has financed since the start of the administration.

These efforts are part of Housing New York 2.0, Mayor de Blasio's expanded affordable housing plan to create and preserve 300,000 affordable homes for New Yorkers by 2026, up from the initial goal of 200,000 homes by 2024. 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.

The City is leveraging its investments in affordable housing to create economic opportunity. HPD continues to support Minority- and Women-Owned Business Enterprises (M/WBEs) across the City through HPD's M/WBE Build Up program. Under this program, developers receiving \$2 million or more in City contributions are required to set and meet M/WBE spending goals. Last year, 61 projects with 10,155 apartments set M/WBE participation goals that are expected to generate over \$275 million in spending. 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 from a diverse range of developers, including non-profits. About 60 percent of the prequalified developers are non-profits or M/WBEs.

These successes require the collaboration and partnership of more than a dozen City agencies and offices, including HPD, the Housing Development Corporation (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 July 2017 and June 2018.

## **FOSTERING DIVERSE, LIVABLE NEIGHBORHOODS**

Housing New York recognizes that a thriving neighborhood requires affordable housing paired with community investments and services.

*Accomplishments include:*

In November 2017, HPD and HDC announced the selection of a development team led by the Gotham Organization and RiseBoro to develop two sites in Hunter's Point South in Queens. The development plan includes the creation of over 1,120 new apartments with a diverse mix of affordability levels and senior housing. It will also feature local retail, a community facility, arts and cultural space, and water-based recreational space to complement a kayak launch and adjacent waterfront park currently under construction by NYCEDC.

HPD, in partnership with NYCHA and other City agencies, launched Where We Live NYC, a comprehensive fair housing planning process to study, understand, and address patterns of residential segregation and how these patterns impact New Yorkers' access to opportunity—including jobs, education, safety, public transit, and positive health outcomes. Where We Live NYC will include extensive community participation on all aspects of the process, as well as data and policy analysis that will culminate with the release of a public report with measurable goals and strategies that are designed to foster inclusive communities, promote fair housing choice, and increase access to opportunity for all New Yorkers.

In March 2018, HPD, HDC and the New York Public Library (NYPL) announced development plans for 175 deeply affordable apartments and a new public library at 4790 Broadway in Manhattan. The development will also feature community programming through an onsite Activities, Culture, Training (ACTS) Center and a brand new Pre-K for All facility that will be operated by the Department of Education (DOE). This project will be developed by a joint venture between the Community League of the Heights, Ranger Properties, Alembic, and the Children's Village.

The City Council approved the rezonings of Downtown Far Rockaway, East Harlem, and the Jerome Avenue corridor in the Bronx, which will bring new affordable housing coordinated with substantial City investments to these neighborhoods. The comprehensive plans developed for each community exemplify this administration's approach to neighborhood planning—where increased capacity for residential growth is complemented by community-identified investments in parks, streets, community facilities, workforce development that will strengthen these neighborhoods for generations to come.

In October 2017, HPD launched the Zombie Homes initiative to help the New York City Law Department hold non-compliant mortgage holders—banks and mortgage servicers—accountable for not maintaining vacant properties that are on the brink of foreclosure. The newly instituted Zombie Homes Unit canvassed neighborhoods in Brooklyn and Queens to inventory zombie homes in a new database.

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

The City works to preserve the affordability of existing affordable housing stock so that tenants and homeowners can stay in their homes.

*Accomplishments include:*

During Fiscal 2018, HPD and HDC preserved over 13,100 Mitchell-Lama apartments and co-ops through the Mitchell-Lama Reinvestment Program aimed at protecting 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 the loss of these affordable apartments by leveraging an array of financing tools to restructure existing debt, provide long-term tax benefits and fund critical capital repairs.

In June 2018, Mayor Bill de Blasio and the New York City Council proposed legislation to establish a three-year basement legalization demonstration program to facilitate the creation and renovation of apartments in the basements of certain one-to-two family homes in East New York. The City will allow for the creation of new apartments in this neighborhood through the modification of existing Housing Maintenance Code, Fire Code and Construction Code standards, coupled with existing allowances for home conversions and the allocation of funds to assist with these renovations. This innovative pilot program will help provide safe and legal housing options to more New Yorkers.



The City also created two new tools to help fight tenant harassment. HPD partnered with the City Council to develop new legislation to combat tenant harassment, including Certification of No Harassment and the Speculation Watch List. Under the Certification of No Harassment law, covered building owners will be required to prove they have not engaged in harassment before they can get the permits they need from DOB to demolish or make significant alterations to their buildings. If the landlord is found to have harassed tenants, they would not be able to pull those permits without submitting a significant “cure” requirement, making a substantial portion of their building permanently affordable, with no public subsidy. The Speculation Watch List legislation mandates that HPD publish a list of recently sold, rent-regulated buildings where tenants are at risk of displacement due to potentially predatory investors.

## **BUILDING NEW AFFORDABLE HOUSING FOR ALL NEW YORKERS**

New York City’s greatest asset is the unparalleled diversity of its residents. 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.

### *Accomplishments include:*

The City continues to demonstrate its commitment to affordable homeownership. As part of Housing New York 2.0, HPD launched Open Door, a program to fund the new construction of cooperative and condominium buildings affordable to moderate and middle-income households. In March 2018, HPD financed the first Open Door project, Sydney House, located in the Bronx. In June 2018, HPD also expanded the HomeFirst Down Payment Assistance Program, which provides qualified first-time homebuyers with financial assistance to purchase a home in New York City. HPD increased the amount provided through the HomeFirst program from \$25,000 to \$40,000, significantly expanding the assistance offered by the City toward the down payment or closing costs of a home. In Fiscal 2018, the City financed 7,203 affordable homeownership opportunities for a total of 18,147 under the plan.

In Fiscal 2018, the City also produced 760 affordable apartments across 64 projects through 421a, a partial tax exemption program for new apartment buildings, with no additional City funding. This doubles the number of stand-alone 421a units created, most of which are in high-cost neighborhoods. Mandatory Inclusionary Housing (MIH), the City’s pioneering program to make affordable housing mandatory and permanent wherever new housing capacity is approved through land use actions, doubled the number of permanently affordable homes created to 805. The City is tracking 8,500 MIH units through rezoning applications, including 4,900 apartments in 51 projects that are approved but have not yet closed on financing.

Last year, the City continued to make progress on large public sites in rezoning and urban renewal areas, including Coney Island, East New York, Far Rockaway, and Downtown Jamaica, financing 1,390 new homes. These are some contributed to the 2,513 newly constructed units financed on public land last year; bringing the total under HNY to 8,844 homes.

In February 2018, HPD announced the selection of the development teams to build 490 affordable homes and apartments on 11 clusters of vacant City-owned land, including 87 vacant lots. This was the third and final round of designations for HPD’s New Infill Homeownership Opportunities Program (NIHOP) and the Neighborhood Construction Program (NCP), which has already spurred the construction of more than 600 affordable units on 81 vacant lots.

In Spring 2018, HPD released a Request for Information (RFI) and Request for Expressions of Interest (RFEI) for the City’s new modular construction pilot program, Modular NYC. The program will leverage the use of innovative modular design and technology that lowers costs and waste, while increasing the speed of construction of affordable housing. Following this RFI/RFEI, HPD issued a Request for Proposals (RFP) for the design, construction, and management of a mixed-income and mixed-use affordable housing development in the East New York neighborhood of Brooklyn. This initiative was featured in the Housing New York 2.0 plan.

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

## 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:*

HPD financed 2,264 affordable homes for the homeless last year, bringing the total to 8,894 under HNY. This includes 4,094 supportive housing apartments the City has financed since the start of the administration. 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, the City announced Seniors First, a slate of new affordable housing programs to increase the amount of senior housing across the five boroughs. 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 launched 'Aging in Place,' a program offering apartment modifications in HPD preservation projects to make homes more accessible to seniors and people with disabilities. Also as part of Seniors First, NYCHA and HPD issued an RFP for three NYCHA sites seeking proposals to build new 100 percent affordable developments. As a result, last year saw the most senior housing with 1,888 apartments, bringing the total number of senior homes produced under HNY to 6,507.

HPD and HDC announced new updates to the affordable housing [Marketing Handbook](#) to strengthen the City's policies and procedures for allocating affordable housing through [NYC Housing Connect](#) lotteries. Building on updates beginning in 2015, the changes further limit how credit history impacts housing applicants, address and clarify complexities in income calculations, and make the lottery selection process more efficient. In particular, the agencies introduced additional protections for domestic violence survivors and limited options to reject applicants based on credit history and debt. Updates to marketing policies demonstrate the City's continued commitment to delivering on the promise of Housing New York to create more opportunities for all New Yorkers to access affordable housing.

In November 2015, the administration committed to the creation of 15,000 units of supportive housing over the next 15 years. The supportive services include mental and physical health care access and alcohol and substance use treatment, among other social services, and are part of a proven, cost-effective approach to delivering permanent housing for homeless and unstably housed New Yorkers with mental illness and substance use challenges. In January 2016, the City convened a Task Force of expert advisers and City leaders to recommend innovative ways to develop and deliver supportive housing, including ways to streamline required development and approval processes and better tailor services to the needs of various supportive housing populations. The Task Force presented finalized recommendations in June of 2016 that are being implemented and monitored by an interagency government oversight committee. Since the original RFP for 500 units was released in the Fall of 2016, three additional RFPs have been released for the remaining 14,500 units with 48 contracts awarded as of August 2018, representing a total of 2,200 units.

In August 2017, the City also released an open-ended RFP for Tenant Services in Senior Affordable Housing in August 2017 with the goal of providing case assistance and opportunities for socialization and supportive connections for older adults who are moving out of shelter and eligible for the HPD-financed Senior Affordable Rent Assistance buildings. As of August 2018, HRA has received eight proposals and awarded 241 units. A group of 51 units will be coming on-line by the end of 2018 with additional awards coming on-line between 2019-2021.

## 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:*

In Fall 2017, 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. HPD released a Request for Qualifications to identify qualified buyers to purchase and rehabilitate buildings throughout the city. Launching later in 2018, 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.

HPD joined a number of non-profit organizations and our financing partner, Goldman Sachs Urban Investment Group, to announce the acquisition of 38 distressed mortgage notes via the City’s Community Restoration Fund Program. The mortgage notes, for one-to-four family properties located in the Bronx, Brooklyn, Queens and Staten Island, were acquired from the Federal National Mortgage Association (Fannie Mae) for \$8.7 million through their Community Impact Pool (CIP). Fannie Mae’s CIP provides non-profits, M/WBEs and neighborhood advocacy organizations the ability to bid competitively on mortgage notes being offered for sale.

HPD joined the Local Initiatives Support Corporation (LISC) and the Mayor’s Community Affairs Unit to launch the New York Land Opportunity Program (NYLOP), designed to help mission-driven organizations find partners to develop affordable or supportive housing on underutilized land. This program is supported by Booth Ferris Foundation, with additional support from BankUnited, Deutsche Bank, M&T Bank, and Santander Bank. NYLOP provides free assistance—including access to lawyers and architects—and help with issuing RFPs so that the five faith-based development teams can identify and select experienced developers as joint venture partners. These partnerships will enable them to develop hundreds of units of affordable housing and community space, while maintaining their existing programs and worship spaces that are key to the civic fabric of their neighborhoods.

		Actual			Annual Target		Cumulative	
		FY16	FY17	FY18	FY18	FY19	HNY(1/1/14 -6/30/2018)	Target 2026
<b>HOUSING UNITS STARTED</b>								
<b>Total starts (new and preservation)</b>		23,610	24,299	32,116	22,500	25,000	109,772	300,000
<b>New construction starts</b>		6,297	7,711	9,140	8,600	10,000	34,487	120,000
<b>Preservation starts</b>		17,313	16,588	22,976	13,900	15,000	75,285	180,000
<b>Total starts (new construction and preservation) by income band</b>	Extremely low income units	3,885	4,014	6,080	*	*	17,770	31,500
	Very low income units	2,979	6,437	12,240	*	*	25,443	43,500
	Low income units	9,513	9,951	11,441	*	*	49,009	166,500
	Moderate income units	1,890	1,517	1,552	*	*	6,653	30,000
	Middle income units	5,256	2,261	649	*	*	10,357	28,500
	Other units (includes units for building superintendents)	87	119	154	*	*	540	*
<b>Total starts (new construction and preservation) by bedroom distribution</b>	Studio units	2,729	4,284	4,466	*	*	15,965	*
	1 Bedroom units	9,553	8,332	10,461	*	*	37,330	*
	2 Bedroom units	8,801	8,353	11,608	*	*	38,611	*
	3 Bedroom units	2,111	3,025	5,209	*	*	13,363	*
	4+ Bedroom units	336	287	317	*	*	1,506	*
	Unclassified units <sup>1</sup>	80	18	55	*	*	2,997	*
<b>Total units started for special needs populations</b>	Units started for homeless individuals or families	1,907	2,625	2,264	1,950	2,400	8,894	15,000
	Units started for senior individuals or families	1,365	929	1,888	1,200	2,000	6,507	30,000

		Actual			Annual Target		Cumulative	
		FY16	FY17	FY18	FY18	FY19	HNY(1/1/14 -6/30/2018)	Target 2026
<b>HOUSING UNITS COMPLETED</b>								
<b>Total completions (new and preservation)</b>		12,076	19,653	23,449	*	*	61,265	*
<b>New construction completions</b>		762	3,967	4,734	*	*	9,684	*
<b>Preservation completions</b>		11,314	15,686	18,715	*	*	51,581	*
<b>Total completions (new construction and preservation) by income band</b>	Extremely low income units	967	2,861	3,000	*	*	7,629	*
	Very low income units	1,331	3,696	7,212	*	*	13,321	*
	Low income units	3,901	10,417	10,826	*	*	28,060	*
	Moderate income units	931	1,296	2,065	*	*	4,522	*
	Middle income units	4,892	1,298	232	*	*	7,450	*
	Other units (includes units for building superintendents)	54	85	114	*	*	283	*
<b>Total completions (new construction and preservation) by bedroom distribution</b>	Studio units	456	2,574	3,359	*	*	7,212	*
	1 Bedroom units	5,076	6,313	8,517	*	*	21,566	*
	2 Bedroom units	5,019	6,697	8,192	*	*	21,856	*
	3 Bedroom units	1,148	2,248	3,184	*	*	7,375	*
	4+ Bedroom units	193	220	186	*	*	761	*
	Unclassified units <sup>1</sup>	184	1,601	11	*	*	2,495	*
<b>Total units completed for special needs populations</b>	Units completed for homeless individuals or families	365	1,063	1,746	*	*	3,347	*
	Units completed for senior individuals or families	332	1,061	876	*	*	2,782	*
<b>FISCAL AND ECONOMIC INDICATORS</b>								
<b>Total City investment</b>	Housing New York - Direct City Investment (\$000,000)	\$799	\$1,049	\$1,582	*	*	\$4,375	*
<b>Employment impacts</b>	Estimated number of temporary jobs associated with Housing New York construction projects	17,699	20,217	22,922	*	*	93,541	*
	Estimated number of permanent jobs associated with Housing New York projects	682	696	1,060	*	*	3,646	*
<b>Economic impacts</b>	Estimated economic output associated with Housing New York construction spending	\$4,405	\$5,099	\$5,907	*	*	\$23,587	*
	Estimated annual economic output associated with ongoing operations of Housing New York projects (in millions)	\$130	\$150	\$200	*	*	\$712	*

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

HNY UNITS ASSOCIATED WITH PROJECTS CONTAINING PUBLIC LAND/BUILDINGS (1/1/2014-6/30/2018)	
Fiscal Year	Total HNY Units with Public Land/Building
2nd Half of FY14	1,380
FY15	1,995
FY16	1,784
FY17	3,106
FY18	3,008
Total	11,273

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

For more information about these and additional initiatives underway, go to:















- Housing New York: A Five-Borough, Ten-Year Plan:  
<http://www.nyc.gov/html/housing/pages/home/index.shtml>
- Housing New York: Three Years of Progress (January 2014 – December 2016)  
<http://www1.nyc.gov/assets/hpd/downloads/pdf/about/hny-three-years-of-progress.pdf>
- Housing New York 2.0  
<http://www1.nyc.gov/assets/hpd/downloads/pdf/about/hny-2.pdf>





# HURRICANE SANDY RECOVERY

## PARTNER AGENCIES & OFFICES

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

Mayor's Office  
of Housing  
Recovery  
Operations

Mayor's Office  
of Recovery and  
Resiliency

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 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 Departments of Housing Preservation and Development (HPD) and 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.

Through Fiscal 2018, Build It Back moved aggressively towards 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 sped up the completion of homes and expanded contractor capacity. Through June 30, 2018, the program has served 99 percent of approximately 8,300 homeowners through either a reimbursement check, construction start or acquisition—representing 12,500 families across New York City's floodplain. The vast majority of these homeowners have received their full benefit, including construction, reimbursement or acquisition of their home. Ninety-eight percent of City-managed construction projects are completed, as well as 92 percent of all construction projects including homeowner-managed construction.

When the de Blasio administration took office in 2014, zero homeowners had started construction and zero reimbursement checks had been issued. By the end of Fiscal 2018, Build It Back had started construction on 5,145 homes, of which 4,764 have been completed. In addition, Build It Back distributed nearly \$134 million in reimbursement checks to over 6,100 families. Build It Back construction partner HPD also accelerated relief to multifamily households, benefiting more than 19,500 households in 142 developments through repair, resiliency and reimbursement services, as well as 242 low-income households through rental assistance.

Performance Indicators	Actual					Cumulative as of 6/30/2018	Cumulative percent complete as of 6/30/2018
	FY14	FY15	FY16	FY17	FY18		
Number of Homeowners Who Selected Benefit Options	2,237	5,236	1,029	160	15	8,309	100%
Design Starts in Build it Back Households	534	2,382	2,796	134	26	5,140	100%
Total Construction Starts in Build it Back Households	93	1,304	1,721	1,715	452	5,140	100%
Construction Completions of Build it Back Households	15	757	1,303	1,948	704	4,727	92%
Reimbursement Checks Issued to Build it Back Households	316	3,611	1,966	141	79	6,112	100%
Homeowners Served	369	3,951	2,642	1,005	330	8,282	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**

By the end of Fiscal 2018, Build It Back continued to make progress on its most complex and challenging projects, including those with multiple families. The City is completing the elevation and rebuilding of attached homes in Coney Island. In the Sheepshead Bay Courts, the City is nearing completion of rebuilding and elevating homes and working on replacing infrastructure, with 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 Fiscal 2017. The first homes were delivered to Staten Island and set on their new foundations in the first quarter of Fiscal 2018. By the end of Fiscal 2018, 25 homes in Staten Island and 44 in Queens were delivered and set on their foundations.

### **BUILD IT BACK - ACQUISITION AND BUYOUT**

The Acquisition and Buyout Program of Build It Back offers homeowners the option to sell their properties for housing redevelopment or for permanent open space use as mitigation from future flooding. For homeowners facing the most difficult and time-intensive construction projects, starting in September 2016, the program offered up to \$150,000 in financial resettlement incentives to better enable applicants who were selling their primary residence to the program to purchase a replacement primary residence. A total of 122 homes are expected to be purchased, of which 30 homeowners are expected to receive incentives. As of June 30, 2018, 105 of 122 properties have been purchased through this program and 20 of 30 applicants received their resettlement incentives payment toward the purchase of a replacement property.

## **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) completed facility planning and entered the design phase on six projects implementing critical system resiliency measures at Bowery Bay, Hunts Point, Newtown Creek, Red Hook, Port Richmond, and Owls Head Wastewater Treatment Plants as part of DEP’s \$406 million NYC Wastewater Resiliency Program. DEP also commenced work on two new projects at Tallman Island and Wards Island Wastewater

Treatment Plants. 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 \$128 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 \$1.43 billion of construction projects are underway.
- The Department of Transportation (DOT) reached over 62 percent completion of the rehabilitation to the Battery Park/West Street underpasses in Lower Manhattan and reached 100 percent completion on the Carroll Street and Metropolitan Avenue Bridges in Brooklyn; and the 145th Street, Third Avenue and Madison Avenue Bridges (all Harlem River Bridges). Another seven bridges have reached 70 percent completion. Five street reconstruction projects in Staten Island and Queens, valued at \$56.5 million total, began construction in Fiscal 2018.
- The Department of Parks and Recreation completed design on approximately \$8.9 million of resiliency-related projects and completed construction on another \$541,000 of resiliency-related projects across the City.

## ECONOMIC RECOVERY AND WORKFORCE DEVELOPMENT

In Fiscal 2018, the Department of Small Business Services (SBS) disbursed \$406,478 in loans and grants to 13 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 Fiscal 2018, the SBS BusinessPREP program provided risk assessments to more than 210 Sandy-impacted businesses in all five boroughs and close to \$250,000 in grants to 85 businesses. New York City 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. NYC Daylighting, Inc. continued its installation of natural daylighting systems at businesses in the Rockaways and goTenna has distributed nearly 4,000 of its devices to small business beneficiaries. Other resiliency technology providers have been working to register small businesses to participate in the program and finalize implementation plans.

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 Program links local workers to employment, pre-apprenticeship and apprenticeship programs.

The City's Sandy Recovery Hiring Plan encourages Build It Back contractors and subcontractors 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/onenyc/index.html>
- One City, Rebuilding Together  
[http://www1.nyc.gov/assets/home/downloads/pdf/reports/2014/sandy\\_041714.pdf](http://www1.nyc.gov/assets/home/downloads/pdf/reports/2014/sandy_041714.pdf)
- Build it Back Progress Update: October 2017  
[http://www.nyc.gov/html/recovery/downloads/pdf/october\\_2017\\_build\\_it\\_back\\_progress\\_update.pdf](http://www.nyc.gov/html/recovery/downloads/pdf/october_2017_build_it_back_progress_update.pdf)
- NYC Recovery and Resiliency Interactive Map  
<https://maps.nyc.gov/resiliency/>

**Collaborating  
to Deliver  
Results**



**PARTNER  
AGENCIES  
& OFFICES**

-  DCAS
-  DOHMH
-  DOT
-  NYPD
-  TLC

| Mayor's Office

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 179 initiatives to advance this mission. Progress on each of these initiatives is updated in the annual Vision Zero report. 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.

Progress happened with the full force of City government—agencies collaborating since the inception of Vision Zero to chart a path towards safer streets for all, share best practices and implement proven strategies as well as test new ones. The Vision Zero Task Force convenes regularly and includes 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 Office of Management and Budget (OMB), the District Attorneys’ offices, the Metropolitan Transportation Authority (MTA) and the Business Integrity Commission (BIC).

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

In Fiscal 2018, overall citywide traffic fatalities fell 0.9 percent, from 211 to 209. Fatalities among bicyclists, motorcyclists and motor vehicle operators increased, while pedestrian and motor vehicle passenger fatalities decreased.

Traffic Fatalities	Actual					FY17-FY18 % Change
	FY14	FY15	FY16	FY17	FY18	
Total Fatalities	285	249	236	211	209	-0.9%
Pedestrians	158	143	132	132	107	-18.9%
Bicyclists	14	16	20	16	21	31.3%
Motorcyclists	42	28	25	20	35	75.0%
Motor Vehicle Operators	51	29	34	21	30	42.9%
Passengers	20	33	25	22	16	-27.3%

*Source: NYPD*

## STREET DESIGN

The Department of Transportation continued to make streets safer by implementing designs that 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 Fiscal 2018 DOT completed 74 street improvement projects at high crash locations, constructed 409 speed humps, activated 749 leading pedestrian intervals, installed accessible pedestrian signals at 51 intersections, installed 71 bike lane miles and implemented safety signal retiming on 29 priority corridors.

During Fiscal 2018 DOT advanced work on all four Vision Zero Great Streets projects:

- Queens Boulevard: Phase 3 of the operational project, finished in December 2017, added new protected bike lanes, more crosswalks and expanded medians between Eliot Avenue and Yellowstone Boulevard in Rego Park. Planning continues in preparation for Phase 4, between Yellowstone Boulevard and Union Turnpike in Forest Hills, scheduled to begin in Fall 2018. The City also received approval of preliminary design for Segment A of its capital project (Roosevelt Avenue to 73rd Street) from the Public Design Commission in Spring 2017, along with approval of conceptual designs of all other segments.
- Grand Concourse: Phase 2 of reconstruction, from East 166th to East 171st Streets, finished in October 2017. Phase 3 of the capital project, from East 171st Street to East 175th Street, is currently underway. Design has been finalized for Phase 4 (East 175th Street to East Fordham Road), and scoping is underway for Phase 5 (East Fordham Road to East 198th Street). In addition, DOT has completed safety improvements on Grand Concourse at East 156th and East 158th Streets, adding pedestrian space and calming traffic while improving bus mobility.
- Atlantic Avenue: Phase 1 (Georgia Avenue to Logan Street) construction began in February 2018 with some initial water main and catch basin work completed by the end of Fiscal 2018. The City also continued the design process for Phase 2 (Logan Street to Rockaway Boulevard).
- 4th Avenue: An updated design includes protected bike lanes and pedestrian refuge islands along the corridor between 8th and 64th Streets. In spring 2018 construction began on the operational phase between 38th and 65th 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 calling/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 Fiscal 2018 NYPD issued 149,695 speeding summonses and 53,103 failure-to-yield to pedestrian summonses, slight increases of one percent and eight percent, respectively, from Fiscal 2017. NYPD also issued 3,137 violations to drivers who struck a pedestrian or cyclist who had the legal right of way, and made 25 arrests for these violations. Furthermore, NYPD purchased 156 additional LIDAR speed detection guns—bringing the total number of LIDAR guns in service to 661—to help enforce against speeding violations. During the reporting period 669 officers were LIDAR-trained, increasing the total number of trained officers to 3,306.

In addition, TLC's enforcement officers focused on these same high-priority violations among TLC-licensed vehicles. These summonses include failure-to-yield the right of way to a pedestrian, speeding and stop sign and traffic signal violations.

TLC continued to work in cooperation with NYPD to combat unlicensed and unsafe van operation throughout the City, conducting 551 enforcement operations. Included in that number are surge operations during which 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 1, 2017 to June 30, 2018 Street Teams connected with over 576,181 New Yorkers, and NYPD issued over 21,764 moving and 38,506 parking summonses and made 189 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 by training more than 11,000 City drivers in defensive driving in Fiscal 2018, bringing the total number of employees who have completed the day-long safety training to more than 45,000 since the beginning of Vision Zero. Through a new partnership with the New York City Housing Authority (NYCHA) DCAS trained over 1,500 of their staff in Fiscal 2018 and will continue this program in Fiscal 2019. In Fiscal 2018 DCAS also developed an update to the training curriculum to focus on safe driving initiatives, including the ban on hands-free phone use by City drivers, and lessons learned from its crash and speed tracking data and driver survey efforts. In Fiscal 2019 DCAS will start additional computer based training or virtual reality training to augment class sessions.

In July 2017 TLC reached a milestone, holding its 500th Vision Zero driver outreach meeting. These meetings are held at licensed for-hire vehicle bases and taxi garages throughout the City. TLC staff highlights 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 June 2018, TLC has held 548 driver outreach meetings.

In Fiscal 2018 over 31,000 drivers completed TLC's pre-licensure driver training course. Over 102,000 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 are those who 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 serves to remind all 190,000 TLC-licensed drivers of the high value that the City places on safety.

In 2016, 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. Based on the encouraging results during the 2016 campaign, the "Dusk and Darkness" campaign was repeated in calendar 2017 and will be again in calendar 2018. 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. There were 58 fatalities in the corresponding October-February period of Fiscal 2018, compared to 97 during the same period in Fiscal 2016, a decline of 39 percent.

## FLEETS

Under the [Safe Fleet Transition Plan \(SFTP\)](#), DCAS announced its Fiscal 2018 acquisitions which included over 12,000 new safety features for City vehicles, including automated braking, driver alerts, variable high-beams, backup cameras and truck side guards. These new investments will reduce collisions and lessen the impact of crashes that do happen. In partnership with the U. S. Department of Transportation's Volpe Center in March 2018 DCAS began its first formal update of the SFTP to review new safety innovations, coordinate the efforts of the major fleet agencies and provide for exemptions where operationally required. The SFTP is a model for public and commercial fleets nationwide in how to manage the rapid pace of technology change impacting fleet safety.

DCAS also installed over 1,000 side guards in Fiscal 2018, more than doubling the total number of side guards on fleet vehicles from the end of Fiscal 2017. This effort completed all installs for DCAS and client fleets, the Department of Parks and Recreation, and the Department of Correction, and will continue for the rest of the City's fleet throughout Fiscal 2019. The City's rollout of side guards is the biggest implementation in North America with over 2,000 units now in place and DCAS continues to work with other public and private fleets to advocate for these lifesaving safety devices.

In Fiscal 2018 DCAS began the first ever cross-agency meetings to discuss collisions on a citywide fleet and agency by agency basis. These meetings, which were held with all 55 agencies that have fleets, reviewed the trends of collisions, any significant changes in totals and injuries, and included discussions on additional training steps. These cross-agency meetings will occur once again in Fiscal 2019.

In November 2017, DCAS hosted its fourth forum on vehicle safety for both private and public fleets. Over 400 participants attended, including equipment suppliers; federal, State and City agencies; non-profits; and universities. These events provide opportunities for networking, best practice sharing and future joint projects. During the forum, DCAS non-profit safety partner Together for Safer Roads (TSR) announced their [Global Entrepreneur Program \(GEP\)](#). Through the GEP, TSR is connecting universities, public and private entities and road safety experts to reimagine solutions that reduce crashes and fatalities on the world's roads. DCAS continues to actively engage public and private sector fleets on Vision Zero and will host its fifth forum in November 2018.

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 spring 2018, TLC began issuing 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. The Vision Zero Year Four Report, released in March 2018, went in-depth into every City initiative aimed at improving street safety. In June 2018, the second [Automated Speed Enforcement Program Report](#) illustrated how New York City's speed camera program had demonstrably reduced dangerous speeding, and its associated injuries and deaths, in school zones where DOT had been permitted to operate them.

In November 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. 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. At the event, external researchers shared methods and findings of studies on determining average road segment speeds, understanding commercial cyclist injuries, and more.

In January 2018, DOHMH shared a linked data set with select variables of crash reports and motor vehicle hospitalizations with the Mayor's Office of Data Analytics (MODA). MODA, in partnership with DOHMH and DOT, created a project scope outlining analytic work to identify traffic crash circumstances related to serious injuries and help find data-driven solutions.



SELECTED PERFORMANCE INDICATORS	Actual				Target			End date
	FY15	FY16	FY17	FY18	FY18	FY19	Cumulative	
LIDAR guns (advanced speed detection equipment)	214	90	24	156	*	*	661	6/30/18
Vision Zero-related moving summonses issued	577,353	629,153	686,450	709,726	*	*	*	Ongoing
- NYPD	570,715	620,216	675,949	698,501	*	*	*	Ongoing
- TLC	6,638	8,937	10,501	11,225	*	*	*	Ongoing
Speed boards deployed	100	60	58	94	*	*	*	12/31/17
Speed humps installed	382	395	365	409	250	250	*	Ongoing
Senior centers partnering with DOT to increase feedback on street safety improvements	100	120	125	170	*	*	*	12/31/17
Bike lane miles installed	51	54	83	50	50	50	*	Ongoing
Leading pedestrian intervals installed (signal timing that allows pedestrians to start crossing before traffic is released)	208	648	939	749	300	300	*	Ongoing
Intersections with accessible pedestrian signals installed	18	52	116	51	75	75	*	Ongoing
City employees trained in defensive driving citywide	15,266	7,929	7,876	11,162	8,000	8,500	*	Ongoing

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## 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 Year Four Report:  
<https://www1.nyc.gov/assets/visionzero/downloads/pdf/vision-zero-year-4-report.pdf>
- Vision Zero Pedestrian Safety Action Plans:  
<http://www.nyc.gov/html/dot/html/pedestrians/ped-safety-action-plan.shtml>

- Vision Zero Action Plan:  
<http://www.nyc.gov/html/visionzero/assets/downloads/pdf/nyc-vision-zero-action-plan.pdf>
- Environment and Health Data Portal:  
<http://www.nyc.gov/health/tracking>
- Safe Fleet Transition Plan Report:  
[http://www.nyc.gov/html/dcas/downloads/pdf/fleet/VOLPE\\_Recommendations\\_for\\_Safe\\_Fleet\\_Transition\\_Plan\\_SFTP.pdf](http://www.nyc.gov/html/dcas/downloads/pdf/fleet/VOLPE_Recommendations_for_Safe_Fleet_Transition_Plan_SFTP.pdf)
- Vision Zero at the Taxi and Limousine Commission:  
[http://www.nyc.gov/html/tlc/html/industry/vision\\_zero\\_tlc.shtml](http://www.nyc.gov/html/tlc/html/industry/vision_zero_tlc.shtml)
- Safer Cycling: Bicycle Ridership and Safety in New York City:  
<http://www.nyc.gov/html/dot/downloads/pdf/bike-safety-study-fullreport2017.pdf>
- Automated Speed Enforcement Program Report:  
<http://www.nyc.gov/html/dot/downloads/pdf/speed-camera-report-june2018.pdf>
- Global Entrepreneur Program  
<http://www.togetherforsaferroads.org/programs/safer-road-tech/>

**Collaborating  
to Deliver  
Results**



# YOUNG MEN'S INITIATIVE

## PARTNER AGENCIES & OFFICES

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

Center for Youth  
Employment

Mayor's Office  
of Community  
Affairs

Mayor's Office  
of Criminal  
Justice

Mayor's Office  
for Economic  
Opportunity

NYC Service

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

YMI is managed by a leadership team that provides policy and direction for the initiative and reports to Deputy Mayor for Strategic Policy Initiatives, J. Phillip Thompson. YMI works closely with the Mayor's Office for Economic Opportunity (NYC Opportunity), which oversees YMI's program implementation, budget, performance 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, the My Brother's Keeper Alliance (MBK Alliance), of which YMI is a member. 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 contributes recommendations based on performance monitoring practices in New York City.

YMI is supporting national replication of the Arches Transformative Mentoring program (Arches). Developed by YMI, NYC Opportunity, and the Department of Probation (DOP), Arches is a group mentoring program serving young adult probation clients that uses an evidence-based journaling curriculum delivered by "credible messenger" mentors who have backgrounds similar to participants, including prior justice system involvement. Research on Arches conducted by the Urban Institute finds that the program produces a significant and sustained impact on recidivism at rates rarely seen among programs serving young adults involved with the justice system. Stemming from this success, Arches has been selected as a finalist for the Innovations in American Government Awards at the Harvard University John F. Kennedy School of Government Ash Center for Democratic Governance and Innovation, and the Obama Foundation is seeking to fund replication of the model through the MBK Alliance inaugural Community Challenge Competition. YMI and DOP have further supported national replication through the launch of the Credible Messenger Justice Center, which hosts conferences and delivers technical assistance to municipalities seeking to implement similar approaches.

## IDENTIFYING SERVICE & SYSTEM NEEDS

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

- Launched by YMI and the Department of Education (DOE) in partnership with Eagle Academy Foundation in July 2017, the Eagle Demonstration Project seeks to improve

outcomes for BYMOC by building school capacity to increase student engagement through professional development, coaching and mentoring. The Eagle Demonstration Project builds off of the successful male single-sex model of Eagle network schools to provide services to teachers and students in nine co-educational middle schools in the Brooklyn neighborhoods of Ocean Hill and Brownsville. The Eagle Academy Foundation launched its planning process in Fiscal 2018 by conducting needs assessments and developing action plans in each of the nine schools, and YMI provided planning support for Fiscal 2019 implementation that will include professional development for teachers and mentoring sessions for 20 to 25 male students per school.

- 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, 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. In Fiscal 2018, 9x9 supported 37 students in its inaugural cohort to matriculate into the 9th grade at four Transfer High Schools and began planning for a second cohort of 40 students to start the transition process beginning in Fiscal 2019. Lessons learned from the 9x9 pilot will be used to inform broader DOE strategy to serve over-age and under-credited middle school students.

## 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:

- NYC Men Teach, operated in partnership with YMI, City University of New York and DOE, seeks to expand the number of male teachers of color in NYC public schools. Having met the initial goal in Fiscal 2018 of setting 1,000 men of color on a pathway to the classroom, efforts shifted to focus on better preparing teachers to increase college and career readiness for BYMOC, with new strategies in development for implementation in Fiscal 2019. Additionally, NYC Opportunity partnered with the evaluation firm Westat in Fiscal 2018 to conduct a qualitative analysis of the implementation of the NYC Men Teach program, with a focus on promising practices and opportunities for improvement. Lessons learned from the evaluation are already informing program and policy planning, with a final report to be released in Fiscal 2019.

## 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:

- Jobs-Plus is a workforce development program that provides public housing residents with employment and financial counseling services and rent-based and other financial incentives. The program is managed by the Human Resources Administration (HRA) and based at or near New York City Housing Authority (NYCHA) developments. HRA and NYCHA, in partnership with YMI, NYC Opportunity, and the Department of Consumer Affairs (DCA) Office of Financial Empowerment, engaged in extensive stakeholder feedback collection during Fiscal 2018 to inform planning for a new Jobs-Plus Request for Proposals to be released in fall, 2018. As part of this process, the City engaged program participants, providers, researchers, and other City agencies via meetings, surveys and interviews to identify best practices and opportunities for improvements to the program model in preparation for the upcoming solicitation.
- Reading Rescue is an early literacy intervention and school capacity-building initiative that trains schools staff and partners to deliver one-on-one tutoring to students in grades K-3 who are reading below grade level. In Fiscal 2018, YMI and the New York Community Trust funded the program's expansion to a total of 70 schools, which together served nearly 700 students, exceeding the target of 600. As part of the New York Community Trust grant, Reading Rescue is undergoing evaluation conducted by Metis Associates in partnership with the DOE Research and Policy Support Group to be completed in Fiscal 2019. Findings will be used to inform program strategy moving forward.

- In Fiscal 2018, YMI supported the implementation and expansion of Peer-to-Peer mentoring programs at 11 DOE Expanded Success Initiative (ESI) schools. Program models vary by school and include group mentoring with older students and alumni serving as mentors to younger students. Each participating school serves a minimum of 40 students per school year. In addition, all 11 participating ESI schools partnered with Peer Forward (formerly College Summit) to expand services designed to improve college readiness knowledge, increase the number of application submissions to best-fit institutions and increase early federal student aid application submission rates.

SELECTED PERFORMANCE INDICATORS	Actual			Target	
	FY16	FY17	FY18	FY18	FY19
<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	30	58	70	70	40
Number of students	387	555	687	600	390
Number of tutors	230	345	455	450	260
Number of students who reached grade level	65	212	512	300	295
Average literacy gain of program completers	0.78	1.28	1.27	0.90	1.25
<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	725	785	731	*	*
Percent of participants who gained one or more grade levels in literacy	69%	61%	65%	55%	55%
Percent of participants who gained one or more grade levels in numeracy	66%	61%	68%	55%	55%
<b>NYC Men Teach (DOE/CUNY) – Launched in 01/2016</b>					
Participants enrolled in academic training to become teachers (CUNY)	104	655	407	200	230
Full-time hires (DOE)	*	646	702	750	*
<b>Cornerstone Mentoring (DYCD) - Launched in 01/2012, high school mentoring expansion 03/2016</b>					
Program participants - grades 5-8	296	348	320	384	400
Program participants - grades 9-12	99	317	304	408	344
Mentors for grades 5-8	73	54	65	96	100
Mentors for grades 9-12	21	44	68	102	86
Total mentoring hours	17,524	17,034	21,871	28,512	28,000
<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	103	193	204	250	250
Percent of participants who received job placements	13%	33%	34%	30%	30%
Percent of HSE Prep participants who earned a HSE diploma	7%	32%	28%	30%	30%
Percent of HSE Prep participants who enrolled into post-secondary education or industry-based training	0%	30%	32%	10%	10%
Percent of College Prep participants who enrolled into post-secondary education or industry-based training	0%	43%	41%	20%	20%
<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	5,144	4,395	*	*	*
Full-time and part-time hires	1,418	1,420	1,679	1,823	1,884
Retained in job at 3 months	848	910	1,058	1,185	1,225

SELECTED PERFORMANCE INDICATORS	Actual			Target	
	FY16	FY17	FY18	FY18	FY19
<b>Justice Community (DOP) – Launched 1/2012</b>					
New enrollees	215	210	206	*	*
Percent of participants placed in employment	28%	16%	44%	50%	50%
<b>NYC Justice Corps (CUNY) – Launched 9/2008, YMI Expansion in 2012</b>					
New enrollees	108	184	160	160	*
Completed community benefit project	77	123	94	88	*
Placed in jobs or education	92	141	133	64	*
<b>Young Adult Internship Program (YAIP) (DYCD) – Launched 11/2007, YMI Expansion 8/2011</b>					
Program participants	1,803	1,744	1,644	1,585	1,635
Percent of participants who completed internship	82%	84%	82%	75%	75%
Percent of participants placed in employment or education	54%	54%	56%	70%	70%
<b>GOAL: ENSURING ALL YOUTH REMAIN SAFE FROM VIOLENT CRIME AND RECEIVE SECOND CHANCES</b>					
<b>AIM (DOP) – Launched 7/2012</b>					
New enrollees	52	47	33	50	50
Participants who completed community service project	27	16	22	*	*
Participants who completed program	36	27	28	*	*

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- AIM: The decline in enrollment in Fiscal 2018 is attributed to an overall population reduction at all stages of the juvenile justice system.
- Cornerstone Mentoring: In Fiscal 2019, Cornerstone Mentoring will implement program model adjustments that increase the number of Middle School participants and decrease the number of High School participants. Fiscal 2019 targets are therefore preliminary and subject to change. All Fiscal 2018 targets have been revised with updated information.
- Jobs Plus: Due to ongoing data migration, data for 'Clients served' in Fiscal 2018 is currently not available. Paid performance milestones achieved for this time period suggest that the number of clients served in Fiscal 2018 is in line with previous years. Data for this indicator will be updated in subsequent reports.
- Justice Community: Data for 'Percent of participants placed in employment' in Fiscal 2017 has been revised from 16% to 24% to reflect the most accurate figures available as data reporting processes have a lag.
- NYC Justice Corps: The NYC Justice Corps demonstration project ceased operations at the close of Fiscal 2018 upon the natural end of existing program provider contracts.
- NYC Men Teach (DOE): The metric 'Full-time hires (DOE)' has been revised to 725 for Fiscal 2017 to reflect the most accurate figures. This number captures both new and mid-year hires made during the fiscal year. The Fiscal 2018 figure is lower than the target due to a reduction in hiring. The Fiscal 2019 target has not been finalized due to proposed changes in the program model.
- NYC Men Teach (CUNY): The Fiscal 2019 target for the metric 'Participants enrolled in academic training to become teachers' has been revised to only include new participants.
- Reading Rescue: Fiscal 2019 targets reduced in proportion to reduction in number of schools under YMI oversight following end of New York Community Trust grant period.

- Young Adult Internship Program (YAIP): The Fiscal 2018 target for ‘Program participants’ was initially reduced to 1,585 to reflect a projected decline in participants employed in subsidized jobs as a result of the minimum wage increase. However, the program was able to re-adjust the target to 1,643 participants and successfully serve additional youth through a combination of program changes and additional funding.

## ADDITIONAL RESOURCES

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

- The Disparity Report  
[http://www1.nyc.gov/assets/ympi/downloads/pdf/Disparity\\_Report.pdf](http://www1.nyc.gov/assets/ympi/downloads/pdf/Disparity_Report.pdf)
- The New York City Young Men’s Initiative: Working to Improve Outcomes for Black and Latino Young Men:  
<http://www1.nyc.gov/assets/ympi/pdf/reports/ympi-evaluation-2014.pdf>





**Collaborating  
to Deliver  
Results**

# MAYOR'S ACTION PLAN FOR NEIGHBORHOOD SAFETY



## PARTNER AGENCIES & OFFICES

-  DFTA
-  DOP
-  DPR
-  DYCD
-  HRA
-  NYCHA
-  NYPD

Mayor's Office  
for Economic  
Opportunity

Mayor's Office  
of Criminal  
Justice

Mayor's Office  
to Combat  
Domestic  
Violence

Mayor's Office  
of Operations

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 four years of MAP, MOCJ has made significant investments which include resources for security-focused infrastructure upgrades, programs aimed at increasing employment opportunities and social supports, the promotion of 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 MAP housing developments and surrounding neighborhoods and City agency partners to work together to enhance public safety.

From July 2017 through June 2018, the City continued to see significant crime reductions in MAP developments with 19 percent fewer shootings compared to the same period in Fiscal 2017. Since the inception of MAP in 2014, total index crime at MAP developments is down 11 percent, violent crime is down 10 percent and shootings are down 35 percent. Crime reduction at MAP sites has outpaced similar crime declines for all of NYCHA. Since MAP's inception in 2014, violent crime has declined by 11 percent at MAP sites, compared to 7 percent at NYCHA as a whole. Index crime at MAP sites has also declined by 10 percent compared to 9 percent at NYCHA as a whole.

In year five, MAP will focus on strengthening neighborhood engagement by deepening our relationships with community members and drawing upon their local knowledge to develop tailored solutions for the MAP neighborhoods. Through our MAP Stakeholder Teams, we will ensure that resident voice is included in the City's decision-making process around issues that most impact the communities we serve. By working together to honor the needs, desires and concerns of the community, we are better able to create culturally-appropriate and sustainable solutions that are most beneficial to MAP communities.

## 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, 3,033 MAP young people were enrolled in SYEP in the summer of 2018 (Fiscal 2019), over 200 more youth than the previous summer (Fiscal 2018), and 1,120 more than the summer of 2016 (Fiscal 2017). Overall, MAP developments have experienced a 120 percent increase in enrollments since Summer 2014 (Fiscal 2015), more than doubling the number of enrollments in that time. SYEP enrollment continues to trend upwards at MAP developments: in the summer of 2018, MAP enrollments increased by seven percent from the previous summer and 67 percent from the summer of 2016.

### **NEXT STEPS PROVIDES MENTORING TO MORE MAP YOUTH**

MAP works with the Department of Probation (DOP) to fund Next STEPS, one-on-one and group mentoring designed to help young adults make the attitudinal and behavioral changes necessary to avoid criminal activity and reengage with education, work and community. Utilizing a curriculum based on cognitive behavioral therapy, community non-profit partners employ credible messengers to engage youth from all 15 MAP sites in transformative mentoring. Since the start of Next STEPS in Fiscal 2016, the program has served over 900 new participants and has had over 500 graduates. This year, MOCJ and DOP began a new partnership with the Center for Employment Opportunities to build a career pathway for Next STEPS participants and other MAP youth ages 18-25. This new career pathway was initiated with a pilot cohort of 30 participants who will receive resume and interview preparation services, daily paid transitional employment, and permanent job placements. The first cohort of participants began in Spring 2018 and will expand in Fall 2018 to include additional MAP residents from the Bronx and Harlem.

## 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, based in Brownsville and Morrisania, 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, to be incorporated into multi-step plans for investment in specific sites in Brownsville and Morrisania, 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.

In Fiscal 2018, the recommendations and methodology of the research study encouraged new partnerships for MAP. The NYCx Challenge, a partnership with the Mayor's Office of the Chief Technology Officer and the Department of Transportation, sought technology solutions to increase nighttime activity in public spaces in Brownsville. The Neighborhood Activation Community Challenge, a partnership with Building Healthy Communities, provided \$50K to community-based organizations in Brownsville and Morrisania and Claremont Illuminated, a partnership with the New York City Department of Cultural Affairs, provided a series of specially designed nighttime artwork and programming. The Neighborhood Activation Study will release a report of findings with policy and program recommendations in Fiscal 2019.

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

As Neighborhood Activation demonstrates, strategic design can create vibrant, safer and more equitable spaces. Through MAP, NYPD Neighborhood Coordination Officers, NYCHA Resident Watch members, and NYCHA residents were trained in Crime Prevention Through Environmental Design (CPTED). Through CPTED, trainees learn how to effectively develop solutions to address unsafe conditions related to the physical spaces in their developments. The training they receive is part of the local NeighborhoodStat process and the CPTED methodology is used to develop and implement community-based projects that address public safety at each MAP site.

As of June 30, 2018, 15 MAP Engagement Coordinators and 115 MAP stakeholders received CPTED training. The stakeholders are currently engaged in the second phase of the training process, and training will be complete by October 2018.

## **ORGANIZED ACTIVITIES 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. Additionally, MAP offers support for the Department of Parks and Recreation's (DPR) Kids in Motion, a program that engages children in active, outdoor play on New York City playgrounds, including organized sports, games, fitness demos, board games, water games and more. Through MAP, 15 Kids in Motion programs were established at playgrounds in MAP developments.

## **APPLY BEHAVIORAL ECONOMICS TO DEVELOP SCALABLE SOLUTIONS FOR HARD-TO-SOLVE NEIGHBORHOOD ISSUES**

In 2017, MAP, in partnership with John Jay College of Criminal Justice and the New York City Housing Authority (NYCHA), engaged Ideas42 to identify behavioral "bottlenecks" in public housing communities related to three issues: broken doors, household waste disposal and dog waste. Ideas42 applied behavioral analysis to design targeted, evidence-based interventions that they will rigorously evaluate to ensure that the community's needs are being met in the most effective ways. Ideas42 also seeks to identify feasible, cost-effective and scalable solutions to these problems that can then be utilized by NYCHA to address these specific issues. For the past year, Ideas42 has conducted extensive interviews and discussions with residents, completed site visits to multiple developments, and hosted a series of presentations for key City and resident stakeholders on their findings and proposed design interventions. In the next several months, MOCJ will work with NYCHA and Ideas42 to determine a set of 30 test developments and 30 comparison sites to evaluate the proposed solutions.

## **NETWORKS**

### **USE NEIGHBORHOODSTAT TO SHARE INFORMATION, DEVELOP RESOURCES, AND CO-PRODUCE PUBLIC SAFETY**

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. These meetings, and the information sharing they generate, are an important part of MAP's strategy to enhance accountability by providing local residents and stakeholders with considerable information, discretion, resources and access to key decision-makers. NeighborhoodStat meetings also ensure that City executives remain aware of crime and quality of life conditions within their areas of responsibility and provide residents and resident stakeholder teams with opportunities to escalate issues that have not been resolved locally.

Five Central NeighborhoodStat meetings are organized by region and are held each week consecutively on a biannual basis. During the reporting period MAP conducted its fourth cycle of borough-wide NeighborhoodStat meetings. Eighty-

one percent of tasks (141 out of 175) identified in the spring 2017 cycle were completed throughout the summer and fall, a 98 percent increase from the previous fall 2016 cycle, reflecting improved collective efficacy.

In July 2017, MAP launched Local NeighborhoodStat, a development-based process that provides residents with an opportunity to establish neighborhood priorities, leverage citywide best practices and address resident concerns at the development level. Local NeighborhoodStat is being implemented in partnership with 15 MAP Engagement Coordinators from the Center for Court Innovation, who are responsible for facilitating a process of identifying systemic issues at each development and executing action plans to address those issues. Through these meetings, the MAP Engagement Coordinators will work with residents, community stakeholders, and agency partners to identify site-specific challenges, assets and resources all aimed towards supporting a site-oriented collaborative problem-solving process. The purpose of these local meetings is to foster clear communication and a deeper sense of community, and to build trust through more effective partnership between residents and City agencies at each development.

## 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 and its outputs and impact, with the aim of understanding what components of MAP worked best. The evaluation began in the summer of 2017, with a final report due at the end of 2019.

CRIME STATISTICS IN THE 15 DEVELOPMENTS							
Number of Incidents	Actual					% Change	
	FY14	FY15	FY16	FY17	FY18	FY17-FY18	FY14-FY18
Total Index Crime	867	810	837	759	778	3%	-10%
Violent Crime	625	531	610	547	558	2%	-11%
Shootings	34	35	29	27	22	-19%	-35%

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

Agency/Office	Indicator Name	Actual		Target	
		FY17	FY18	FY18	FY19
<b>Improved Infrastructure / Environmental Design</b>					
NYCHA	Permanent lights installed (# fixtures)	4,789	1,310	600	*
	Layered access projects completed (repairing and adding additional security to development entry and access points) (# bldgs.)	1	6	30	*
	Cameras installed (closed circuit television) (# cameras)	218	1,118	39	977
<b>Community Engagement &amp; Programming</b>					
DPR	Kids in Motion participants across MAP sites	58,002	52,301	65,000	65,000
	Shape-Up participants across MAP sites	3,511	19,414	3,000	3,000
DYCD	MAP Summer Youth Employment (SYEP) participants	1,816	2,826	850	3,500

Agency/Office	Indicator Name	Actual		Target	
		FY17	FY18	FY18	FY19
<b>Community Engagement &amp; Programming</b>					
NYC Opportunity	NYCHA youth enrolled in Work Progress Program (WPP)	602	397	NA	NA
DOP	Participants enrolled in the Next STEPS youth mentorship program**	172	264	240	240
	Participants who positively exited Next STEPS program**	105	117	144	144
OCDV	Healthy Relationship Academy workshops held	180	91	100	120
	Community outreach events	417	266	480	480
HRA	Appointments to connect individuals to HRA services	1,798	2,669	2,000	2,000
	Individuals connected to HRA services	1,111	1,559	1,000	1,000
	Percentage of clients seeking SNAP and Emergency Assistance benefits enrollment who are successfully enrolled in those benefits	41%	NA	30%	30%
DFTA	Grandparent support participation	417	400	325	325
	Seniors engaged at public events	8,117	4,604	6,500	6,500
	Program intakes	90	165	150	150

## PARTICIPATING NYCHA DEVELOPMENTS

- **THE BRONX**

Butler  
Castle Hill I and II  
Patterson

- **BROOKLYN**

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

- **MANHATTAN**

Polo Grounds  
St. Nicholas  
Wagner

- **QUEENS**

Queensbridge I and II

- **STATEN ISLAND**

Stapleton



## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS







- MAP will no longer report data for two indicators related to “Improved infrastructure/environmental design”: ‘Temporary light fixtures placed’ and ‘Non-construction scaffolding and shedding removed (linear feet).’ Over the past fiscal year, MAP has been focused on strategic, sustainable, and community-informed infrastructure and design improvements, as reflected in Neighborhood Activation and Crime Prevention through Environmental Design initiatives.



**Collaborating  
to Deliver  
Results**

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

## PARTNER AGENCIES & OFFICES

	DOC
	DOHMH
	DOP
	NYC H + H
	HRA
	NYPD

Mayor's Office  
of Criminal  
Justice

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

The action plan focuses on ensuring that, when appropriate, individuals with behavioral health disorders:

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

Over 100 days in 2014, the Task Force, which included more than 300 experts from inside and outside of government, mapped issues and developed solutions for five major points of contact: on the street, from arrest through disposition, inside jail, during release and re-entry, and back in the community. For each point of contact, the Task Force developed strategies, backed by evidence and informed by widespread expertise. This action plan is supported by an unprecedented \$130 million investment, of which \$40 million is asset forfeiture funds contributed by the District Attorney of Manhattan. The plan is a key component of the Mayor's commitment to reduce unnecessary arrests and incarceration, direct criminal justice resources to where they will have the greatest public safety impact, and make the justice system fairer.

Led by the Mayor's Office of Criminal Justice (MOCJ), the Mayor's Task Force on Behavioral Health and the Criminal Justice System continues to work closely with New York City agencies: the Department of Health and Mental Hygiene (DOHMH), the Police Department (NYPD), the Department of Correction (DOC), Health + Hospitals (H+H), the Department of Probation (DOP), and the Human Resources Administration (HRA). Highlights of the Task Force's accomplishments in Fiscal 2018 include:

- The Pre-Arrest Screening Unit (PASU) provides enhanced health screening at arraignments in Manhattan Criminal Court. In the PASU, Correctional Health Services (CHS) providers, including nurse practitioners and other health professionals, conduct an initial health screen of all individuals in custody prearrest 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. Since commencing operations in 2015, the PASU has conducted 80,483 screens for physical health needs (40,676 of which were conducted in Fiscal 2018) including 20,446 screens for behavioral health needs (10,767 of which were conducted in Fiscal 2018). Further, by providing patients with timely access to healthcare, CHS reduced unnecessary hospital runs by



approximately 25 percent. In addition, CHS staff shared 1,435 clinical summaries with legal defense groups in Fiscal 2018 to assist in their client advocacy. Originally, the initiative began as a pilot operating Monday through Friday from 6am to 2pm. In November 2016, PASU expanded and is now operating 24/7 at Manhattan Criminal Court. In 2018 the City announced that PASU would begin operations in three additional boroughs – Bronx, Brooklyn, and Queens.

- The Supervised Release program provides pretrial supervision and voluntary social service referrals as an alternative to bail to people charged with non-violent felony and misdemeanor offenses who are likely to be detained pretrial. Supervised Release rolled out citywide in March 2016 and has filled over 8,500 supervised release slots including 4,723 slots in Fiscal 2018. Since the program's inception, 90 percent of clients have made all their court dates and 92 percent have avoided any felony re-arrest. Expanded funding for the program was announced in July 2017 and is specifically aimed at reducing the number of people with behavioral health needs who enter City jails. This new investment is funding:
  - A ten percent increase in the number of people who can be diverted from jail through this program every year;
  - Five additional licensed clinical social workers, one in each borough, who will take on smaller caseloads of clients with higher levels of behavioral health needs;
  - Five additional peer specialists, one in each borough, to improve engagement in supervision programs for defendants with behavioral health needs. Peer specialists have lived experience in the criminal justice and behavioral health systems and have undergone training to become certified as mentors; and
  - Increased court and program staff to support effective supervision and engagement with approximately 3,300 individuals projected to participate in Supervised Release over the next year.

On March 1, 2018, in partnership with the New York City Council, MOCJ launched the Pretrial Youth Engagement Program (PYEP) to target youth in Brooklyn who are ineligible for Supervised Release. PYEP serves 16- to 19-year-old higher risk/higher-severity youth utilizing a positive youth development model and community engagement. As of June 30, 2018, PYEP had 49 clients. All of the PYEP clients have made every court appearance to-date.

Funding for the program overall has increased from \$8 million per year in FY17 to \$12 million per year in FY19 as the number of cases has increased dramatically since implementation.

In addition to the Task Force's accomplishments in Fiscal 2018, the initiative has been focused on:

## EXPANDING OPTIONS FOR POLICE

Achieving the Task Force's goals begins on the streets, where police and other first responders encounter those with behavioral health issues. Since the Task Force began implementation in early 2015, NYPD has been steadily providing Crisis Intervention Training (CIT) to officers, a nationally recognized model that equips officers with skills and knowledge to enable them to better recognize the behaviors and symptoms of mental illness and substance use, to de-escalate these encounters, and to divert in appropriate situations. CIT trained officers are now present in every precinct in New York City, with an additional 4,018 officers trained in 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.

## CUTTING CASE PROCESSING TIMES

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



Beginning in April 2015, the City and the State Courts have convened every part of the criminal justice system through an effort called Justice Reboot to identify the causes of case delay and implement lasting, systemic solutions. When Justice Reboot first began, 1,427 cases with detained defendants had been pending for more than one year. As of Fiscal 2018 a total of 1,411 (99%) of those cases have now been resolved. Since the start of the initiative, MOCJ, the Office of Court Administration, the five District Attorneys and the Defense Bar have been meeting regularly as a Coordinating Committee to review progress toward goals and make implementation decisions based on the recommendations of borough-specific teams.

A pilot program at Correctional Health Services' Queens Forensic Psychiatric Evaluation Court Clinic focuses on court-ordered psychiatric evaluations, which largely comprise fitness-to-stand-trial examinations (also known as "730" evaluations). A 2017 study by the Center for Court Innovation found that it took an average of 43 days to complete a competency exam. The Queens pilot program aims to complete the 730 evaluation process in 14 business days for felonies and 7 business days for misdemeanors. The pilot is a partnership between MOCJ Queens District Attorney's Office, the Legal Aid Society, Queens Legal Associates, the Assigned Counsel Plan, the New York State Office of Court Administration, NYC Health + Hospitals/Bellevue, NYC Health + Hospitals/Elmhurst, and the NYC Department of Correction.

## INCREASING SAFETY ON RIKERS ISLAND

DOC has adapted the CIT model—originally designed to improve the way police officers respond to mental health crises—to correctional settings, the first program of its kind in the country. The CIT training includes role playing with method actors who simulate mental health crisis situations allowing officers to practice de-escalation skills. On Rikers Island, Crisis Intervention Teams are comprised of both DOC officers and H+H staff specially trained in de-escalation and symptom identification. CIT trainings include site visits to mental health facilities that care for incarcerated people who need additional support off of Rikers Island. As of June 30, 2018, a total of 745 staff (580 correctional and 165 health staff) have been trained; 279 were trained in Fiscal 2018.

In addition, DOC has instituted Mental Health First Aid training to train recruits and in-service officers in the basic identification of behavioral health symptoms. As of June 30, 2018, 6,633 officers have been trained. Due to the success of the training, DOC has expanded the training to include incarcerated individuals. Since 2016, 407 incarcerated individuals were trained in Mental Health First Aid.

## INCREASING ACCESS TO SUPPORTIVE, PERMANENT HOUSING

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

To ensure that available apartments across the City are effectively matched to the individuals with greatest need, MOCJ used an intensive and innovative data-matching process to identify individuals who have had at least five admissions to City jails and five admissions to City shelters within any four-year period and who are likely living with behavioral health issues. DOHMH contracted with three service providers (Fortune Society, CAMBA and Urban Pathways) who receive names generated from the list, find the individuals, assess them for a probable mental illness or substance use disorder, and offer them this housing option. In the reporting period, an additional 19 individuals received both housing and support services through this initiative, for a cumulative total of 109 people currently placed in supportive housing. MOCJ and DOHMH are conducting an evaluation to measure the impact of the program on recidivism, homelessness, and health.

PERFORMANCE INDICATORS	Actual			Target		Cumulative Actual
	FY16	FY17	FY18	FY18	FY19	FY15 - FY18
NYPD officers who completed crisis intervention training <sup>1</sup>	3,947	1,863	4,018	*	*	9,889 <sup>1</sup>
Participants enrolled in supervised release slots <sup>2</sup>	911	3,324	4,723	*	*	8,974 <sup>2</sup>
Screens conducted by H + H in the Pre-Arrestment Screening Unit <sup>3</sup>	7,554	31,222	40,676	*	*	80,483 <sup>3</sup>
Individuals placed in DOHMH permanent supportive housing slots	65	43	19	*	*	127

<sup>1</sup>Includes 61 officers trained in Fiscal 2015. <sup>2</sup>Includes 16 participants enrolled in Fiscal 2015. <sup>3</sup>Includes 983 screens conducted in Fiscal 2015.

## NOTEWORTHY CHANGES, ADDITIONS AND DELETIONS

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

## ADDITIONAL RESOURCES

For additional information go to:

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

**Collaborating  
to Deliver  
Results**

# CAREER PATHWAYS

## PARTNER AGENCIES & OFFICES

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

- Mayor's Office of Economic Opportunity
- Center for Youth Employment
- Mayor's Office of Media and Entertainment
- Mayor's Office of Operations

The City's Career Pathways strategy aims to create a more inclusive workforce, one that provides New Yorkers with opportunities to develop new skills, enter the workforce, and earn wages that allow them to achieve economic stability, regardless of their starting skill level or educational attainment. To realize this vision, the City supports training programs that give people the 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 4.5 million in June 2018 and workers experienced an average increase in wages of 2.9 percent between June 2017 and June 2018. 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 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. In Fiscal 2018, the NYC Food and Beverage Hospitality Council developed Stage NYC, a new model of onboarding entry-level talent to help meet the labor shortage for line cooks. The program helps out-of-school, out-of-work youth find work in restaurants and provides a combination of classroom and on-the-job training over three months. After completing two pilot cohorts in Fiscal 2018, the program is being evaluated and improvements will be implemented in Fiscal 2019.

Similarly, the Industrial/Manufacturing partnership shaped a new work-based learning model in response to employer demand for skilled Computer Numerical Control (CNC) Operators. This model is part of ApprenticeNYC, a strategy of the Mayor's New York Works, Creating Good Jobs plan, which recasts a traditional workforce development approach to address the 21st century skills that New York City employers need. This 18-month program gives New Yorkers the hands-on experience they need to access careers in advanced manufacturing. In Fiscal 2019 this program will be scaled to two new cohorts of CNC Operator apprentices.

The NYC Tech Talent Pipeline (TTP) advanced its work to support NYC companies in finding, hiring and developing local talent from non-traditional sources through a model known as "Associate Engineers" — another variation of the ApprenticeNYC strategy. As part of the model, TTP developed a Peer Network for businesses to share best practices for bringing Associate Engineers to new workplaces, published an industry-authored Associate Engineer Playbook, and created a Tech Talent Team to validate and connect candidates using an employer-informed assessment process and tool. These supports were accompanied by commitments from employers such as Spotify, LinkedIn, Stack Overflow, Foursquare, and others to establish or expand these on-ramps at their own companies.

Additionally, TTP has continued its work to create systems that can meet industry demand for skilled tech talent. In Fiscal 2018, TTP spearheaded the launch of CUNY 2x Tech investments at Hunter and Lehman Colleges, part of the goal to double the number of tech bachelor's degrees awarded by 2022. In its first semester, CUNY 2x Tech schools enrolled 300 students in tech-specific advising cohorts, mobilized 12 industry professionals to teach seven in-demand electives to 142 computer science majors, and connected 75 students to internships. Finally, TTP identified and published key practices for connecting a diversity of candidates to jobs through accelerated tech training. These guidelines have been incorporated into new funding opportunities including a new RFP for an industry-informed Data Analyst training program.

In Fiscal 2018, the New York Alliance for Careers in Healthcare (NYACH) continued efforts to ensure that employers are able to cultivate a workforce that is reflective of the patient population. In support of this, NYACH developed a Bilingual Medical Assistant model carried out at LaGuardia Community College. This intensive year-long model features integrated contextualized English for Speakers of Other Languages and an updated occupational training curriculum with work-based learning tailored to foreign born New Yorkers. Similarly, NYACH created a model for the emerging occupation of Certified Recovery Peer Advocate (CRPA). CRPAs have lived-experience with and training in substance use and recovery and they play a unique role in supporting individuals with substance use diagnoses and are Medicaid reimbursable. Thus far the initiative has proven successful with partnership from Queensborough Community College. In order to meet increasing demand for this new occupation across the City, the model has been scaled to two additional CUNY colleges: Bronx Community College and the College of Staten Island (CSI). The program at CSI is slated to launch in Fiscal 2019 with the support and funding of the Staten Island Performing Provider System demonstrating the adoption of the model developed by NYACH.

In pursuit of a system that provides New Yorkers with access and the opportunity to advance in the sector, the Construction Industry Partnership has developed a model to help NYCHA residents enter the trades. In Fiscal 2018, this model was piloted with the help of the NYCHA Resident Training Academy to prepare candidates to enter electrician apprenticeships. In addition, the Construction Industry Partnership has played an important role shaping the approach and curriculum as SBS works to establish equal access to training to meet the construction site safety requirements in Local Law 196 of 2017.

SBS is in the process of envisioning a sixth Industry Partnership to ensure alignment with current and anticipated industry trends.

In Fiscal 2018, an estimated \$48 million was invested in occupational skills and entrepreneurship training in part through reallocation of the City's existing workforce funding and resources. While training providers continue to offer a broad

array of occupational trainings, the total allocation for training has decreased. The decline is due to a) a correction in funding estimates for a number of trainings, b) a decrease in funding for several training programs, and c) the closure of several programs. The total decline in funding was offset by the creation of new programs and the addition of funding to existing training programs.

The NYC Center for Youth Employment (CYE) continues its mission of expanding, improving and connecting programs that offer youth employment and career exploration services in New York City. In Fiscal 2018 CYE supported programs that served more than 109,000 youth and young adults—achieving the Mayor’s goal of providing at least 100,000 slots system-wide two years before the original target of 2020.

A project of the Mayor’s Fund to Advance New York City, CYE works with the Department of Youth and Community Development (DYCD) on a number of key initiatives including two Summer Youth Employment Program (SYEP) options that serve youth in shelter, foster care, or juvenile justice systems (Vulnerable Youth) and high-achieving young adults through professional internships (Ladders for Leaders). Additionally, CYE, DYCD, the Administration for Children’s Services and the NYC Children’s Cabinet partner on the federally funded New York City Performance Partnership Pilot (NYCP3). NYCP3 serves young parents who are 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. Of 40 participants enrolled, 11 already have earned their High School Equivalency and are moving on to employment, skills training, or higher education.

CYE also works closely with the Department of Education (DOE) on a range of programs that more closely connect high school academics with the world of work. One such initiative is CareerCLUE, a blended work/learning summer experience across DOE Community Schools and Career and Technical Education (CTE) programs that is being integrated into SYEP, serving about 300 students in Fiscal 2018. Another program is CTE Industry Scholars, which placed more than 1,600 CTE students into paid internships in high-value economic sectors through the spring and summer.

With funding from the City, CUNY is on target to reach its goal of expanding its Accelerated Study in Associate Programs (ASAP) initiative from 4,000 students in 2014, to 25,000 students by academic year 2018-19. In academic year 2017-2018, ASAP served 21,514 total students. ASAP has more than doubled associate degree completion rates for participating students, graduating at least 50 percent of students in three years. To date, across eight cohorts, ASAP has an average graduation rate of 54 percent vs. 25 percent of comparison group students.

The redesign of Bronx Community College (BCC) as an “ASAP college” continues, exceeding its target of 3,472 and enrolling 3,503 students in academic year 2017-18. ASAP expansion at BCC continues to drive broad system improvements. For instance, in spring 2018, the ASAP Central Office and BCC ASAP worked diligently to support the integration of Starfish, an online advisement platform, campus-wide. The platform was tested first with ASAP, and will soon include other areas of the college, including tutorial units, financial aid, and disability services.

CUNY’s Adult Literacy Program is developing a series of contextualized workforce materials, called CareerKits. All programs receiving New York State Education Department Workforce Innovation and Opportunity Act funding will be required to utilize the CareerKits in Fiscal 2019. The following CareerKits have been completed: Career Fundamentals, Healthcare, Technology, Community & Social Services, Education & Childcare, Manufacturing, Hospitality, Recreation & the Arts. CareerKits for Retail and Food Production, Construction and Transportation & Warehousing are in development and will be available in the coming months. To date, all 14 CUNY campus literacy programs have received at least introductory training in the use of the CareerKits and have participated in pilot testing of the materials, as has a range of non-CUNY literacy providers through the Regional Adult Education Network, and the Department of Education.

The Human Resources Administration (HRA) and CareerAdvance, CareerCompass, and YouthPathways providers are over a year into the implementation of major program changes. Implementation of financial counseling and alternative engagement are early wins for the programs. Clients continue to react positively to the new services.

## 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 offering additional benefits, developing career pathways, and investing in wages and training—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.

In Fiscal 2018, Best for NYC partners received philanthropic support to pilot a business coaching model for businesses in the Bronx and yield learnings that can be replicated. Best for NYC also launched an initiative to connect businesses to a free workplace financial-wellness program offered by Neighborhood Trust Financial Partners, a nonprofit organization that delivers financial empowerment services to workers. 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. In Fiscal 2019, 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.

## INCREASING SYSTEM AND POLICY COORDINATION

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

Through HireNYC, the City leverages its purchasing power and economic development investments to create job opportunities for low-income New Yorkers and help businesses and nonprofit organizations access qualified talent. Since HireNYC's inception in 2015, the City has leveraged the program to help connect more than 6,000 New Yorkers to jobs.

HireNYC is a suite of initiatives that spans the City's purchasing and investments, including human services contracts, goods and services contracts, and construction and development investments. HireNYC: Human Services is the HireNYC initiative that requires providers with human services contracts from participating City agencies to hire one public assistance recipient for every \$250,000 in contract value. Since January, the Mayor's Office of Workforce Development (WKDEV) has taken steps in collaboration with various stakeholders to increase the number of hires such as the launch of quarterly meetings with participating City agencies. Additionally, WKDEV increased its communication and engagement with providers, including hosting four information sessions on recent changes to the HireNYC: Human Services requirement in partnership with Business Link, a free employment service provided by the Human Resources Administration.

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.

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 Phase I data-contributing agencies. Operations began building the technical infrastructure and online portal for the release of the integrated workforce data system, which is expected in the beginning of calendar year 2019.

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			Notes
	FY16	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	10	15	18	
Workforce program data systems assessed for Common Metrics alignment (%)	58%	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	WKDEV and the Mayor's Office of Operations are working with City agencies to develop an integrated data platform which will serve as the reporting mechanism for this indicator.
<b>Client Engagement and Outcomes</b>				
Individuals enrolled in industry-based training	16,161	21,331	28,750	This indicator covers programs, administered by nine agencies, that provide participants with occupational skills training and is reported on a full fiscal year basis
Individuals obtaining industry-based training credentials	7,423	7,037	8,298	
Individuals connected to employment	63,420	57,127	66,390	This indicator provides a count of clients who are connected to unsubsidized jobs.
Number of jobs, internships or mentorships measured by CYE	81,915	91,070	109,264	The goal is to provide 100,000 jobs, internships or mentorships annually, by 2020.
Cumulative number of employers that provide jobs, internships or mentorships through CYE	493	637	637	

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Fiscal 2017 data for 'Individuals obtaining industry-based training credentials' has been corrected.

## ADDITIONAL RESOURCES

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

- Career Pathways: Progress Update, December 2015:  
<http://www1.nyc.gov/assets/careerpathways/downloads/pdf/Career-Pathways-Progress-Update.pdf>
- Career Pathways Learning Lab White Paper, July 2015:  
[http://www.nyc.gov/html/ohcd/downloads/pdf/nyc\\_career\\_pathways\\_learning\\_lab\\_summary\\_July2015.pdf](http://www.nyc.gov/html/ohcd/downloads/pdf/nyc_career_pathways_learning_lab_summary_July2015.pdf)

- The New York City Bridge Bank:  
[www.nyc.gov/bridge](http://www.nyc.gov/bridge)
- HireNYC:  
<http://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

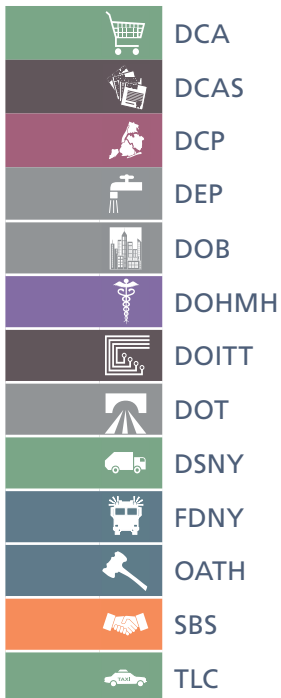
New York City is a city of small businesses. Of the approximately 230,000 businesses located in the city, 98 percent are characterized as small (fewer than 125 employees) and nearly 80 percent have fewer than 10 employees. Small business owners take tremendous financial risk to transform their dreams 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.

As we strive to reduce inequality in our city, supporting those who pursue business ownership is vitally important. Small Business First (SB1) is Mayor Bill de Blasio's initiative to make government more effective and efficient in helping businesses start, operate, and expand. The initiative, launched in February 2015, is an interagency effort led by the Department of Small Business Services (SBS) and the Mayor's Office of Operations. As part of SB1, the City made 30 commitments to level the City's regulatory playing field for small businesses. To do this, SB1 is increasing access to information, improving the regulatory environment, saving business owners time, money, and hassle, and increasing 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. Over the last fiscal year, the Center provided more than 15,700 services to small business owners. Over the same time period, the Compliance Advisors — who provide on-site consultations to help business owners avoid common violations — served more than 1,800 small businesses across the five boroughs. More than 2,100 inspectors across the city improved the speed and clarity of their communications with business owners by utilizing electronic handheld devices and City staff fulfilled requests for immediate interpretation services in 83 languages. In addition, the Fire Department (FDNY), the Department of Buildings (DOB), and SBS worked with City Council to introduce a bill to consolidate filings and approvals for fire suppression systems, fire alarm systems, and fire protection plans under the Fire Department, which is anticipated to save time and money for businesses.

The City continues to expand support for small businesses under SB1. The [NYC Business Portal](#) (Portal) is the City's comprehensive online portal that allows business owners to track information about licenses, permits, and violations in one place, and provides tools for users to start and grow businesses in New York City. This past June, the Portal launched its second release of new functionalities, allowing users to:

- Create and update one or several profiles for their businesses;
- View and save various transactions with the City to their profiles, including licenses, permits, complaints, violations, and certifications;
- Get deadline alerts for settling violations and summonses or renewing licenses and permits;
- Share business profiles with other users;
- Request notifications in eleven languages by text or email;
- Get notifications for transactions that may be linked to their business, including 311 complaints;



Mayor's Office  
of Data Analytics

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of Immigrant  
Affairs

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of Operations

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of Technology  
and Innovation

- Access information about and sign up for events;
- Learn about City, State, and federal regulations and programs.

The release also included changes to make the Portal more user-friendly and accessible. The City continues to update all content on the Portal on a regular basis.

Beyond the 30 commitments of SB1, opportunities exist to continue improving the regulatory environment for small businesses. Following the principles of SB1, partner agencies will continue to work together to make it easier to start, operate, and grow a business in New York City.

Progress made on SB1 initiatives is detailed below, and unless otherwise noted, the accomplishments listed occurred in 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. SB1 uses different channels to disseminate this information, 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 the City resources that are available.

Accomplishments include:

- Received more than 1.5 million visits to the NYC Business portal, including 1.1 million unique visitors and almost 10,000 user accounts created. Compared to Fiscal 2017, visits have increased by more than half and user accounts have almost tripled. License, permit, and certification content, and the Step by Step and Incentives Estimator tools, have been improved. Content was refreshed for accuracy and readability, and questionnaire rules were updated to reflect new City and State practices. Additionally, new content was developed and published for several industries, including Urban Agriculture and Information Technology (commitment 1).
- Provided more than 15,700 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 40 percent more services to business owners compared to the prior year (commitment 4).
- Served more than 1,000 businesses through the SBS Client Manager team. These staff members provide one-on-one assistance to business owners to help them navigate government processes (commitment 5). In Fiscal 2018, SBS focused on deeper engagement through multiple services per client. Additionally, certain cross-agency services provided by Client Managers were successfully streamlined and are now transitioning back to DOHMH, DOB, and FDNY. This has caused a decrease in the number of businesses served by SBS, since they are now being directly served by the regulatory agencies.
- Confirmed more than 2,100 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 17,600 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, Compliance Advisors provide on-site consultations to educate businesses about common violations to help them avoid fines and violations.

Accomplishments include:

- Compliance Advisors completed on-site consultations for more than 1,800 small businesses and identified more than \$22 million in potential fines (commitment 9).
- Held citywide standardized customer service training courses to train more than 1,900 public-facing, non-inspectorial City staff members in customer service techniques and skills (commitment 11).
- Supported the successful rollout of hearings for DCA summonses in outer boroughs. Business owners who receive a summons from DCA in Queens, Bronx, or Brooklyn can now choose to have their summons heard at one of the OATH Hearing Centers in each of these boroughs, saving the business owner a trip to Lower Manhattan (commitment 12).
- Launched remote hearing options for certain summonses issued by the Taxi and Limousine Commission (TLC), increasing the total number of violation categories that are eligible for remote hearings from 629 to 705 (commitment 13).

## 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 80 opportunities for rule modifications that would have a beneficial impact on small businesses, as part of the broader review of all existing City rules coordinated through the Mayor's Office of Operations. In Fiscal 2018, 60 rule modifications were made to the existing Rules of the City of New York. These modifications included improving digital communication with agencies, clarifying language, and reducing the regulatory burden on businesses, among others. In addition to the retrospective rules review, to ensure that the City continues its effort to examine the way that City rules affect small business owners, SBS and the Mayor's Office of Operations are developing a process to determine whether proposed rule modifications may impact small businesses (commitment 16).
- Incorporated as-of-right zoning for physical culture establishments (PCEs) as part of the East Harlem rezoning, which eliminates the requirement for PCEs (e.g., gyms and martial arts studios) to obtain a Special Permit from the NYC Board of Standards and Appeals (commitment 17).
- Worked with City Council to introduce legislation that implements changes to fire alarm, fire suppression, and fire protection plan processes. The goal of these changes is to streamline areas of overlap or complexity between the

Department of Buildings and the Fire Department. Changes are anticipated to save time and money for businesses (commitments 18, 19, and 20).

- 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 more than 160 (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:

- Trained 34 community-based leaders from Community Boards, schools, merchants associations, Chambers of Commerce, and City Council offices, among others, to help small business owners navigate government processes. This reflects a nearly 50 percent increase in leaders served from Fiscal 2017 (commitment 26).
- Reached more than 420 business owners – a 20 percent increase from Fiscal 2017 – at 14 multiagency events held in Brooklyn, the Bronx, Queens, and Staten Island (commitment 27).
- DCA's Office of Financial Empowerment (OFE) continued to tailor financial counseling services to small businesses, conducting over 800 sessions for small business owners in the past fiscal year (commitment 28). This included:
  - 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 specific populations, to advertise financial counseling to DCA and TLC Licensing Center customers
  - Launching a research study to identify the most significant financial barriers faced by microbusinesses and a review of available City agency services
- Held 'Writing in Plain Language' training courses to train 140 City staff in plain language communication skills (commitment 29).
- Regulatory agencies fulfilled requests for interpretation in 83 languages (commitment 30).

## PERFORMANCE INDICATORS

As implementation of Small Business First continues, agency partners will continue to track performance indicators related to the commitments and their impact on business owners.

Indicator	Actual		Notes
	FY17	FY18	
<b>Increase Customer Satisfaction</b>			
Business Customer Service Surveys received from business owners who interacted with the City	1,008	1,324	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%	78%	Revised survey launched in September 2016.
Agency staff trained in customer service	973	1,905	

Indicator	Actual		Notes
	FY17	FY18	
<b>Provide Clear Information with Coordinated Services and Support</b>			
Visits to the online business portal	995,300	1,505,900	
Average monthly unique visitors to the online business portal	64,033	96,817	
Accounts created on the online business portal	3,532	9,987	Account creation feature was added in March 2017.
Number of transactions managed through the business portal.	NA	NA	This indicator will include the sum of transactions saved to user's dashboards and the number of clicks on "Pay" and "Renew" buttons. Data will be reported in the Fiscal 2019 PMMR, as the ability to track this data was not available until June, 2018.
Services provided at the Small Business Support Center	11,530	15,711	
<b>Help Businesses Understand and Comply with City Regulations</b>			
Businesses assisted by Small Business Compliance Advisors and Client Managers	3,409	2,863	
Time to open a business, by business type	NA	NA	SBS and partner agencies are measuring the length of common regulatory business processes (e.g., obtaining licenses, obtaining permits, and scheduling inspections) to estimate the time it takes to complete steps to opening. A method to report on process trends is being developed and will be reported in the Fiscal 2019 PMMR.
Time to complete specific interagency processes	NA	NA	Once Fire Alarm, Fire Suppression, and Fire Protection Plan filings and approvals are streamlined under FDNY, baseline process times can be reported.
<b>Ensure Equal Access for All Business Owners</b>			
Community groups trained to assist local businesses	23	34	
Educational events for business owners	281	268	

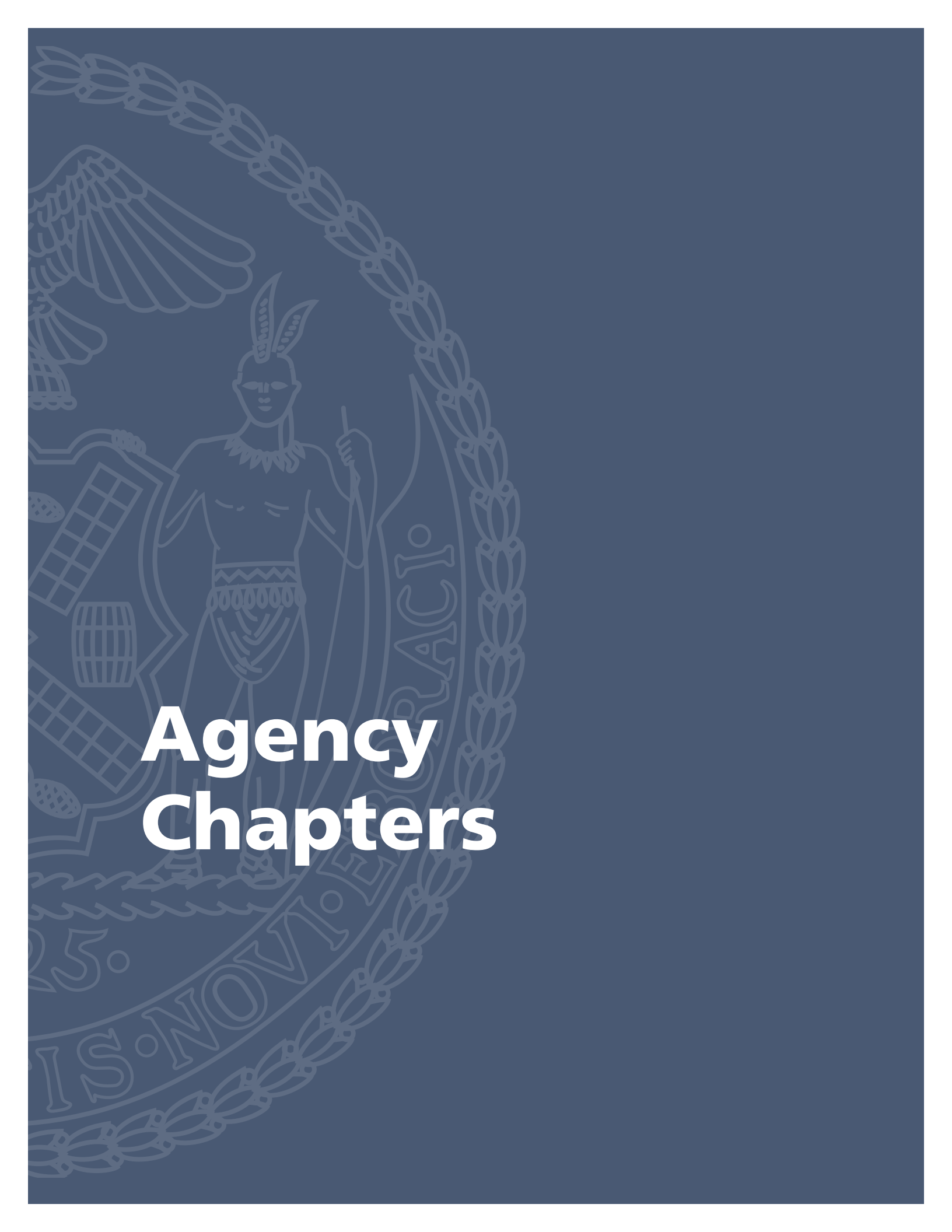
## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The indicator 'Transactions initiated through the online business portal' has been replaced with 'Number of transactions managed through the portal', as it more accurately reflects the functionality of the portal. Data will be reported in the Fiscal 2019 PMMR.
- The indicator 'Services provided at the One-Stop Business Center' was updated to read 'Services provided at the Small Business Support Center' to reflect the name of the Center.
- Fiscal 2017 data for the indicator 'Services provided at the Small Business Support Center' was revised from 11,569 to 11,530, as part of the quality assurance process of data management.
- Fiscal 2017 data for the indicator 'Businesses assisted by Small Business Compliance Advisors and Client Managers' was revised from 3,508 to 3,409, due to more accurate accounting of service delivery parameters.

## ADDITIONAL RESOURCES

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

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

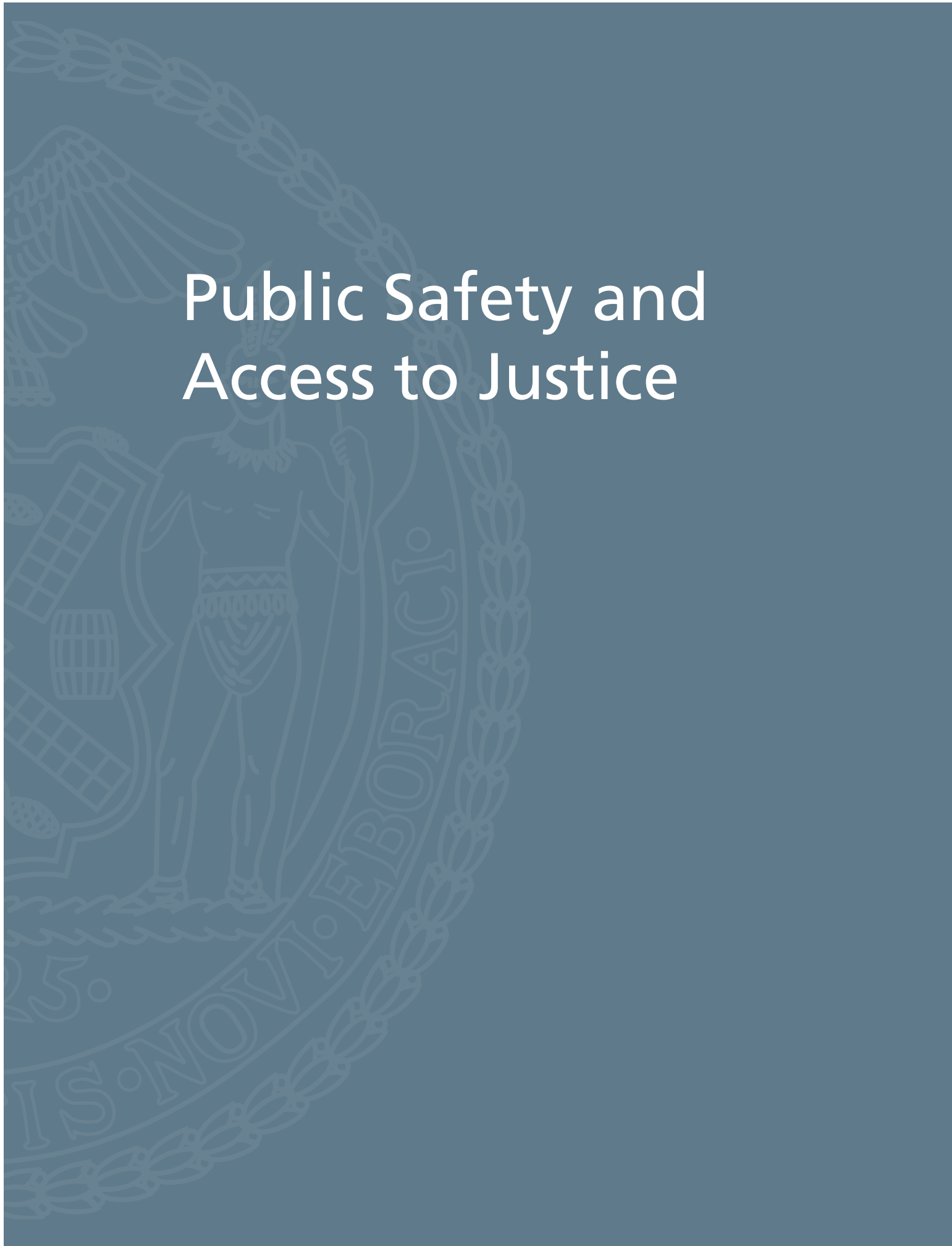


# Agency Chapters





# Public Safety and Access to Justice



# Public Safety and Access to Justice

 New York City Police Department p 59	 Law Department p 99
 Fire Department p 67	 Department of Investigation p 103
 New York City Emergency Management p 75	 City Commission on Human Rights p 107
 Department of Correction p 81	 Office of Administrative Trials and Hearings p 113
 Department of Probation p 89	 Business Integrity Commission p 117
 Civilian Complaint Review Board p 95	

# 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 (PSAs). 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. This reduction was achieved while the Department managed more than a 95-percent decrease in stop-and-frisk encounters, with declines of approximately 27 percent in arrests and 65 percent in criminal summonses in the past five years. With Neighborhood Policing, NYPD is 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. Neighborhood Policing is currently operating in all PSAs and in 70 of 77 precincts. Neighborhood Policing will expand to all transit districts and all precincts, except Central Park, starting in 2019.

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

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### **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.

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

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

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

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

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

- Goal 4a Improve police/community relations.

# HOW WE PERFORMED IN FISCAL 2018

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

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

With NYPD's precision policing investigative methods, the Department is focused on the drivers of crime in the City. Crime reduction is achieved through coordinating efforts with the public, patrol officers, neighborhood coordination officers (NCOs), investigators and all of NYPD's local, state, federal and criminal justice partners. The effectiveness of patrol officers as local crime fighters and local problem solvers has been greatly enhanced by Neighborhood Policing. NCOs and sector officers have been assigned to each sector within a precinct to work with local neighborhood forums on the most critical issues and crimes facing each community. Neighborhood meetings convened by NCOs in each sector provide a forum for cooperative and integrated problem solving.

Based on FBI total index crime statistics for cities reporting the most recent data for the first six months of Calendar 2017, 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 Fiscal 2018 murder increased slightly, by one percent, compared to Fiscal 2017. Forcible rape increased 17 percent compared to Fiscal 2017. Overall major felony crime decreased three percent compared to Fiscal 2017. Major felony crime in public schools decreased eight percent compared to Fiscal 2017.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Major felony crime	110,023	103,872	105,614	98,991	95,868	↓	↓	Down	Down
★ – Murder and non-negligent manslaughter	320	348	341	300	303	↓	↓	Neutral	Down
★ – Forcible rape	1,064	1,064	1,164	1,109	1,293	↓	↓	Up	Down
★ – Robbery	18,208	16,428	16,670	14,759	13,573	↓	↓	Down	Down
★ – Felonious assault	20,517	19,544	20,877	20,651	20,141	↓	↓	Neutral	Down
★ – Burglary	17,140	15,828	14,463	12,454	11,856	↓	↓	Down	Down
★ – Grand larceny	45,238	43,112	45,164	43,787	43,101	↓	↓	Neutral	Down
★ – Grand larceny auto	7,536	7,548	6,935	5,931	5,599	↓	↓	Down	Down
★ Major felony crime in housing developments	5,328	4,858	5,205	5,084	4,853	↓	↓	Neutral	Down
★ Major felony crime in transit system	2,488	2,283	2,520	2,475	2,399	↓	↓	Neutral	Down
Crime related to domestic violence - Murder	56	61	53	55	53	*	*	Neutral	Down
– Rape	471	481	526	504	466	*	*	Neutral	Down
– Felonious assault	8,335	7,771	7,986	8,082	7,912	*	*	Neutral	Down
★ School safety - Major felony crime	654	614	532	504	466	↓	↓	Down	Down
– Murder	1	0	0	0	1	*	*	Neutral	Down
– Rape	2	6	2	4	16	*	*	Up	Down
– Robbery	94	55	66	60	37	*	*	Down	Down
– Felonious assault	172	176	148	140	134	*	*	Down	Down
– Burglary	53	51	33	37	46	*	*	Down	Down
– Grand larceny	331	325	279	263	228	*	*	Down	Down
– Grand larceny auto	1	1	4	0	4	*	*	Up	Down
School safety - Other criminal categories	2,485	2,286	2,219	2,007	2,026	*	*	Down	Down
– Other incidents	3,811	3,975	4,092	4,361	5,112	*	*	Up	Down
Gang motivated incidents	225	328	349	350	347	*	*	Up	*
Gun arrests	4,776	4,776	5,194	5,081	4,684	*	*	Neutral	*
Major felony crime arrests	42,444	41,599	43,516	41,869	41,748	*	*	Neutral	*
Narcotics arrests	75,389	61,007	56,320	50,902	43,574	*	*	Down	*
Juvenile arrests for major felonies	2,883	2,671	2,495	2,198	2,200	*	*	Down	*

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

**Goal 1b** Prevent terrorist attacks.

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

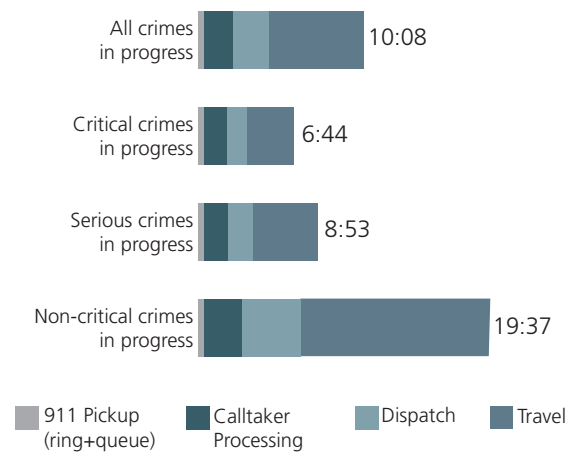
Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Counterterrorism training (hrs) - Uniformed members	206,781	216,556	210,582	182,331	129,302	*	*	Down	*
- Non-members	17,588	26,152	48,607	49,477	42,482	*	*	Up	*

★ Critical Indicator    "NA" Not Available    ⬆️⬇️⬆️ Directional Target    \* None

**Goal 1c** Respond to police emergencies quickly.

The Department strives to respond to all calls for service as expeditiously as possible, while also ensuring that the public is provided with optimal levels of service in every instance where the assistance of police is required. With the expanded use of Department-issued smartphones and tablets, patrol officers have universal search capabilities and receive immediate notifications of 911 calls, often prior to radio dispatch, enabling swifter response to breaking crime and requests for service. Wanted posters and missing persons photos are sent electronically to every police officer immediately, as are alerts in any potential terrorist attack.

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



Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
End-to-end average response time to all crimes in progress (minutes:seconds)	10:55	10:58	10:35	10:06	10:08	*	*	Neutral	Down
End-to-end average response time to critical crimes in progress (minutes:seconds)	7:08	7:29	7:09	6:49	6:44	*	*	Neutral	Down
End-to-end average response time to serious crimes in progress (minutes:seconds)	8:55	9:38	9:24	8:50	8:53	*	*	Neutral	Down
End-to-end average response time to non-critical crimes in progress (minutes:seconds)	15:03	16:17	17:21	17:58	19:37	*	*	Up	Down
★ Average response time to all crimes in progress (dispatch and travel time only) (minutes)	8.5	9.3	9.1	8.0	8.1	⬇️	⬇️	Neutral	Down
Average response time to critical crimes in progress (dispatch and travel time only) (minutes)	4.9	5.9	5.5	4.9	4.8	*	*	Neutral	Down
Average response time to serious crimes in progress (dispatch and travel time only) (minutes)	6.8	8.2	8.1	6.8	7.0	*	*	Neutral	Down
Average response time to non-critical crimes in progress (dispatch and travel time only) (minutes)	12.0	13.9	14.5	15.2	16.9	*	*	Up	Down
Crime in progress calls	NA	275,032	261,992	255,489	259,584	*	*	NA	*

★ Critical Indicator    "NA" Not Available    ⬆️⬇️⬆️ Directional Target    \* None

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

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

The Department, through collaborative traffic safety initiatives under the Vision Zero initiative and comprehensive collision investigation, strives to improve and maintain the safety of pedestrians, motorists and bicyclists alike. The City had its fourth straight year of decline in traffic fatalities in Calendar 2017. Fatalities were down more than four percent and hit the lowest level recorded since 1910, when traffic fatality statistics were first kept.

In Fiscal 2018 the total number of moving violation summonses issued increased slightly, by one percent, and the number of summonses issued for hazardous violations increased two percent compared to Fiscal 2017. In Fiscal 2018 traffic fatalities involving motorists/passengers increased 29 percent and traffic fatalities involving bicyclists/pedestrians decreased 14 percent compared to Fiscal 2017.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Traffic fatalities (motorist/passengers)	113	90	84	63	81	↓	↓	Down	Down
★ Traffic fatalities (bicyclists/pedestrians)	172	159	152	148	128	↓	↓	Down	Down
Driving while intoxicated (DWI) related fatalities	38	31	35	26	28	*	*	Down	Down
DWI arrests	10,123	8,155	7,577	7,171	6,738	*	*	Down	*
Total moving violation summonses (000)	1,052	1,005	1,032	1,062	1,075	*	*	Neutral	*
– Summonses for hazardous violations	749,561	832,975	879,790	923,513	942,684	*	*	Up	*
– Summonses for prohibited use of cellular phones	142,112	125,787	125,241	130,934	131,984	*	*	Neutral	*
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

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

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

The Department, through rigorous analysis and other available resources, continues its efforts to identify and target conditions that affect the quality of life of residents and visitors. As NCOs learn more about their precincts and about the people who live in, work in and visit them, they develop a greater degree of detailed knowledge about quality-of-life issues affecting that particular community, as well as a greater capacity to remedy these problems. In Fiscal 2018 the total number of quality-of-life summonses decreased 40 percent and the number of unreasonable noise summonses decreased 59 percent compared to Fiscal 2017.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Quality-of-life summonses	404,278	331,832	323,980	279,117	168,104	*	*	Down	*
– Unreasonable noise summonses	12,991	8,249	5,487	4,325	1,785	*	*	Down	*
– Graffiti summonses	18	11	7	3	0	*	*	Down	*
Graffiti arrests	3,167	2,687	2,123	1,750	1,772	*	*	Down	*
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

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

### Goal 4a Improve police/community relations.

NYPD's efforts to win and maintain the trust of communities are closely tied to the Neighborhood Policing patrol model. Patrol officers assigned to the same geographic area each day interact with members of the community on a daily basis, strengthening the police/community bond. Neighborhood meetings, convened by NCOs in each sector within a precinct, provide a forum for cooperative problem solving.

The Department will be using a new rubric starting Fiscal 2019 to measure the level of Courtesy, Professionalism and Respect (CPR) shown to the public. The Department is gradually introducing face-to-face testing of police officers to complement its anonymous telephone testing. Additionally, CPR testing will be used to monitor the impact of Neighborhood Policing strategies, including the activities of NCOs.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Courtesy, Professionalism and Respect (CPR) testing - Tests conducted	8,558	8,489	8,243	8,167	7,698	*	*	Neutral	*
– Exceptionally good	8	7	0	9	2	*	*	Down	Up
– Acceptable	8,508	8,416	8,142	7,992	7,619	*	*	Down	*
– Below standard	42	66	101	166	77	*	*	Up	Down
Total civilian complaints against members of the service	5,573	4,165	4,711	4,215	4,392	*	*	Down	Down
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None						

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Cases commenced against the City in state and federal court	3,701	3,549	2,933	2,115	2,065	*	*	Down	*
Payout (\$000)	\$154,106	\$202,654	\$228,454	\$259,423	\$205,084	*	*	Up	Down
Collisions involving City vehicles (per 100,000 miles)	3.5	3.2	3.9	4.6	4.3	*	*	Up	Down
Workplace injuries reported (uniform and civilian)	8,512	7,564	7,249	6,626	6,829	*	*	Down	Down
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	64%	66%	68%	60%	55%	*	*	Down	*
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None						

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	263,035	273,575	238,382	288,561	291,745	*	*	Up	*
CORE facility rating	90	88	94	92	96	*	*	Neutral	Up
Calls answered in 30 seconds (%)	99%	99%	99%	99%	99%	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None						

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Response to 311 Service Requests (SRs)									
Percent meeting time to close – Residential Noise - Loud Music/ Party (0.3 days)	95	93	88	87	91	*	*	Neutral	*
Percent meeting time to close – Residential Noise - Banging/ Pounding (0.3 days)	94	91	86	84	89	*	*	Neutral	*
Percent meeting time to close – Noise - Street/Sidewalk (0.3 days)	96	95	90	87	90	*	*	Neutral	*
Percent meeting time to close – Commercial Noise (0.3 days)	97	96	93	92	94	*	*	Neutral	*
Percent meeting time to close – Blocked Driveway - No Access (0.3 days)	94	90	84	83	86	*	*	Neutral	*
★ Critical Indicator      “NA” Not Available      ↑↓ Directional Target      * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$4,912.3	\$5,151.6	\$5,328.7	\$5,584.0	\$5,889.5	\$5,755.2	\$5,595.3	Up
Revenues (\$000,000)	\$99.3	\$103.9	\$102.4	\$99.4	\$95.6	\$100.1	\$99.7	Neutral
Personnel (uniformed)	34,440	34,618	35,990	36,254	36,643	35,918	36,105	Neutral
Personnel (civilian)	16,125	16,233	15,939	16,722	17,112	18,078	17,372	Neutral
Overtime paid (\$000,000)	\$583.5	\$716.1	\$694.6	\$709.0	\$662.7	\$629.7	\$629.5	Neutral
Capital commitments (\$000,000)	\$170.1	\$141.1	\$191.1	\$204.5	\$327.1	\$766.8	\$563.8	Up
<sup>1</sup> Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller’s Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the “Indicator Definitions” at <a href="http://nyc.gov/mmr">nyc.gov/mmr</a> for details. <sup>2</sup> Authorized Budget Level <sup>3</sup> Expenditures include all funds “NA” - Not Available      *None								

## SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$5,011.4	\$5,142.5	
001 - Operations	\$3,331.0	\$3,424.4	All
002 - Executive Management	\$489.4	\$483.3	All
003 - School Safety	\$279.6	\$301.8	1a, 1b, 1c, 4a
004 - Administration - Personnel	\$263.9	\$262.9	All
006 - Criminal Justice	\$57.5	\$60.0	1a, 1c, 2a, 3a, 4a
007 - Traffic Enforcement	\$150.3	\$163.9	1a, 2a, 3a, 4a
008 - Transit Police	\$239.2	\$246.1	1a, 1b, 1c, 3a, 4a
009 - Housing Police	\$200.5	\$200.1	1a, 1c, 3a, 4a
Other Than Personal Services - Total	\$572.6	\$747.1	
100 - Operations	\$94.8	\$135.6	All
200 - Executive Management	\$86.6	\$172.4	All
300 - School Safety	\$4.8	\$4.9	1a, 1b, 1c, 4a



Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
400 - Administration	\$376.2	\$421.8	All
600 - Criminal Justice	\$0.1	\$2.5	1a, 1c, 2a, 3a, 4a
700 - Traffic Enforcement	\$10.2	\$9.9	1a, 2a, 3a, 4a
Agency Total	\$5,584.0	\$5,889.5	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds. <sup>2</sup>City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter.  
 "NA" Not Available \* None

## 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 316,000 fires and non-fire related emergencies and more than 1.5 million medical emergencies a year and maintains approximately 250 firehouses and ambulance stations.

## FOCUS ON EQUITY

As first responders to more than 1.8 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. Over the course of many years operational efforts combined with public education have helped reduce the number of serious fires and fire-related deaths, which historically have had a disproportionate 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 improved 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 with the issuance of 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. Achieving greater diversity was a key objective in the recent firefighter recruitment campaign, which attracted a record 72,000 applicants, more than half of whom are men and women of color.

## OUR SERVICES AND GOALS

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

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

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

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

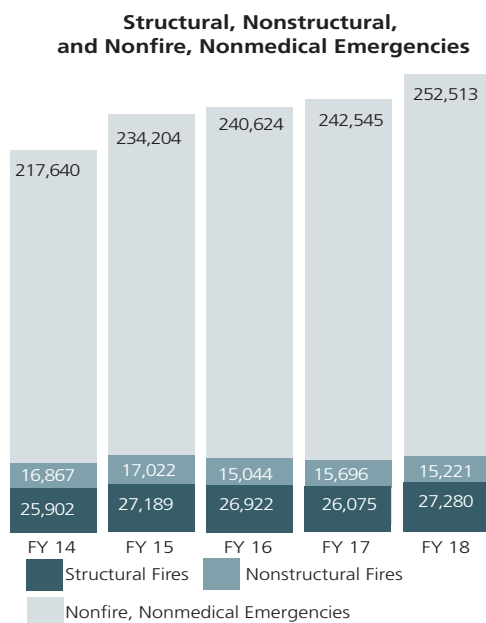
# HOW WE PERFORMED IN FISCAL 2018

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

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

In Fiscal 2018 the number of structural fires and the number of structural fires per 100,000 people both increased by five percent compared to Fiscal 2017. The City saw an increase in fires in commercial buildings and private dwellings in Fiscal 2018, while the number of non-structural fires decreased three percent.

FDNY reduces the risk associated with fires through its inspection, education and investigation programs. Fire inspections are designed to reduce the loss of life and property from fires through two separate and distinct inspection programs, one carried out by FDNY civilian inspectors, the other carried out by firefighters and fire officers. In Fiscal 2018 FDNY civilian inspectors completed 203,052 fire prevention inspections of premises and locations to ensure compliance with the City's fire code, exceeding the annual target of 187,000. However, compared to Fiscal 2017 the number of completed inspections decreased 10 percent, which resulted in a commensurate decrease in violation orders and summons issuance. The overall decrease was due to staffing shortages that were not filled until the last two weeks of the fiscal year when FDNY brought 50 new inspectors on board. The first phase of Fire Inspection Revenue Enforcement System (FIRES) is currently rolling out and will include online fire and life safety and rangehood plan submissions for the public, online reviews and tablet-based rangehood inspections, including printed violations and summonses. The Department continues to collaborate with the Department of Small Business Services and 311 to provide a single point of contact for the public and business users to obtain support with FIRES.



The Department's fire risk reduction efforts also include regularly scheduled time for firefighters and fire officers to inspect buildings within their response areas. Both risk-based and mandatory inspections are performed during the fire companies' weekly Building Inspection Safety Program periods. Mandated inspection requirements are determined each year, based in part, on the number of permits issued by the City for new construction, demolition, alterations and abatements, as well as complaints received from the public. In Fiscal 2018 firefighters and fire officers completed nine percent more risk-based inspections and eight percent fewer mandatory inspections, respectively, compared to Fiscal 2017. The Department's ongoing development of a Risk-Based Inspection System (RBIS) improves its ability to target and track fire safety inspections more effectively, by balancing mandatory inspections with risk-based inspections that focus on buildings at higher risk of fire and fire-related damage. In Fiscal 2018 the Department evaluated and enhanced the RBIS scheduling algorithm and commenced a pilot of the new algorithm with field units. The pilot is being expanded to more units and will be evaluated during Fiscal 2019.

The primary mission of the Bureau of Fire Investigation is to conduct investigations that identify the cause of fires, including arson, as well as fire trends and risk factors. Those trends and factors are then targeted by FDNY's Fire Safety Education Program, the Bureau of Fire Prevention and Community Engagement and External Affairs personnel with the goal of preventing or limiting the occurrence of future incidents. In Fiscal 2018 fire investigations decreased 10 percent compared to Fiscal 2017 due to a reduction in fires classified as "suspicious."

FDNY fire and life safety education presentations increased 19 percent in Fiscal 2018, the highest number of fire and life safety education presentations ever, due to increased outreach to youth, seniors and other high-risk communities. Following the series of fatal fires in December 2017, the Department partnered with the American Red Cross, NYC Emergency Management, Department for the Aging, Mayor's Community Assistance Unit and Department of Youth and Community Development to develop a series of fire preparedness events throughout Calendar 2018. Coordinated events include emergency preparedness resource fairs, youth fire safety presentations at firehouses and fire safety trainings throughout senior centers citywide. Additionally, in June 2018 the Department coordinated the 4th Annual Open House to distribute 15,000 smoke detectors and increase awareness about fire safety, cardiopulmonary resuscitation (CPR) training and careers

with the Department. In Fiscal 2019 an additional \$1 million has been secured for a smoke alarm installation program for communities at risk.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Structural fires	25,902	27,189	26,922	26,075	27,280	↓	↓	Neutral	Down
Structural fires per 100,000 people	314	330	327	316	331	*	*	Neutral	Down
★ Non-structural fires	16,867	17,022	15,044	15,696	15,221	↓	↓	Down	Down
Completed inspections performed by civilian fire prevention personnel	190,346	195,223	206,959	225,025	203,052	187,000	197,000	Up	Up
Violation orders issued	44,860	43,542	44,376	56,001	55,107	*	*	Up	*
Violation orders corrected	40,953	37,390	38,109	50,245	48,657	*	*	Up	*
Violation orders corrected (%)	91%	86%	86%	90%	88%	*	*	Neutral	Up
Summonses issued	8,207	7,975	6,404	9,336	7,900	*	*	Neutral	*
★ Hazard complaints resolved within one day (%)	59%	79%	85%	87%	90%	85%	85%	Up	Up
Completed risk-based inspections performed by uniformed personnel	42,603	43,537	41,671	43,619	47,494	*	*	Neutral	*
Completed mandatory inspections performed by uniformed personnel	50,224	47,282	55,856	60,795	55,815	*	*	Up	*
Investigations	7,210	7,679	7,664	7,837	7,062	*	*	Neutral	Up
Arson fires	1,766	1,719	1,605	1,653	1,469	*	*	Down	Down
Fire and life safety education presentations	8,612	9,497	9,876	9,295	11,063	*	*	Up	*
★ Critical Indicator      "NA" Not Available      ⬆️⬆️ Directional Target      * None									

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

In Fiscal 2018 end-to-end average response time to structural fire incidents called into 911 increased three seconds compared to Fiscal 2017. Response time to incidents that do not go through 911, such as private fire alarms, are not included in end-to-end time but are included in FDNY-calculated dispatch plus travel time. Structural fires called into 911 represented just 55 percent of the total structural fire incidents in Fiscal 2018. For this reason the Mayor’s Management Report continues to present average response time calculated by FDNY for the dispatch and travel portions of the response, starting from the point when the FDNY dispatcher joins the call. In Fiscal 2018 structural fire dispatch and travel time increased seven seconds compared to Fiscal 2017. At the same time FDNY responded to five percent more structural fires. Travel time increases may be partly attributed to population growth, with more vehicles on the road and more construction.

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



Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
End-to-end average response time to structural fires (minutes:seconds)	4:49	4:51	4:55	4:55	4:58	*	*	Neutral	Down
★ Average response time to structural fires (FDNY dispatch and travel time only) (minutes:seconds)	4:08	4:11	4:11	4:13	4:20	4:14	4:14	Neutral	Down
Average response time to all emergencies by fire companies (FDNY dispatch and travel time only) (minutes:seconds)	4:46	4:50	4:52	4:56	5:06	*	*	Neutral	Down
Total fire company runs	1,054,752	1,138,509	1,175,114	1,164,940	1,166,170	*	*	Neutral	*
★ Critical Indicator      "NA" Not Available      ⬆️⬆️ Directional Target      * None									

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

Serious fires per 1,000 structural fires decreased by 14 percent during Fiscal 2018, while serious fires reaching second alarm or higher increased one percentage point to nine percent. In Fiscal 2018, 97 civilians died from injuries sustained in fires, representing a 126 percent increase compared to Fiscal 2017. In December 2017, 26 deaths occurred in the month, which was the highest number of civilian fire deaths to occur in any single month in decades. There were several fatal fires in December, including two with multiple fatalities. On December 18, 2017 four lives were lost in Brooklyn, followed by the deaths of 12 more people on December 28, 2017 in the Bronx. In April 2018 another serious fire in Queens claimed the lives of five people. In response to the increase in fire deaths, FDNY continues to leverage its inspections, investigations, fire and life safety education, and quick response to attain its goal of decreasing serious fires, injuries and loss of life as discussed above.

During Fiscal 2018 firefighter burns increased 22 percent compared to Fiscal 2017. However, the increase in burn injuries was driven by an increase in injuries sustained in firehouse quarters. Cooking and conducting facility maintenance and equipment inspection and maintenance were the primary causes. In response, FDNY Safety, Training and Operations collaborated to develop and share content for firefighters related to avoiding injuries around equipment in quarters.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Serious fires per 1,000 structural fires	97	93	88	86	74	↓	↓	Down	Down
★ Serious fires reaching second alarm or higher (%)	8%	8%	8%	8%	9%	↓	↓	Up	Down
★ Civilian fire fatalities	81	55	64	43	97	↓	↓	Up	Down
Civilian fire fatalities per 100,000 people	1.0	0.7	0.8	0.5	1.2	*	*	Up	Down
★ Firefighter burns	186	215	218	203	247	↓	↓	Up	Down
★ Firefighter injuries	8,663	8,926	9,416	9,643	9,789	↓	↓	Up	Down
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target				* None			

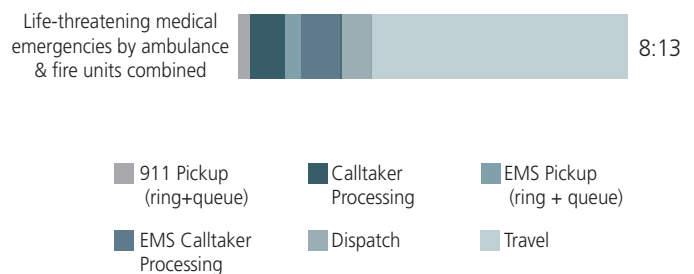
## SERVICE 2 Respond to medical emergencies.

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

In Fiscal 2018 end-to-end combined average response time to life-threatening medical emergencies increased four seconds compared to Fiscal 2017. The end-to-end average response time to life-threatening medical emergencies by ambulances increased two seconds compared to Fiscal 2017. The Mayor’s Management Report also continues to present response time calculated by FDNY for the dispatch and travel portions of the response to life-threatening medical emergencies. In Fiscal 2018 dispatch and travel time to life-threatening medical emergencies for ambulances and fire companies combined increased 11 seconds compared to Fiscal 2017. Dispatch and travel time by ambulances to life-threatening medical emergencies increased nine seconds. Travel time increases may be partly attributed to population growth, with more vehicles on the road and more construction. FDNY also responded to 568,737 life-threatening medical emergency incidents in Fiscal 2018, representing a one percent increase compared to Fiscal 2017.

FDNY introduced several innovations in Fiscal 2018 to address increasing response time. The Department introduced Hospital Liaison Officer (HLO) teams comprised of one Emergency Medical Services (EMS) lieutenant and two Emergency Medical Technicians (EMTs) at Lincoln, Jacobi, Elmhurst and Kings County hospitals, to improve the quality and timeliness of ambulance service to and from these four busy emergency departments throughout the City. HLO teams can take responsibility for low-acuity patients (those needing less medical resources and attention) from arriving

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



ambulances, to expedite getting ambulances back into service when emergency departments are busiest. In addition, in August 2017 FDNY placed into service a new type of small utility response vehicle. A six-wheel drive Alternative Support Apparatus (ASAP) allows teams to respond rapidly to medical emergencies at special events and congested areas where a full-size ambulance may have difficulty. ASAP teams, staffed by two EMTs operating seven days a week between the hours of 10:00 am and 10:00 pm, were introduced to the Times Square area. ASAP teams can quickly reach and stabilize patients and then transfer them to an arriving Basic Life Support (BLS) ambulance. During Fiscal 2018 travel time in and around Times Square was on average almost three minutes faster for ASAP teams compared to Fiscal 2017 travel times for BLS ambulances. The Department also implemented several cost-neutral enhancements to maximize ambulance availability, including new patterns for resource assignment in the EMS computer-aided dispatch (CAD) system that involved citywide improvements, as well as adjustments to support special events and responses in Times Square and on Randalls and Wards islands. FDNY also utilized 18 additional ambulance tours provided by private hospitals that participate in the City's 911 system.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
End-to-end combined average response time to life-threatening medical emergencies by ambulances & fire companies (minutes:seconds)	NA	8:18	8:17	8:09	8:13	*	*	NA	Down
End-to-end average response time to life-threatening medical emergencies by ambulances (minutes:seconds)	9:31	9:13	9:09	8:56	8:58	*	*	Neutral	Down
End-to-end average response time to life-threatening medical emergencies by fire companies (minutes:seconds)	7:02	7:11	7:20	7:27	7:38	*	*	Neutral	Down
★ Combined average response time to life-threatening medical emergencies by ambulances & fire companies (FDNY dispatch and travel time only) (minutes:seconds)	5:49	6:05	6:05	5:52	6:03	6:00	6:00	Neutral	Down
★ Average response time to life-threatening medical emergencies by ambulances (FDNY dispatch and travel time only) (minutes:seconds)	6:46	7:04	7:03	6:46	6:55	6:58	6:55	Neutral	Down
★ Average response time to life-threatening medical emergencies by fire companies (FDNY dispatch and travel time only) (minutes:seconds)	4:21	4:27	4:32	4:35	4:42	4:38	4:38	Neutral	Down
Life-threatening medical emergency incidents	461,339	526,904	570,594	563,594	568,737	*	*	Up	*
★ Critical Indicator	"NA" Not Available		⬆️⬇️ Directional Target	* None					

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

In Fiscal 2018 FDNY responded to 28,582 reports of patients in cardiac arrest or choking (segment one incidents), representing an 11 percent decrease compared to Fiscal 2017. Overall, FDNY units responded to 8,854 confirmed non-traumatic cardiac arrest patients in Fiscal 2018. The percentage of confirmed arrest patients that were revived increased eight percentage points to 30 percent during the reporting period. The Department attributes the improvement, at least in part, to a continued emphasis on the importance of high-quality cardiopulmonary resuscitation (CPR) and resuscitation procedures. A subset of these incidents are classified as bystander-witnessed cardiac arrest, which occurs when someone is with the patient who can recognize that the patient is in arrest, call for help and possibly perform CPR, often resulting in better outcomes. Bystander-witnessed cardiac arrest resuscitations decreased slightly, from 47 percent to 45 percent during the reporting period.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Segment one incidents (cardiac arrest and choking)	24,985	29,719	33,096	32,261	28,582	*	*	Up	*
★ Cardiac arrest patients revived (%)	25%	26%	24%	22%	30%	⬆️	⬆️	Up	Up
★ – Witnessed cardiac arrest patients revived (%)	45%	45%	46%	47%	45%	⬆️	⬆️	Neutral	Up
Peak number of ambulances in service per day	392	405	426	457	472	*	*	Up	*
★ Critical Indicator	"NA" Not Available		⬆️⬇️ Directional Target	* None					

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Apparatus collision rate (per 10,000 runs)	4.3	4.2	3.9	4.0	4.2	*	*	Neutral	Down
Ambulance collision rate (per 10,000 runs)	7.6	7.7	9.3	8.8	7.3	*	*	Neutral	Down
Firefighter injury rate (per 10,000 runs)	82.1	78.4	80.1	82.8	83.9	*	*	Neutral	Down
Fire workplace injuries reported (uniform and civilian)	7,655	7,850	8,113	8,406	8,449	*	*	Up	Down
EMS workplace injuries reported	1,663	1,651	1,601	1,532	1,535	*	*	Neutral	Down
Average annual cost of an engine company (\$000,000)	\$6.9	\$6.8	\$7.1	\$7.2	\$7.6	*	*	Up	*
Average annual cost of a ladder company (\$000,000)	\$8.6	\$8.6	\$8.8	\$8.9	\$9.4	*	*	Neutral	*
Average annual cost of an ambulance (\$000,000)	\$2.1	\$2.1	\$2.1	\$2.2	\$2.4	*	*	Up	*
Average time from inspection request until inspection (days) - Fire alarm inspections	32	32	45	60	29	*	*	Up	Down
Average time from inspection request until inspection (days) - Rangehood inspections	5	5	5	5	5	*	*	Neutral	Down
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	91%	93%	93%	92%	92%	*	*	Neutral	*

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

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Customer Experience	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Completed requests for interpretation	3,721	4,501	5,484	5,098	4,684	*	*	Up	*
Letters responded to in 14 days (%)	95%	92%	97%	97%	95%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	97%	37%	54%	48%	38%	*	*	Down	Up
Average wait time to speak with a customer service agent (minutes)	13:14	11:22	13:53	17:32	32:40	*	*	Up	Down
CORE facility rating	99	91	98	100	100	*	*	Neutral	Up

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

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$1,879.5	\$1,893.7	\$1,974.5	\$2,037.7	\$2,157.2	\$2,090.1	\$2,030.3	Up
Revenues (\$000,000)	\$92.5	\$95.4	\$98.4	\$104.3	\$99.9	\$100.2	\$99.8	Up
Personnel (uniformed)	10,318	10,777	10,945	11,090	11,244	10,914	10,946	Neutral
Personnel (civilian)	5,247	5,524	5,900	6,373	5,984	6,281	6,352	Up
Overtime paid (\$000,000)	\$342.5	\$337.0	\$338.7	\$333.2	\$347.1	\$288.1	\$253.4	Neutral
Capital commitments (\$000,000)	\$62.9	\$70.6	\$133.5	\$122.7	\$85.5	\$379.5	\$254.2	Up

<sup>1</sup>Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at [nyc.gov/mmr](http://nyc.gov/mmr) for details.      <sup>2</sup>Authorized Budget Level      <sup>3</sup>Expenditures include all funds

"NA" - Not Available      \*None



## SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$1,805.5	\$1,876.7	
001 -Executive Administrative	\$104.9	\$119.2	All
002 -Fire Extinguishment & Emergency Response	\$1,355.4	\$1,388.6	All
003 -Fire Investigation	\$22.8	\$22.0	1a
004 -Fire Prevention	\$43.6	\$43.5	1a, 1c
009 -Emergency Medical Service	\$278.8	\$303.3	2a
Other Than Personal Services - Total	\$232.1	\$280.5	
005 -Executive Administrative	\$168.4	\$204.2	All
006 -Fire Extinguishment & Emergency Response	\$31.2	\$40.9	All
007 -Fire Investigation	\$0.1	\$0.2	1a
008 -Fire Prevention	\$1.4	\$1.6	1a, 1c
010 -Emergency Medical Service	\$30.9	\$33.6	2a
Agency Total	\$2,037.7	\$2,157.2	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.   <sup>2</sup> City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds.   <sup>3</sup>Refer to agency goals listed at front of chapter.  
 "NA" Not Available   \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Fiscal 2018 data for 'Hazard complaints resolved within one day %' is based on the RBIS database. Data for previous years comes from the Department's Scheduler database.

## 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 emergencies and other significant incidents in New York City, including severe weather, natural hazards and disasters, power outages, transportation incidents, labor disruptions, aviation disasters and acts of terrorism. NYCEM 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, and Community Emergency Response Teams (CERT), and works with elected officials, community boards, civic groups and others. The City's more than 50 CERT teams include over 1,500 volunteers from all community boards. NYCEM's hazard and preparedness guides offer tips and information on planning for everybody's needs, including seniors, people with disabilities, children, non-English speakers and people with 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 in ASL and audio formats.

## OUR SERVICES AND GOALS

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

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

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

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

# HOW WE PERFORMED IN FISCAL 2018

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

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

NYCEM coordinates New York City's emergency response and recovery, as defined in the [Citywide Incident Management System \(CIMS\)](#). In Fiscal 2018 NYCEM was actively involved with 3,913 incidents that required interagency coordination, stable compared to 3,924 incidents in Fiscal 2017. During Fiscal 2018 NYCEM activated the City's [Emergency Operations Center \(EOC\)](#) 15 times, the same as in Fiscal 2017, for incidents that included Hurricane Jose, Hurricane Maria and six winter storms.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Incidents	3,702	4,091	4,267	3,924	3,913	*	*	Neutral	*
– Field responses	810	938	1,019	825	748	*	*	Down	*
– Incidents monitored from Watch Command	2,892	3,153	3,248	3,099	3,165	*	*	Neutral	*
Interagency meetings held during field responses	290	291	277	198	204	*	*	Down	*
★ Emergency Operations Center activations	8	7	6	15	15	*	*	Up	*
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

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

In Fiscal 2018 NYCEM continued to conduct citywide preparedness exercises that serve to test plans; reinforce response and management techniques; identify areas for improvement; and promote and support interagency coordination. In Fiscal 2018 NYCEM held 15 full-scale/functional exercises, including a damage assessment exercise with the Fire Department and Department of Buildings, an EOC exercise on improvised explosive devices and active shooters and a two-day exercise on flood protection measures. The agency also conducted 22 tabletop exercises during Fiscal 2018, including Command Post Exercise Workshops in Staten Island and Brooklyn and a coastal storm series. Together, the 37 exercises conducted during Fiscal 2018 exceeded the annual targets. Additionally, NYCEM participated in 49 drills that were coordinated by other agencies, a 20 percent increase compared to Fiscal 2017.

NYCEM continues to meet its commitment to emergency management training through the Emergency Management Academy. In Fiscal 2018 NYCEM held 183 emergency management training sessions with 3,131 participants, reaching 19 percent more participants than in Fiscal 2017.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Full-scale and functional exercises/drills	3	4	11	18	15	14	14	Up	Up
★ Tabletop exercises	19	19	27	20	22	21	21	Up	Up
Participation in drills coordinated by other agencies or organizations	35	44	53	41	49	*	*	Up	Up
★ Participants at instructor-led emergency management training sessions	2,555	2,783	3,430	2,626	3,131	2,500	2,500	Up	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

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

### Goal 2a

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

Through its Ready New York campaign, NYCEM educates City residents on preparedness. In Fiscal 2018 the agency offered emergency management and preparedness education sessions to 102,569 residents through presentations, educational fairs and preparedness in the workplace presentations, 10 percent more than Fiscal 2017 and exceeding the annual target. Ready New York Guide web pages were viewed over 24,000 times and over one million printed Ready New York Guides were distributed during the reporting period. Additionally, in Fall 2017 NYCEM launched “Prep Talk,” the City’s emergency management podcast, which covers a range of topics including women in emergency management, donations management, volunteering and business preparedness.

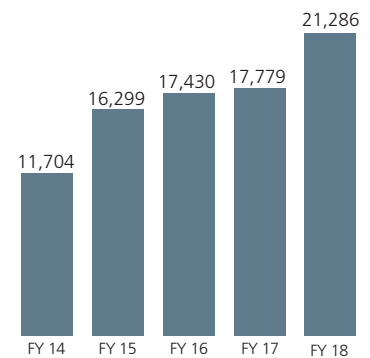
Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Total participants at emergency preparedness education sessions	34,599	74,571	103,648	92,863	102,569	75,000	75,000	Up	Up
Ready New York webpage views	NA	15,443	81,570	42,674	24,561	*	*	NA	*
Subscribers to Corpnet System	1,590	1,610	1,545	1,490	1,496	*	*	Neutral	Up
★ Critical Indicator	“NA” Not Available		↕↔ Directional Target	* None					

### Goal 2b

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

NYCEM continues to promote volunteerism through the Community Emergency Response Team (CERT) program. CERT members complete an intensive 10-week training program that raises awareness about emergencies and disasters, and provides basic response skills needed for fire safety, light search and rescue, disaster medical operations and traffic control. After graduating from the 10-week program, CERT members support their communities by assisting with emergency education and response. In total, disaster volunteers donated 21,286 hours of volunteer service in Fiscal 2018, a 20 percent increase from Fiscal 2017.

**Community Emergency Response Team (CERT) volunteer hours**



Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Community Emergency Response Team (CERT) volunteer hours	11,704	16,299	17,430	17,779	21,286	*	*	Up	*
CERT members trained	297	264	168	172	118	*	*	Down	*
Total participants at CERT emergency preparedness seminars	NA	NA	NA	587	461	*	*	NA	*
★ Critical Indicator	“NA” Not Available		↕↔ Directional Target	* None					

**Goal 2c** Collect and disseminate timely information.

NYCEM’s response role begins with around-the-clock monitoring of conditions in the City. NYCEM’s Watch Command tracks incidents affecting New York City 24 hours a day, seven days a week, by monitoring radio frequencies used by the City’s emergency responders, local and national news, weather conditions and 911 calls, among other communications channels. NYCEM’s Watch Command monitored 3,913 incidents and disseminated 11,437 incident-related emails to the City’s emergency management and first responder communities in Fiscal 2018. NYCEM also issued 1,626 Notify NYC messages to residents. The average time from incident to issuing Notify NYC messages was seven minutes and 50 seconds. The agency continued to increase its emergency communications through social media over the previous year, reaching 45,309 Facebook fans and 50,191 Twitter followers.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Notify NYC messages issued	1,190	1,390	1,505	1,986	1,626	*	*	Up	*
★ Average time from incident to issuing of Notify NYC message (minutes:seconds)	7:58	8:00	6:00	6:44	7:50	7:00	7:00	Neutral	Down
Subscribers to Notify NYC, CorpNet, Advance Warning System, and Citizen Corps Newsletter	237,740	310,072	415,203	559,928	752,540	*	*	Up	*
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target	* None					

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Customer Experience									
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	95%	97%	99%	100%	100%	*	*	Neutral	Up
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target	* None					

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$34.6	\$35.0	\$35.7	\$47.4	\$64.4	\$72.8	\$56.6	Up
Personnel	121	153	163	170	186	217	189	Up
Overtime paid (\$000)	\$553	\$462	\$444	\$463	\$574	\$574	\$178	Neutral

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

## SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$14.4	\$24.1	All
002 - Other Than Personal Services	\$33.0	\$40.3	All
Agency Total	\$47.4	\$64.4	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds. <sup>2</sup> City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter.  
 "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

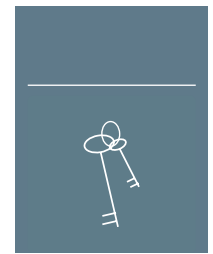
For additional information on items referenced in the narrative, go to:

- 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):  
<https://www1.nyc.gov/site/em/volunteer/nyc-cert.page>
- 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.nyc.gov/notifynyc>
- Prep Talk podcast:  
<https://www1.nyc.gov/site/em/about/podcasts.page>
- 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).







## 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 and persons held on state parole warrants. The Department operates 11 correctional facilities, including eight jails on Rikers Island and four borough houses of detention (Brooklyn, the Bronx, Queens and Manhattan), as well as court holding facilities 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 approximately 8,900 individuals.

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 programming for those in custody that is designed to reduce idleness and promote skills development towards post-release success.

## 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. As a result, Fiscal 2018 has shown a decrease in serious injury resulting from inmate-on-inmate violence, which represented a challenge for the Department in recent years. The Department will work to refine, expand and sustain those policies and programs that have demonstrated a positive impact for staff and inmates. As the Department looks forward to a community-based jail system, it is already implementing meaningful new programs to better connect those in custody to their friends and families. In Fiscal 2018 the Department started a free visitor shuttle service from Harlem and Brooklyn to Rikers Island, expanded programs to connect children to incarcerated parents and help foster healthy relationships and launched a new online bail payment system to make it easier for people to have their bail paid. The Department has also focused significantly on expanding reentry services for those in custody, to help prepare them to successfully return to the community.

## OUR SERVICES AND GOALS

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

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

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

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

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

- Goal 3a Provide timely notifications to crime victims.

# HOW WE PERFORMED IN FISCAL 2018

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

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

The City's efforts to reduce incarceration continued in Fiscal 2018. For the first time in decades, the average daily population (ADP) dropped below 9,000. The ADP in Fiscal 2018 was 6.4 percent lower than it had been in Fiscal 2017, a difference of more than 600 people per day. The adolescent population has been reduced to an average of 121 each day, helping the City prepare to move this population off of Rikers Island by October 1, 2018 to fulfill the requirements of Raise the Age.

DOC is committed to ensuring the safety and security of its facilities. Total inmate fights declined by 4.3 percent compared to last year although the rate of violent inmate-on-inmate incidents increased slightly due to population decreases. Staff training in de-escalation and conflict resolution and efforts to mediate conflicts played a major role, as did inmate programs to address problematic behavior—including counseling, anger management and community meetings.

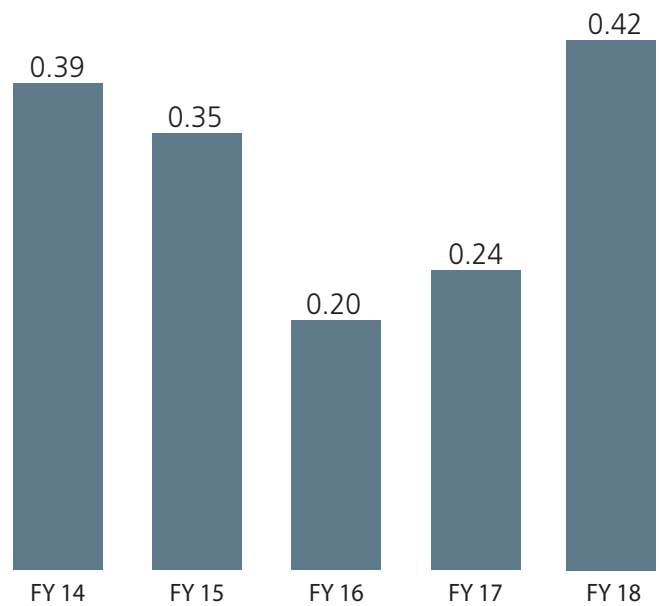
DOC continues to prioritize the elimination of contraband from its facilities, enhancing search tactics through the addition of new surveillance cameras, improved technology and heightened front gate procedures. A 7.5 percent decrease in weapons recovered indicates a possible reduction in the smuggling of contraband into facilities. The detection of small blades and other hard-to-find weapons has been a challenge because this can best be accomplished through modern body scanners. During Fiscal 2018 the State Senate and the Assembly have passed a law that permits the use of these scanners and is awaiting delivery to the Governor for signature.

The Department has continued to refine housing strategies for targeted populations. Collaboration of uniformed, programming and clinical staff in specialized units, focusing on problematic individuals who account for a high percentage of violence, has yielded positive results. There was a 25.9 percent decrease in serious injuries to inmates as a result of inmate-on-inmate incidents (rate per 1,000 ADP) and a 12.3 percent decrease in serious injuries to inmates as a result of assaults or fights.

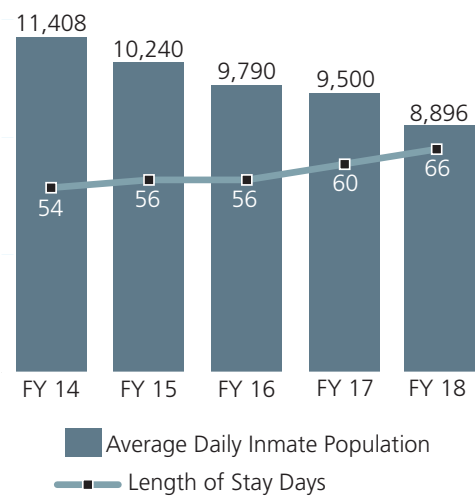
There was a 41.8 percent decrease in stabbings and slashings in Fiscal 2018 compared to Fiscal 2017. Fiscal 2018 saw the fewest stabbings and slashings since Fiscal 2014. In addition to staff training and overall violence reduction measures, this reduction can be attributed to improvements in search methods in the last few years, which deter possession and use of weapons.

Assaults on staff increased by 9.5 percent and serious injuries caused by assaults on staff (per 1,000 ADP) increased by 75 percent. Staff safety is the Department's highest priority, and DOC is committed to addressing the root causes of inmate assaults on staff. DOC's active duty staff has now received Special Tactics and Responsible Techniques (START) training. This training 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

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



**Inmate Population and Length of Stay**



resistance. A second round of use of force training on Advanced Correctional Techniques, which contains three days of conflict resolution and de-escalation skills training, began this year.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Admissions	77,141	67,672	63,758	58,226	49,455	*	*	Down	*
Average daily population	11,408	10,240	9,790	9,500	8,896	*	*	Down	Down
Average daily population - adolescent inmates	489	216	187	167	121	*	*	Down	Down
Inmates in Security Risk Group (% ADP)	8.2%	11.8%	13.3%	14.7%	15.4%	*	*	Up	Down
Fight/assault infractions	8,827	9,424	11,240	12,650	12,047	*	*	Up	Down
Jail-based arrests of inmates	995	795	1,538	1,126	742	*	*	Neutral	Down
Searches	251,343	255,776	237,757	246,822	308,063	*	*	Up	*
Weapons recovered	2,348	2,240	3,396	3,976	3,676	*	*	Up	*
★ Violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	32.9	37.8	47.8	55.2	55.8	↓	↓	Up	Down
★ Serious injury to inmate(s) as a result of violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	1.8	2.5	2.5	2.7	2.0	↓	↓	Up	Down
★ Inmate assault on staff (monthly rate per 1,000 ADP)	5.9	8.6	7.9	8.4	9.2	↓	↓	Up	Down
★ Serious injury to staff as a result of inmate assault on staff (monthly rate per 1,000 ADP)	0.39	0.35	0.20	0.24	0.42	↓	↓	Neutral	Down
★ Escapes	0	0	0	0	1	↓	↓	Up	Down
★ Non-natural deaths of inmates in custody	2	2	2	1	1	↓	↓	Down	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

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

There was a 10.7 percent increase in use of force incidents from 4,673 to 5,175 in Fiscal 2018. At the same time, incidents of use of force on adolescent inmates declined by 10 percent from 531 to 478. Despite the overall increase in use of force, only three percent of incidents resulted in serious injury to either the inmate or staff member involved and more than 60 percent of use of force resulted in no injury to either party. Through ongoing work with the Nunez Federal Monitor, the Department continues 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 practices. The Department implemented the Use of Force Improvement Action Plan in March 2018. The plan's goals are to reduce instances of use of force and improve of use of force by implementing Department-wide solutions like the Video Monitoring Unit and the Compliance and Safety Center, that allow central staff to monitor what is going on around the Department and offer assistance where needed.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Incidents of use of force - total	3,779	4,409	4,756	4,673	5,175	*	*	Up	Down
Incidents of use of force - adolescent inmates	624	378	594	531	478	*	*	Down	Down
★ Department use of force incidents with serious injury (rate per 1,000 ADP)	1.18	1.14	0.68	0.75	1.52	↓	↓	Up	Down
Department use of force incidents with minor injury (rate per 1,000 ADP)	13.23	15.59	15.39	14.70	17.31	*	*	Up	Down
Department use of force incidents with no injury (rate per 1,000 ADP)	13.19	19.14	24.41	25.52	29.65	*	*	Up	Down
Incidents and allegations of use of force	4,221	4,822	5,269	5,070	5,589	*	*	Up	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

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

During the reporting period, the number of health clinic visits decreased by 3.7 percent. While this decrease is in part attributed to the decreasing in-custody population, improved productivity in connections to medical and mental health services also contributed. 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.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Inmates with a mental health diagnosis (% ADP)	38%	41%	42%	42%	43%	*	*	Up	*
Inmates with a serious mental health diagnosis (% ADP)	10.2%	11.1%	11.0%	10.3%	14.3%	*	*	Up	*
Inmate health clinic visits	77,825	81,873	78,499	79,844	76,856	*	*	Neutral	*
★ – Average clinic waiting time (minutes)	41	34	28	22	21	↓	↓	Down	Down
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target	* None					

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

As admissions and average daily population decline, the jail population as a percent of capacity declined to 77 percent.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Jail-cells unavailable (short-term repair) (%)	2.8%	2.3%	2.3%	2.6%	3.7%	1.0%	1.0%	Up	Down
★ Population as percent of capacity (%)	86%	80%	80%	81%	77%	96%	96%	Neutral	*
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target	* None					

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

On-time court delivery remained stable at nearly 98 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 multiple daily bus departures to maintain this level of timely court transportation.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ On-trial inmates delivered to court on-time (%)	94.2%	90.9%	84.0%	98.4%	97.7%	95.0%	95.0%	Neutral	Up
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target	* None					

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

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

The I-CAN program continues to provide comprehensive reentry services including job readiness, hard-skills training and post-release employment assistance. In Fiscal 2018 DOC’s adult programming division provided incarcerated individuals with more than 8,000 hard-skills certificates, such as OSHA, electrical and scaffolding. I-CAN enrollment remained stable and the number of I-CAN workshops increased by 6.6 percent in Fiscal 2018.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ I-CAN Enrollments	2,408	2,321	4,278	7,569	7,685	*	*	Up	*
I-CAN Workshops	1,580	2,065	6,505	12,002	12,799	*	*	Up	*
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None					

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

The average daily attendance in school programs decreased 16.7 percent. This is partly due to the 25.5 percent drop in the average daily population of adolescent and the 15.4 percent drop in the average daily population of young adults. The Department is working closely with the Department of Education to strengthen education for youth during the 2018-2019 school year. Targeting reduction of violence through the design of effective education opportunities and services for young adults is a critical point of the 14-Point Anti-Violence Reduction Plan.

The percentage of inmates participating in skills-building activities or discharge planning activities increased by nearly ten percentage points to 23.8 percent in Fiscal 2018. Idleness reduction plays a significant role in minimizing violence and the Department is committed to offering five hours of programming for general population inmates by the end of Calendar 2018. To date, most youthful offender houses and adult general population units have achieved this goal.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Average daily number of inmates in vocational skills training programs	216	256	226	419	482	*	*	Up	Up
Average daily attendance in school programs	526	330	256	203	169	*	*	Down	*
★ Inmates participating in skills-building activities/discharge planning (%)	10.3%	10.5%	8.7%	14.0%	23.8%	10.0%	10.0%	Up	Up
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None					

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

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

Victim Identification Notification Everyday (VINE) system registrations declined by nearly 55 percent to 7,803 in Fiscal 2018. At the same time, VINE confirmed notifications declined by 53 percent to 11,866. The New York City Victim Information & Notification Everyday (VINE) program was created to give crime victims easier access to important custody information about whether a particular inmate is still incarcerated.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Victim Identification Notification Everyday (VINE) system registrations	15,291	15,159	15,440	17,288	7,803	*	*	Down	Up
VINE confirmed notifications	18,445	19,330	21,993	25,250	11,866	*	*	Down	Up
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None					

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Collisions involving City vehicles	104	103	107	110	114	*	*	Up	Down
Workplace injuries reported	3,599	2,417	2,222	3,435	3,491	*	*	Up	Down
Accidents involving inmates	38	44	43	35	36	*	*	Down	Down
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target				* None			

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Customer Experience									
Letters responded to in 14 days (%)	99.6%	99.4%	99.3%	100.0%	100.0%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100.0%	100.0%	100.0%	100.0%	100.0%	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target				* None			

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$1,103.1	\$1,162.1	\$1,307.6	\$1,368.6	\$1,423.3	\$1,449.7	\$1,403.7	Up
Revenues (\$000,000)	\$21.8	\$20.8	\$22.9	\$22.7	\$20.7	\$20.5	\$20.5	Neutral
Personnel (uniformed)	8,922	8,756	9,832	10,862	10,653	10,427	10,226	Up
Personnel (civilian)	1,397	1,491	1,676	1,830	1,886	2,264	2,357	Up
Overtime paid (\$000,000)	\$139.1	\$196.3	\$275.2	\$266.7	\$210.2	\$171.4	\$157.4	Up
Capital commitments (\$000,000)	\$124.8	\$153.6	\$81.5	\$60.6	\$32.7	\$1,739.5	\$543.7	Down
<sup>1</sup> Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at <a href="http://nyc.gov/mmr">nyc.gov/mmr</a> for details. <sup>2</sup> Authorized Budget Level <sup>3</sup> Expenditures include all funds "NA" - Not Available *None								

## SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$1,182.7	\$1,220.6	
001 - Administration	\$107.7	\$104.7	All
002 - Operations	\$1,075.0	\$1,115.9	All
Other Than Personal Services - Total	\$185.9	\$202.6	
003 - Operations	\$172.1	\$184.2	All
004 - Administration	\$13.9	\$18.4	All
Agency Total	\$1,368.6	\$1,423.3	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds. <sup>2</sup> City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter.  
 "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## 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 50,000 adult and juvenile cases per year and supervises approximately 19,000 adults and 1,000 juveniles on any given day.

## FOCUS ON EQUITY

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

## OUR SERVICES AND GOALS

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

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

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

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

# HOW WE PERFORMED IN FISCAL 2018

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

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

The Department completed 13,263 Pre-Sentence Investigations (PSIs) for adults and 1,779 juvenile Investigation and Reports (I&Rs), respectively a 12 and eight percent decrease from Fiscal 2017. These trends are consistent with a year-to-year decline in NYPD arrests. The adult PSI on-time completion rate increased six percentage points to 94 percent during the reporting period; the juvenile I&R on-time rate was unchanged at 87 percent.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Adult investigation reports completed - total	18,452	15,546	15,421	14,987	13,263	*	*	Down	*
Adult investigation reports - on time completion (%)	NA	NA	NA	88.0%	94.0%	*	*	NA	Up
Juvenile investigation reports completed	2,194	2,003	2,019	1,927	1,779	*	*	Down	*
Juvenile investigation reports - on time completion (%)	77.0%	86.0%	81.0%	87.0%	87.0%	*	*	Up	Up

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

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

All youth arrested between the ages of seven and 15 who fall under family court jurisdiction are processed post-arrest by DOP. The Department processed 3,699 juvenile intakes in Fiscal 2018, a four percent decrease from the number of youths processed 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 rate increased five percentage points to 30 percent, driven by enhanced client engagement, utilization of intervention tools and outreach to complainant witnesses.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Juvenile supervision - Intake cases received	6,064	5,366	4,640	3,856	3,699	*	*	Down	*
★ Juvenile delinquency cases eligible for adjustment (%)	28%	31%	28%	25%	30%	30%	30%	Neutral	Up
- low-risk (%)	37%	38%	40%	36%	41%	*	*	Neutral	Up
- medium-risk (%)	12%	13%	14%	14%	12%	*	*	Neutral	*
- high-risk (%)	7%	6%	7%	11%	11%	*	*	Up	*

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

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

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

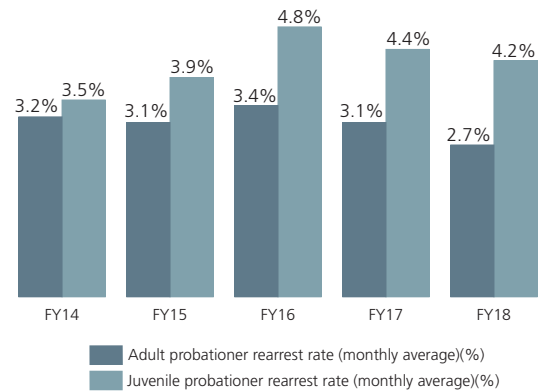
During the reporting period probation officers completed 17,246 initial risk assessments for adults entering probation supervision, a decrease of 19 percent. Adult risk assessment totals were higher in Fiscal 2017 due to initial screenings conducted later in the probation term on DOP's lowest risk clients, based on enhanced risk management protocols. There were 1,375 initial assessments for juveniles, a three percent decrease, consistent with a decline in the juvenile supervision population. These screenings, based on validated actuarial instruments developed for community supervi-

sion, identify criminogenic risk factors (factors likely to cause criminal behavior) 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 3.1 percent to 2.7 percent, while the juvenile rate decreased from 4.4 percent to 4.2 percent. When viewed as a percentage of all NYPD arrests, the adult rearrest rate decreased two tenths of a percentage point and the juvenile rate was unchanged. The Department continues to analyze and respond to citywide arrest trends and utilizes data-driven targeted interventions.

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 two percentage points to 49 percent. The violation rate for juveniles decreased two tenths of a percentage point to 3.3 percent, while the revocation rate decreased 11 percentage points to 30 percent as DOP utilized a broad continuum of alternatives such as intensive supervision, programming and behavioral health services.

**Rearrest Rate Monthly Average (%) for Adult and Juvenile Probationers**



Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Adult supervision cases - end of period	23,805	21,831	21,153	20,404	19,229	*	*	Down	*
Juvenile supervision cases - end of period	1,781	1,430	1,347	1,023	973	*	*	Down	*
Adult initial risk assessments completed	NA	NA	7,648	21,313	17,246	*	*	NA	*
Juvenile initial risk assessments completed	NA	NA	1,117	1,413	1,375	*	*	NA	*
★ Adult probationer rearrest rate (monthly average) (%)	3.2%	3.1%	3.4%	3.1%	2.7%	3.0%	3.0%	Down	Down
★ Adult probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	2.9%	3.1%	3.3%	3.3%	3.1%	2.6%	2.6%	Neutral	Down
★ Juvenile probationer rearrest rate (monthly average) (%)	3.5%	3.9%	4.8%	4.4%	4.2%	3.5%	3.5%	Up	Down
★ Juvenile probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	0.3%	0.3%	0.3%	0.3%	0.3%	*	*	Neutral	*
★ Average monthly violation rate for adult probationers (%)	0.8%	0.8%	0.9%	1.0%	1.0%	*	*	Up	*
★ Average monthly violation rate for juvenile probationers (%)	3.0%	2.7%	3.0%	3.5%	3.3%	3.0%	3.0%	Up	Down
Probation violation proceedings ending in revocation for adult probationers (%)	44%	47%	54%	51%	49%	*	*	Up	Down
Probation violation proceedings ending in revocation for juvenile probationers (%)	NA	NA	NA	41%	30%	*	*	NA	Down
Revocation of juveniles not resulting in placement (%)	NA	NA	36.0%	29.0%	47.0%	*	*	NA	*
Revocation of juveniles resulting in placement (%)	NA	NA	64.0%	71.0%	53.0%	*	*	NA	*

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

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

The percentage of IAPs completed was unchanged at 100 percent for both adults and juveniles. IAPs serve as a roadmap for the period of probation supervision and provide a basis for benchmarking and measuring progress towards achieving short and longer-term goals, leading to better outcomes for individuals serving a community-based criminal or juvenile justice sentence.

There were 82 new enrollments of juveniles in alternative-to-placement (ATP) programs, an 18 percent decrease from Fiscal 2017. There were 1,452 new enrollments in DOP-managed programs, a two 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 4,679 targeted behavioral health intervention contacts to individuals on probation citywide, a 72 percent increase from the previous fiscal year. The growth in contacts was driven by further refinements in the behavioral health screening and referral processes.

Early completions represented ten percent of all adult probation supervision case closings, compared to nearly twelve percent during Fiscal 2017. The Department continues to prioritize identifying qualified candidates for early discharge based on compliance with the terms of probation and working towards goals set in IAPs. The approval rate for adult early completion filings was unchanged at 75 percent.

In Fiscal 2018 DOP began calculating the successful completion rate for adults and juveniles utilizing the State standard for reporting supervision case closings at local probation districts. Based on this new calculation method, the rate of adults successfully completing their probation terms was 76 percent and the juvenile rate was 84 percent.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Adult supervision- new individual action plans (IAPs) created for eligible clients (%)	NA	NA	100%	100%	100%	*	*	NA	*
Juvenile supervision - new Individual action plans (IAPs) created for eligible clients (%)	NA	NA	100%	100%	100%	*	*	NA	*
New enrollments in alternative-to-placement (ATP) programs	167	160	134	100	82	*	*	Down	*
New enrollments in DOP-managed programs	NA	NA	1,432	1,476	1,452	*	*	NA	*
Adult probationer early completion rate (%)	11%	12%	10%	12%	10%	*	*	Neutral	*
Adult probationer early completion approval rate (%)	76%	81%	75%	75%	75%	*	*	Neutral	Up
★ Successful completion rate for adult probationers (%)	NA	NA	NA	NA	76%	↑	↑	NA	Up
★ Successful completion rate for juvenile probationers (%)	NA	NA	NA	NA	84%	↑	↑	NA	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

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

The Department's Intelligence Unit (Intel) completed 2,269 enforcement events, an 11 percent decrease, consistent with adult supervision population trends and enhancements in targeted 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.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Intel enforcement events	NA	NA	1,525	2,548	2,269	*	*	NA	*
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	16,520	15,859	9,425	11,870	NA	*	*	NA	*
Letters responded to in 14 days (%)	77%	100%	100%	100%	100%	*	*	Up	Up
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

# AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$83.2	\$89.9	\$89.0	\$94.5	\$110.1	\$108.9	\$119.7	Up
Revenues (\$000)	\$282	\$339	\$420	\$460	\$434	\$452	\$452	Up
Personnel	960	945	936	973	1,052	1,120	1,227	Neutral
Overtime paid (\$000)	\$445	\$504	\$563	\$1,239	\$505	\$534	\$419	Up

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

# SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$65.8	\$71.4	
001 - Executive Management	\$8.3	\$9.5	All
002 - Probation Services	\$57.5	\$62.0	All
Other Than Personal Services - Total	\$28.7	\$38.6	
003 - Executive Management	\$28.6	\$38.5	All
004 - Probation Services	\$0.1	\$0.1	All
Agency Total	\$94.5	\$110.1	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds. <sup>2</sup>City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter.  
 "NA" Not Available \* None

# NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The performance indicators 'Successful completion rate for adult probationers(%)' and 'Successful completion rate for juvenile probationers(%)' are now calculated based on the following types of probation supervision case closings: maximum expiration date and early completions. This revision was introduced to match State Division of Criminal Justice Services standards for statewide data reporting at local probation districts. Figures for periods prior to Fiscal 2018 are not available.
- Fiscal 2018 data for the indicator 'Completed requests for interpretation' is not available due to an issue with the reporting system. Fiscal 2018 figures for this indicator will be reported when they are available.

# 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, discourtesy or the use of offensive language by New York City police officers. The Board's investigative staff, composed entirely of civilian employees, conducts investigations in an impartial fashion. The Board forwards its findings to the Police Commissioner.

## FOCUS ON EQUITY

CCRB focuses on equitable service delivery by resolving civilian complaints impartially and efficiently, conducting outreach to the diverse communities of the City and examining the policies and systemic practices that lead to misconduct complaints. Toward that end, CCRB works to increase the percentage of complaints with findings on the merits are reached 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 has provided greater access for individuals who cannot travel to Manhattan to meet with investigators. CCRB's investigative team regularly conducts field interviews throughout the five boroughs, as well as on Rikers Island. The Board also conducts evening public meetings across the City. CCRB's website, which contains materials in eight languages, allows the public 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.

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

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



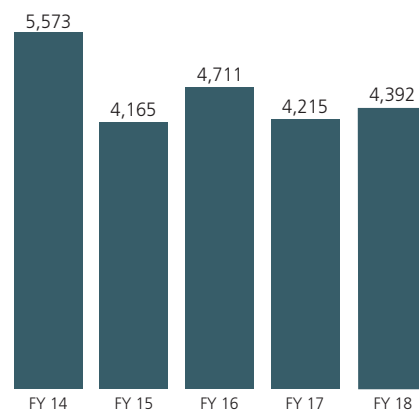
# HOW WE PERFORMED IN FISCAL 2018

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

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

In February 2018 as per a resolution passed by the agency's Board, CCRB began investigating allegations of sexual misconduct by police officers. Following the Board's vote, at the end of Fiscal 2018 investigators received training on allegations of sexual harassment and began investigating these allegations. During Fiscal 2019 CCRB will develop a plan to train and equip investigators to investigate allegations of sexual assault. In April 2018 CCRB also adopted a new policy of providing complainants with information about NYC Well, a City program that provides free, confidential support, information, resources and referrals for anyone seeking help for mental health concerns. CCRB's policy also authorizes investigators, when appropriate, to actively assist such civilians with accessing NYC Well services.

Total Civilian Complaints



In Fiscal 2018 the public filed 4,392 complaints with CCRB, four percent more complaints than were filed in Fiscal 2017. In Fiscal 2018 the average time to complete a full investigation increased 24 percent to 190 days. The average time to complete a substantiated investigation, typically the most complex full investigations, also increased 24 percent to 208 days. The increase in the average time to complete full investigations is due to several factors, including the increasing amount of video evidence collected by investigators; the agency's efforts to improve the quality of video analysis by providing investigators with advanced training in forensic techniques; the time it takes to review this evidence; and the resolution of the agency's Board to begin investigating allegations of sexual misconduct. The percentage of closed allegations with findings on the merits (allegations fully investigated and closed as substantiated, exonerated or unfounded) increased five percentage points to 48 percent. The increase in findings on the merits is due in part to the rise in video evidence collected by the agency. In Fiscal 2018, 38 percent of full investigations closed involved video evidence, compared to only 32 percent in Fiscal 2017.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Total civilian complaints against uniformed members of the New York City Police Department	5,573	4,165	4,711	4,215	4,392	*	*	Down	*
Average age of open docket (days)	135	106	74	80	101	*	*	Down	Down
★ Average time to complete a full investigation (days)	324	283	162	153	190	120	120	Down	Down
★ Full investigations as a percentage of total cases closed (%)	32%	39%	38%	34%	32%	40%	40%	Neutral	Up
Cases closed	5,810	5,347	4,970	4,031	4,048	*	*	Down	*
★ Closed allegations with findings on the merits (%)	39%	41%	46%	43%	48%	55%	55%	Up	Up
★ Average time to complete a substantiated investigation (days)	394	329	178	168	208	140	140	Down	Down
★ Substantiated cases in which the statute of limitations expired (%)	3%	1%	0%	0%	0%	0%	0%	Down	Down
★ Officers disciplined (excluding pending and filed cases) (%)	60%	87%	82%	78%	73%	*	*	Neutral	*

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

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

In Fiscal 2018 CCRB worked to increase its use of mediation to resolve complaints. Cases with mutual agreement to mediate increased 48 percent compared to Fiscal 2017. Complaints successfully mediated rose 25 percent to 233 cases in Fiscal 2018. The average time to complete a successful mediation rose seven percent to 106 days in Fiscal 2018.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Cases with mutual agreement to mediate	446	394	444	373	550	*	*	Up	Up
Officers who accepted mediation (%)	83%	84%	87%	96%	85%	*	*	Neutral	Up
Civilians who accepted mediation (%)	51%	48%	45%	45%	46%	*	*	Neutral	Up
Cases successfully mediated	179	183	222	187	233	*	*	Up	Up
★ Average mediation case completion time (days)	225	170	93	99	106	120	120	Down	Down
★ Mediation satisfaction rate (%)	90%	90%	88%	88%	95%	94%	94%	Neutral	Up
★ Critical Indicator	"NA" Not Available		⇅ Directional Target	* None					

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

In Fiscal 2018 CCRB's Administrative Prosecution Unit (APU) closed 83 cases, a decrease of 49 percent compared to Fiscal 2017. In Fiscal 2018, 52 percent of the APU cases were closed after a trial, 40 percent were closed after a guilty plea, and the remaining eight percent closed for either administrative reasons, such as the officer retired or the discipline decision was reconsidered by the agency's Board, or after being retained by NYPD.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Administrative prosecution cases closed	NA	200	210	163	83	*	*	NA	*
– Cases closed by trial	NA	89	137	87	43	*	*	NA	*
– Cases closed by plea	NA	57	60	63	33	*	*	NA	*
★ Critical Indicator	"NA" Not Available		⇅ Directional Target	* None					

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

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

In Fiscal 2018 CCRB conducted 947 outreach events for various groups throughout the City, a 36 percent increase compared to Fiscal 2017. These outreach events were held in all five boroughs.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Outreach presentations conducted	NA	328	732	694	947	*	*	NA	Up
★ Critical Indicator	"NA" Not Available		⇅ Directional Target	* None					

**AGENCY CUSTOMER SERVICE**

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	613	591	695	744	731	*	*	Up	*
Letters responded to in 14 days (%)	73%	84%	88%	80%	79%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	94%	98%	100%	100%	86%	*	*	Neutral	Up
CORE facility rating	100	98	100	98	94	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available		⇅ Directional Target	* None					

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$11.2	\$12.7	\$14.1	\$15.2	\$16.6	\$16.0	\$16.7	Up
Personnel	157	146	164	173	182	194	190	Up
Overtime paid (\$000)	\$320	\$387	\$360	\$330	\$225	\$225	\$0	Down

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

## SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$11.7	\$13.1	All
002 - Other Than Personal Services	\$3.5	\$3.6	All
Agency Total	\$15.2	\$16.6	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds. <sup>2</sup> City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter.  
 "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## 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.

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

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

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

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

# HOW WE PERFORMED IN FISCAL 2018

## 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.

The Fiscal 2018 payout for judgments and claims brought against the City in state and federal court decreased by seven percent compared to the same period of Fiscal 2017. This decrease is attributable, in part, 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.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Total citywide payout for judgments and claims (\$000)	\$579,899	\$608,500	\$655,873	\$722,046	\$674,001	↓	↓	Up	Down
★ Total cases commenced against the City	9,045	9,922	9,507	8,141	8,219	*	*	Down	*
– Cases commenced against the City in state court	7,258	8,112	8,009	7,132	7,367	7,600	7,600	Neutral	*
– Cases commenced against the City in federal court	1,787	1,810	1,498	1,009	852	1,200	1,100	Down	*
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

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

Cases pending in state court increased five percent due, in part, to a three percent increase in the number of state court cases commenced in Fiscal 2018 compared with Fiscal 2017. Increased staffing levels over the past two fiscal years, as well as an intensified management effort focused on efficiency contributed to a four percent increase in affirmative motion practice.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Cases pending in state court	19,039	20,059	21,452	20,667	21,630	22,700	23,000	Up	Down
– Cases pending on trial calendar	2,260	2,255	2,425	2,441	2,337	2,700	2,700	Neutral	*
Affirmative motions to dismiss or for summary judgment	1,903	1,561	1,516	1,648	1,713	*	*	Neutral	*
★ Win rate on affirmative motions (%)	78%	74%	75%	76%	71%	78%	78%	Neutral	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

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

The Special Federal Litigation Division's assertive approach to motion practice, trials (most concluding in the City's favor) and settlement activities has led to a 23 percent decline in pending cases and a 16 percent decline in new filings this fiscal year. In Fiscal 2018 dismissals and discontinuances were nearly one-third of all actions commenced in federal court, which was greater than the 28 percent dismissal and discontinuance rate for actions commenced during Fiscal 2017.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Cases pending in federal court	1,659	1,652	1,649	1,363	1,049	1,400	1,200	Down	Down
Dismissals and discontinuances	173	228	243	280	273	*	*	Up	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

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

### Goal 2a

Balance the needs of juveniles and the community in delinquency cases.

During Fiscal 2018 55 of 64 juveniles (86 percent) in diversion programs received no new juvenile delinquency referrals within a year, compared to 60 of 74 juveniles (81 percent) in the same period of Fiscal 2017.

The decrease in the filing rate from Fiscal 2017 to Fiscal 2018 is due, in part, to an increase in plea bargains that covered both filed and unfiled cases against individual juvenile defendants.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Referred cases filed for prosecution (%)	58%	54%	54%	50%	44%	55%	55%	Down	*
Juvenile conviction rate (%)	75%	75%	76%	75%	77%	75%	75%	Neutral	*
★ Juveniles successfully referred to a diversion program with no new delinquency referral within one year (%)	85%	84%	81%	81%	86%	75%	75%	Neutral	Up
Crime victims referred for community-based services (%)	46%	50%	53%	46%	46%	40%	40%	Neutral	Up
★ Critical Indicator      "NA" Not Available      ⬆️⬆️ Directional Target      * None									

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

### Goal 3a

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

Performance remained stable during Fiscal 2018.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Filing of enforcement referrals within 60 days of referral (%)	94%	94%	95%	96%	96%	85%	85%	Neutral	Up
★ Families entitled to a support order that get a support order (%)	65%	68%	71%	70%	70%	65%	65%	Neutral	Up
★ Critical Indicator      "NA" Not Available      ⬆️⬆️ Directional Target      * None									

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	860	762	1,002	875	883	*	*	Neutral	*
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
★ Critical Indicator      "NA" Not Available      ⬆️⬆️ Directional Target      * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$162.7	\$175.6	\$194.4	\$218.8	\$228.7	\$222.8	\$235.3	Up
Revenues (\$000,000)	\$23.5	\$26.8	\$42.7	\$28.5	\$23.0	\$22.7	\$21.7	Neutral
Personnel	1,504	1,551	1,591	1,760	1,743	1,770	2,031	Up
Overtime paid (\$000)	\$1,650	\$1,354	\$1,372	\$1,363	\$1	\$1	\$1	Down

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

## SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$129.3	\$136.5	All
002 - Other Than Personal Services	\$89.5	\$92.2	All
Agency Total	\$218.8	\$228.7	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds. <sup>2</sup>City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter.  
 "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- In Service Goal 2a 'Balance the needs of juveniles and the community in juvenile cases,' this is the last report prior to implementation of Raise the Age and Fiscal 2019 numbers will not be comparable to prior years.

## ADDITIONAL RESOURCES

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



## WHAT WE DO

The Department of Investigation (DOI) promotes and maintains integrity and efficiency in City government operations by investigating City employees and contractors who may be engaged in corrupt activities or unethical conduct. It has oversight of more than 45 Mayoral agencies with over 300,000 employees, as well as dozens of City boards and commissions. DOI's strategy attacks corruption comprehensively through systemic investigations that lead to high-impact arrests, preventive internal controls and operational reforms that improve the way the City runs and prevents criminal misconduct and waste. DOI serves New Yorkers by acting as an independent and nonpartisan watchdog for City government.

## 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 and issues policy and procedure recommendations as necessary to mitigate vulnerabilities. One example of this mandate in Fiscal 2018 is DOI's issuance of a report on the Department of Homeless Services' (DHS) commercial hotel procurement process for homeless families with children. The report found that DHS' procurement process did not consider criminal activity at prospective hotels prior to placing families with children at those locations. DOI identified dozens of prostitution-, assault- and controlled substance-related arrests on the premises of commercial hotels housing homeless families with children throughout the City. Based upon this investigation, DHS agreed to recommendations that will strengthen its protocols for vetting potential sites and mitigate risks associated with ongoing criminal activity at those sites. DOI documents 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, and issues policy and procedure recommendations. DOI also monitors agency implementation of its recommendations.

## OUR SERVICES AND GOALS

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

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

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

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



# HOW WE PERFORMED IN FISCAL 2018

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

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

During Fiscal 2018 DOI continued to promote and maintain the integrity and efficiency of City agencies, employees and contract vendors and recipients of City funds. Complaints received by the Department increased eight percent compared to Fiscal 2017. The Department attributes this to the launch of a new, five-borough media campaign in Fiscal 2018. The new campaign, debuting on subway cars, inside subway stations and urban panels positioned on top of subway entrances, is a continuation of the public awareness campaign that DOI ran for several years up to and throughout Fiscal 2017. The goal of both campaigns has been to publicize the damaging impact corruption has on the City and empower New Yorkers to act on and report these conditions to DOI. DOI issued almost five times as many policy and procedure recommendations to City agencies compared to Fiscal 2017, with 48 percent of those recommendations adopted by the agencies during Fiscal 2018. The substantial increase in recommendations during the period resulted from the Department's proactive initiative to review numerous agency policies and practices citywide in order to identify specific systemic vulnerabilities, and standardize and strengthen workable controls and solutions. DOI continues to work with City agencies regarding compliance with pending recommendations. The number of corruption prevention and whistleblower lectures conducted in Fiscal 2018 decreased by 18 percent. While slightly below targeted expectations, DOI conducted lectures where vulnerabilities were determined to be best addressed directly by DOI. Continuing a majority of anti-corruption education on-line, the number of e-learning attendees increased by 35 percent during the reporting period. The percentage of vendor name checks completed within 30 days decreased by 34 percentage points and was significantly below target. The Department attributes the primary cause of this decrease to a number of functional changes affecting the workload of the unit responsible for vendor name checks, which resulted from a conversion to the new citywide PASSPort system for tracking vendor data in Fiscal 2018. The unit also dealt with staff shortages during several months in Fiscal 2018 that impeded its ability to complete the checks within the targeted timeframe. DOI continues to evaluate improvements to and collaborate on PASSPort system enhancements.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Complaints	12,624	11,445	11,616	12,132	13,072	*	*	Neutral	*
★ Written policy and procedure recommendations to City agencies	280	370	700	512	2,540	300	300	Up	*
Written policy and procedure recommendations accepted by City agencies (%)	45%	74%	85%	74%	48%	75%	75%	Neutral	*
★ Corruption prevention and whistleblower lectures conducted	535	378	408	477	389	400	400	Down	Up
Corruption prevention lecture e-learning attendees	NA	1,797	15,298	18,561	25,068	*	*	NA	*
Integrity monitoring agreements	18	16	16	18	16	*	*	Neutral	*
Vendor name checks completed within 30 days (%)	88%	99%	95%	98%	64%	95%	85%	Down	Up

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

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

The work of DOI is broad and rests in its ability to make arrests and effect change through reforms that strengthen and improve procedures at City agencies. The agency holds those who would defraud the City accountable; stops misconduct by City employees and others; uncovers and stems theft of City funds; and prompts change that improves how the City operates. As the agency continues to prioritize the expeditious disposition of its cases, increasing the number of closures during the period, the average time to complete an investigation remained stable from last fiscal year and was significantly below targeted projections. The number of referrals for civil and administrative action, referrals for criminal prosecution and arrests resulting from investigations decreased 23 percent, 4 percent, and 20 percent, respectively, compared to Fiscal 2017. The Department attributes these decreases to prioritizing and completing a number of ongoing investigations many of which, due to their complexity, required the issuance of a public report. Focusing agency resources on the preparation of these cases, along with an increase in the agency's overall caseload, resulted in decreases in these investigation-related

indicators. Compared to Fiscal 2017 financial recoveries to the City ordered or agreed and financial recoveries collected increased 20 percent and 30 percent, respectively, due to substantial restitution and recovery in several cases.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Average time to complete an investigation (days)	160	193	145	152	152	180	180	Down	Down
★ Referrals for civil and administrative action	929	1,327	849	990	761	*	*	Down	*
★ Referrals for criminal prosecution	612	601	745	896	859	*	*	Up	*
★ Arrests resulting from DOI investigations	516	499	551	827	661	*	*	Up	*
★ Financial recoveries to the City ordered/agreed (\$000)	\$11,144	\$10,603	\$3,004	\$4,069	\$4,897	↑	↑	Down	Up
★ Financial recoveries to the City collected (\$000)	\$33,248	\$6,034	\$5,095	\$2,588	\$3,374	↑	↑	Down	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

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

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

In Fiscal 2018 the average time to complete the entire length of a background investigation increased by two percent compared to Fiscal 2017. The percentage of background investigations closed within 12 months decreased by one percentage point and was below targeted expectations. DOI attributes this to ongoing efforts to close aging background investigations over 12 months old, coupled with continuing staff shortages and turnover throughout the period as noted in the Fiscal 2018 PMMR. Surpassing its target of two days, as it has during the past six fiscal years, the average time to notify agencies of prospective childcare, home care and family care workers with criminal records remained stable at one day. Similarly, the average time to notify agencies of arrest notifications for current childcare, home care and family care workers remained at one day for the fifth fiscal year in a row.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Average time to complete a background investigation (from date of receipt) (days)	319	275	351	522	533	300	300	Up	Down
★ Background investigations closed within 12 months (from date of receipt) (%)	61%	65%	60%	40%	39%	60%	60%	Down	Up
★ Time to notify agencies of prospective childcare, home care and family care workers with criminal records after receipt from State Division of Criminal Justice Services and FBI (days)	1	1	1	1	1	2	2	Neutral	Down
Time to notify agencies of arrest notifications for current childcare, home care and family care workers after receipt from State Division of Criminal Justice Services (days)	1	1	1	1	1	*	*	Neutral	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	17	24	26	23	16	*	*	Neutral	*
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
Average wait time to speak with a customer service agent (minutes)	3	3	3	3	3	*	*	Neutral	Down
CORE facility rating	93	98	98	100	100	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$29.0	\$35.0	\$38.4	\$45.3	\$54.5	\$56.0	\$38.9	Up
Revenues (\$000,000)	\$3.1	\$3.4	\$3.2	\$3.2	\$3.2	\$3.8	\$3.8	Neutral
Personnel	212	264	321	353	366	417	375	Up
Overtime paid (\$000)	\$395	\$410	\$754	\$1,047	\$468	\$425	\$110	Up

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

## SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$28.1	\$30.9	
001 - Personal Services	\$24.4	\$25.4	All
003 - Inspector General	\$3.7	\$5.5	All
Other Than Personal Services - Total	\$17.2	\$23.6	
002 - Other Than Personal Services	\$16.0	\$22.2	All
004 - Inspector General	\$1.2	\$1.4	All
Agency Total	\$45.3	\$54.5	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds. <sup>2</sup>City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter.  
 "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Department revised Fiscal 2017 values for 'complaints,' 'current investigations,' 'written policy and procedure recommendations to City agencies,' 'written policy and procedure recommendations accepted by City agencies (%)', 'referrals for criminal prosecution' and 'arrests resulting from DOI investigations' to reflect updated data.

## ADDITIONAL RESOURCES

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

# CITY COMMISSION ON HUMAN RIGHTS

Carmelyn P. Malalis, Commissioner/Chair



## WHAT WE DO

The New York City Commission on Human Rights (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, marital or partnership status, and status as a veteran or active military service member. 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; salary history, and credit history. More protections are afforded in housing based on lawful occupation, lawful source of income, the presence of children, and status as a victim of domestic violence, stalking and sex offenses. CCHR is empowered to investigate and prosecute NYCHRL violations, including those that raise systemic violations. CCHR 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. CCHR also offers post-complaint mediation services through its Office of Mediation and Conflict Resolution.

## FOCUS ON EQUITY

More than three years after a new Commissioner and Chair took office, the agency continues to develop in order to effectively address significant public demand. In response to the needs of the City's most vulnerable communities and their advocates, CCHR increased the number of investigations and complaints initiated through proactive testing and other investigative means. CCHR's staff continues to strategically address key operational areas. The NYCHRL is meant to ensure that all those who live in, work in, or visit New York City are treated fairly and with dignity and respect, regardless of race, color, age, religion/creed, national origin, disability, gender identity and expression, sexual orientation or any other protected class. 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 revived one of its most historically effective tools—data collection and reporting—to survey prejudice, intolerance, bigotry and discrimination in the City. In late 2017 CCHR conducted a survey of incidents of hate and bias experienced by Arab, Jewish, Muslim, Sikh and South Asian communities in New York City and, in June 2018 released a ground-breaking report detailing its results. CCHR has advisors with the expertise and cultural competence to provide dedicated outreach and education services to these communities. CCHR invested resources in intake, early intervention and focused resources on source of income discrimination in housing. For the first time in 40 years, CCHR held, in December 2017, a citywide public hearing to gather testimony from New Yorkers on how sexual harassment has affected them and their workplace. A report with recommendations based on the hearing was released in April 2018. During this period, CCHR executed successful media outreach efforts (including the creation of new outreach materials and citywide ad campaigns) across various platforms, including digital and mobile, citywide, ethnic and community radio and newspapers, and public transportation and neighborhood storefront ads. The main areas of focus were on sexual harassment, employment protections against inquiries into salary history and protections for immigrant and religious communities.

## OUR SERVICES AND GOALS

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

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

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

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

# HOW WE PERFORMED IN FISCAL 2018

## SERVICE 1 Enforce the NYC Human Rights Law.

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

In Fiscal 2018 the Law Enforcement Bureau (LEB) filed 805 new complaints, similar to the 806 complaints filed last year. LEB resolved 730 cases with filed complaints, a 36 percent increase over Fiscal 2017, Together with the Community Relations Bureau (CRB), LEB resolved 193 cases through pre-complaint intervention. LEB had an active caseload of filed complaints of 1,829 at the end of Fiscal 2018 (compared to 1,643 last year), with a full active caseload of over 2,500 cases at all stages: pre-complaint intervention, investigation and litigation.

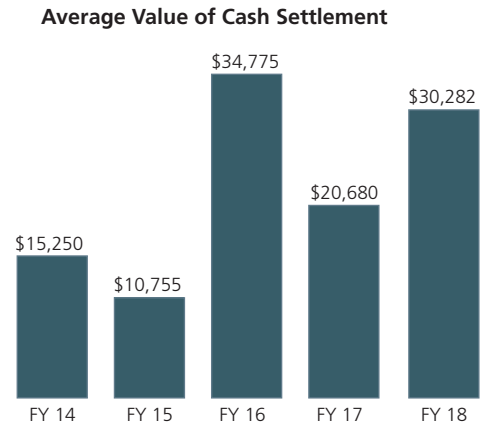
The Commission obtained \$4,272,562 in total recovery of compensatory damages and civil penalties for resolutions of all kinds during this fiscal year, which represents the highest total dollar value collected since at least 2002. The average recovery in damages for complainants, moreover, rose to \$30,282 in Fiscal 2018.

Over the past several years, the NYCHRL has been amended to include a ban on the consideration of credit, conviction and salary history in employment; add protections for caregivers, victims of domestic violence, current and former members of the military; broaden definitions of sexual orientation and gender; and expand jurisdiction over sexual harassment cases by lengthening the statute of limitations and covering all employers regardless of size. These amendments have broadened LEB’s mandate and along with the Commission’s efforts to increase awareness through publicized enforcement guidance and media campaigns, have contributed to the growth in the number of cases across all protected classifications and record numbers of inquiries from the public. At the same time, LEB continued to conduct in-depth investigations to identify pattern or practice violations and evaluate respondents’ full compliance with the NYCHRL. These combined factors have lengthened investigation time, as illustrated in Fiscal 2018 by the increase in the average age of the caseload to 553 days. In late Fiscal 2018 LEB filled 25 staff positions to strengthen investigation capacity and expedite case processing times by, in part, implementing strategic enforcement priorities including establishing a Source of Income Unit and an Intake/Early Intervention Team.

LEB resolved 23 percent of closed cases with filed complaints through settlement in Fiscal 2018, consistent with last year’s 24 percent. 26 cases were resolved by the Office of Mediation and Conflict Resolution – the highest in this category for the agency since 2009. LEB referred 36 cases to the Office of Administrative Trials and Hearings, an increase over the last two years in which 21 cases were referred annually.

In Fiscal 2018 LEB’s Commission-initiated investigations into systemic discrimination and prosecutions of pattern or practice violations covered 25 different protected categories. LEB launched 583 Commission-initiated investigations in Fiscal 2018, and LEB testers performed tests of 691 entities, a nearly 28 percent increase over the 540 entities tested in Fiscal 2017.

To highlight a few key enforcement areas, in Fiscal 2018, the Commission: launched investigations into the policies and practices of employers regarding repeat instances of sexual harassment; opened investigations to address pregnancy discrimination in employment and ensure lactation space for employees; continued expansive testing of employment agencies to identify discrimination against job applicants based on criminal history; investigated the accessibility of several mammography centers for patients with mobility disabilities, and; regularly intervened on an expedited basis to stop landlords from intimidating tenants because of actual or perceived immigration status.



Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Cases successfully mediated	21	0	0	0	26	*	*	Up	Up
Pre-complaint resolutions	189	165	200	310	193	*	*	Up	Up
★ Cases filed	497	697	908	806	805	*	*	Up	*
★ Cases closed	602	608	336	536	730	*	*	Up	*
– Cases closed (%) - no probable cause determination	45%	43%	5%	7%	4%	*	*	Down	*
★ – Cases closed (%) - probable cause determination	8%	15%	6%	4%	5%	*	*	Down	*
– Cases closed (%) - administrative cause	21%	20%	62%	65%	68%	*	*	Up	*
★ – Cases closed (%) - settlement	26%	22%	27%	24%	23%	23%	23%	Neutral	Up
Cases referred to the Office of Administrative Trials and Hearings	47	89	21	21	36	*	*	Down	*
★ Average value of cash settlement for complainant (\$)	\$15,250	\$10,755	\$34,775	\$20,680	\$30,282	*	*	Up	*
Modifications for accessibility for people with disabilities	185	155	191	307	90	*	*	Neutral	*
★ Average age of complaint caseload (days)	297	250	340	468	553	300	300	Up	Down
Caseload	567	667	1,318	1,643	1,829	474	474	Up	*
Cases pending by age - less than one year	496	505	837	728	721	414	414	Up	Down
★ Critical Indicator	“NA” Not Available		⇅ Directional Target	* None					

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

### Goal 2a

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

In Fiscal 2018 the Community Relations Bureau’s (CRB) Bias Response Team pursued a more aggressive strategy regarding incidents of bias and discriminatory harassment. CRB responded to 146 bias incidents, 200 percent more than in Fiscal 2017. CRB develops targeted rapid response strategies and tracks bias incidents to enhance both the initial response as well as subsequent, follow-up outreach activities.

This year, CRB continued to promulgate awareness and understanding of the NYCHRL and increased the number of conferences, workshops and trainings it conducted to 3,127 across the City, and 186 school and youth based trainings. CRB’s outreach efforts reflect a newly-expanded approach to human rights education by developing additional trainings—from six to nine—and outreach efforts. This new approach allowed CRB to service 80,454 New Yorkers, a 16 percent increase from 69,087 in Fiscal 2017; and make over 200 referrals to LEB, a 100 percent increase from Fiscal 2017.

CRB deepened its commitment and outreach to the City’s faith-based communities. Building on its achievements from Fiscal 2017, CRB co-organized its third-annual “Iftar in the City”, which was attended by over 600 people, a 32 percent increase from last year and hosted an inter-faith Seder attended by 130 people, an increase of 120 percent from last year. In addition, CRB expanded its events and led the effort to host Vaisakhi: A Celebration of Sikh Communities of NYC, the City’s first-ever Vaisakhi event to celebrate NYC’s Sikh communities.

CRB amplified its gender equity work across the City, working alongside many gender equity advocates and organizations to raise awareness of the NYCHRL’s provisions prohibiting discrimination based on gender, pregnancy status, status as a victim of domestic violence, stalking, and sexual violence, and most recently salary history. CRB expanded its outreach efforts by developing and piloting three new workshops: Sexual Harassment in the Workplace, piloted to 84 participants from four community-based organizations; Empowering Young Women, a five-week program piloted to 25 participants at the Brooklyn YWCA; and Discrimination: Gender, Gender Identity, Sexual Orientation workshop for youth, which CRB piloted to 60 students across six Gender Sexuality Alliances throughout the City. All three of these workshops were launched in Fiscal 2019.

In Fiscal 2018 the Commission supported the “MLK Day Racial Justice Shabbat”, a program which focused on MLK, racial justice and diversity in Jewish communities. CRB also hosted Human Rights in NYC’s African Communities: A Conversation,



a racial justice forum at Columbia Law School’s Center for the Study of Law and Culture and Social Justices Initiatives; as well as Human Rights in Harlem: A Panel Discussion on Race, Displacement, and Economic Justice, which sought to educate community groups and leaders on fair housing and protections under the New York City Human Rights Law. CRB is currently developing a new workshop, Human Rights Law and Discrimination Based on Race and Color, which it hopes to launch soon to increase its work in this area.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Conferences, workshops and training sessions	1,288	1,394	2,397	2,947	3,127	1,000	1,000	Up	Up
Community-based technical assistance	53,426	56,016	37,896	32,607	19,730	40,000	40,000	Down	Up
School-based training sessions conducted	272	326	79	173	186	250	250	Down	Up
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target	* None					

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Customer Experience									
Letters responded to in 14 days (%)	100.0%	100.0%	98.0%	86.7%	83.0%	*	*	Down	Up
E-mails responded to in 14 days (%)	100.0%	100.0%	100.0%	97.3%	98.0%	*	*	Neutral	Up
Completed customer requests for interpretation	1,097	1,126	1,671	1,425	1,756	*	*	Up	*
Average wait time to speak with a customer service agent (minutes)	10	10	11	9	6	*	*	Down	Down
CORE customer experience rating (0-100)	97	98	100	98	99	*	*	Neutral	Up
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target	* None					

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$5.6	\$5.8	\$8.8	\$10.4	\$14.9	\$14.9	\$13.5	Up
Personnel	62	66	89	108	142	161	162	Up
Overtime paid (\$000)	\$4	\$9	\$7	\$5	\$11	\$11	\$15	Up
<sup>1</sup> Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller’s Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the “Indicator Definitions” at <a href="http://nyc.gov/mmr">nyc.gov/mmr</a> for details. <sup>2</sup> Authorized Budget Level <sup>3</sup> Expenditures include all funds “NA” - Not Available    *None								

## SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$7.8	\$11.1	
001 - Personal Services	\$3.0	\$3.9	All
003 - Community Development	\$4.8	\$7.2	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> City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter.  
 "NA" Not Available \* None

## 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. 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 City enforcement agencies for alleged violations of law or City rules. These summonses that are issued by the Departments of Buildings, Sanitation, Environmental Protection, Consumer Affairs, Health and Mental Hygiene, and the Taxi and Limousine Commission, 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 agency with the mission to provide fair and unbiased administrative trials and hearings to the City's residents, businesses and agencies. Since the Commissioner took office in 2014, 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 uniform and understandable to anyone who receives a summons, regardless of which of the various City enforcement agencies issued the summons.

Fiscal 2018 represents the first full year of operation of OATH's Help Centers, established in every Hearings Division location throughout the five boroughs. Help Centers are staffed by Procedural Justice Coordinators (PJC) who are responsible for assisting self-represented litigants in understanding OATH procedures, navigating the hearing process, and finding legal resources and City records. By design, PJCs provide legal information, but do not offer specific legal guidance or act as legal representatives. In Fiscal 2018, OATH's PJCs actively assisted 40,165 people in-person and 581 people through e-mail.

Additionally, this was the first full year in which OATH had jurisdiction over summonses filed under the Criminal Justice Reform Act (CJRA). 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. Community Service options at OATH are instructive in nature, including e-learning modules, and aimed at preventing future offenses.

## OUR SERVICES AND GOALS

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

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

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

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

# HOW WE PERFORMED IN FISCAL 2018

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

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

In Fiscal 2018 there were 2,836 cases filed with the OATH Trials Division, a seven percent increase when compared to Fiscal 2017. The Taxi and Limousine Commission had the largest increase in its filings, with 53 percent more cases filed against its licensees in Fiscal 2018 than in Fiscal 2017. Despite the growing caseload, the average number of days it took for Administrative Law Judges to issue a written decision fell to four days, representing a 23 percent decrease in the time it took to issue a decision when compared to the prior year.

Nearly all cases that go to trial at the OATH Trials Division result in the issuance of a detailed written recommended decision establishing facts and conclusions of law. This decision is either adopted, modified, or rejected by the agency that brought the case. When compared to the prior year, in Fiscal 2018 there was no difference in the proportion of OATH recommendations that were accepted by the City agency that brought the case, with 99 percent of all of OATH’s Administrative Law Judges’ facts and conclusions adopted by the City agency.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
OATH Trials Division cases with decisions issued within 45 business days (%)	94%	93%	93%	93%	91%	*	*	Neutral	Up
★ OATH Trials Division facts and conclusions adopted by agencies (%)	98%	99%	99%	99%	99%	96%	96%	Neutral	Up
OATH Trials Division settlement rate (%)	55%	57%	57%	59%	57%	55%	55%	Neutral	*
Cases filed at the OATH Trials Division (total)	2,665	2,754	2,553	2,661	2,836	*	*	Neutral	*
Cases closed at the OATH Trials Division (total)	2,425	2,724	2,560	2,668	2,677	*	*	Neutral	*
★ Cases processed per ALJ (total)	187.0	188.0	188.6	189.6	202.0	↑	↑	Neutral	Up
Average time for the OATH Trials Division to issue decisions after records closed (business days)	15.2	7.5	5.4	5.2	4.0	15.0	15.0	Down	Down
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target				* None			

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

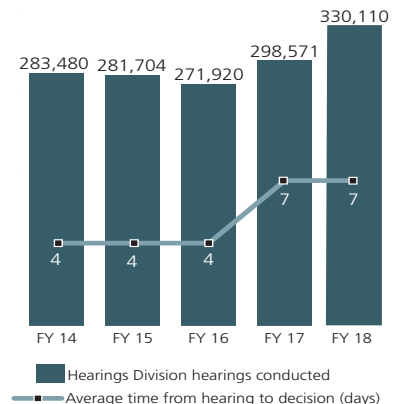
**Goal 2a** Hear cases promptly and issue timely and fair decisions at the OATH Hearings Division.

In Fiscal 2018, the OATH Hearings Division received 872,364 summonses from enforcement agencies, which represents a three percent increase from Fiscal 2017. OATH Hearing Officers issued decisions on 248,438 summonses this year, 20 percent more than in Fiscal 2017, while maintaining an average time of seven days to issue a decision.

OATH’s Remote Hearings Unit saw a 12 percent decrease in the share of hearings conducted by mail in Fiscal 2018 when compared to Fiscal 2017. The percentage of remote hearings conducted by phone and online increased four percent and nine percent, respectively, during the same time.

Due to the addition of the Help Center in Fiscal 2018, OATH received 76 percent more emails from the public when compared to Fiscal 2017, with 99 percent of all emails being responded to within 14 days.

**Hearings Division hearings conducted vs. hearing decision time (days)**



Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Total summonses received from the issuing agencies at the OATH Hearings Division	704,213	759,520	826,690	844,299	872,364	*	*	Up	*
Total hearings at the OATH Hearings Division	283,480	281,704	271,920	298,571	330,110	*	*	Up	*
★ Total number of pre-hearing activities at the OATH Hearings Division	245,037	250,911	298,819	313,665	290,437	*	*	Up	*
★ Total summonses processed at the OATH Hearings Division	475,222	476,986	612,124	633,596	658,245	*	*	Up	*
★ Summonses with decision rendered at the OATH Hearings Division	199,302	206,867	195,290	207,723	248,438	*	*	Up	*
★ Average time from OATH Hearings Division hearing assignment to decision rendered (days)	4	4	4	7	7	*	*	Up	*
OATH hearings by mail (% of total remote hearings)	38.0%	31.2%	24.4%	32.3%	19.9%	*	*	Down	*
OATH hearings by phone (% of total remote hearings)	11.6%	13.8%	16.7%	15.5%	19.2%	*	*	Up	*
OATH one-click hearings (% of total remote hearings)	50.4%	55.0%	58.9%	52.2%	60.9%	*	*	Up	*
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None						

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Customer Experience									
Completed customer requests for interpretation	9,240	9,419	10,185	11,842	16,034	*	*	Up	*
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	100%	100%	98.62%	*	*	Neutral	Up
CORE customer experience rating (0-100)	97	94	98	97	98	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None						

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$31.3	\$34.4	\$36.3	\$39.0	\$46.0	\$47.4	\$49.6	Up
Revenues (\$000,000)	\$137.3	\$141.3	\$155.2	\$147.5	\$157.7	\$143.2	\$137.0	Up
Personnel	358	362	360	380	393	502	498	Neutral
Overtime paid (\$000)	\$101	\$42	\$50	\$51	\$93	\$179	\$50	Neutral
<sup>1</sup> Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. <sup>2</sup> Authorized Budget Level <sup>3</sup> Expenditures include all funds "NA" - Not Available    *None								

## SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$29.8	\$33.3	All
002 - Other Than Personal Services	\$9.2	\$12.7	All
Agency Total	\$39.0	\$46.0	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds. <sup>2</sup> City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter.  
"NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## 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 manner. 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, although that industry currently does not operate in New York City.

## 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 commercial trade waste industry and the wholesale food markets. 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 our regulated companies.

## OUR SERVICES AND GOALS

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

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

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

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

# HOW WE PERFORMED IN FISCAL 2018

## 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.

BIC's past enforcement efforts concerning illegal hauling have reinforced compliance by the trade waste industry, with the result that fewer violations for unlicensed activity were issued by BIC in Fiscal 2018. Violations issued to licensed haulers remained consistent due to BIC's oversight of the industry and enforcement of BIC rules and regulations.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Violations issued to private waste haulers	888	1,166	892	640	488	*	*	Down	*
★ Violations issued to legally operating private waste haulers	733	827	709	343	312	*	*	Down	*
★ Violations issued to illegally operating private waste haulers	155	339	183	297	176	*	*	Neutral	*
★ Total waste hauling applications denied (%)	3.9%	4.2%	4.4%	4.4%	4.3%	*	*	Neutral	*
Waste hauling complaints received	519	513	449	351	352	*	*	Down	*
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	90.5%	91.5%	98.0%	100.0%	88.0%	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

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

In Fiscal 2018, BIC reduced the average age of pending waste hauling applications by 45 percent from Fiscal 2017 and improved the average time to approve waste hauling applications by 46 percent. The number of waste hauling applications pending in Fiscal 2018 increased by 72 percent from the previous year due to the established application cycle for renewals.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Average time to approve waste hauling applications (days) - New and Renewal	96	234	235	240	129	↓	200	Up	Down
★ Average time to approve waste hauling applications (days) - New	103	235	154	136	112	↓	150	Down	Down
★ Average time to approve waste hauling applications (days) - Renewal	94	234	254	274	134	↓	210	Up	Down
★ Average age of pending waste hauling applications (days)	221	208	214	220	122	180	180	Down	Down
★ Waste hauling applications pending	523	762	600	359	617	300	*	Down	*
Waste hauling applications approved - New and Renewal	770	737	994	876	1,006	*	*	Up	Up
Waste hauling applications approved - New	128	166	187	216	210	*	*	Up	Up
Waste hauling applications approved - Renewal	642	571	807	660	796	*	*	Up	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

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

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

In Fiscal 2018, the number of violations issued to public wholesale market businesses decreased by 11 percent compared to Fiscal 2017. BIC's prior enforcement efforts have resulted in improved compliance with BIC rules and regulations related to public wholesale markets.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Violations issued at public wholesale markets	79	45	97	64	57	*	*	Down	*
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	94.0%	99.4%	98.3%	100.0%	100.0%	*	*	Neutral	Up
★ Public wholesale market applications denied (%)	3.2%	2.5%	2.5%	2.5%	2.5%	*	*	Down	*
★ Public wholesale market applications pending	NA	65	107	16	25	25	*	NA	*
★ Critical Indicator	"NA" Not Available		⇕⇓ Directional Target		* None				

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

In Fiscal 2018, BIC reduced the average age of pending public wholesale market applications by 52 percent from the previous year and improved the average time to approve public wholesale market applications by 45 percent from Fiscal 2017.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Average time to approve public wholesale market applications (days)	152	382	309	270	149	200	200	Down	Down
Average age of pending public wholesale market applications (days)	256	324	215	227	108	*	150	Down	Down
Public wholesale market applications approved	68	49	62	121	37	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available		⇕⇓ Directional Target		* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
Completed customer requests for interpretation	56	26	93	24	68	*	*	Up	*
Average wait time to speak with a customer service agent (minutes)	2:07	3:42	3:02	2:98	3:09	*	*	Up	Down
CORE customer experience rating of facilities (0-100)	93	93	100	100	100	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available		⇕⇓ Directional Target		* None				

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$7.3	\$8.1	\$8.1	\$9.6	\$9.0	\$9.0	\$8.6	Up
Revenues (\$000,000)	\$6.3	\$6.6	\$6.9	\$4.8	\$7.4	\$6.6	\$5.1	Neutral
Personnel	64	72	77	78	81	89	89	Up
Overtime paid (\$000)	\$43	\$48	\$57	\$67	\$45	\$42	\$24	Up

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



## SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$5.9	\$5.9	All
002 - Other Than Personal Services	\$3.6	\$3.1	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> City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter.  
 "NA" Not Available \* None

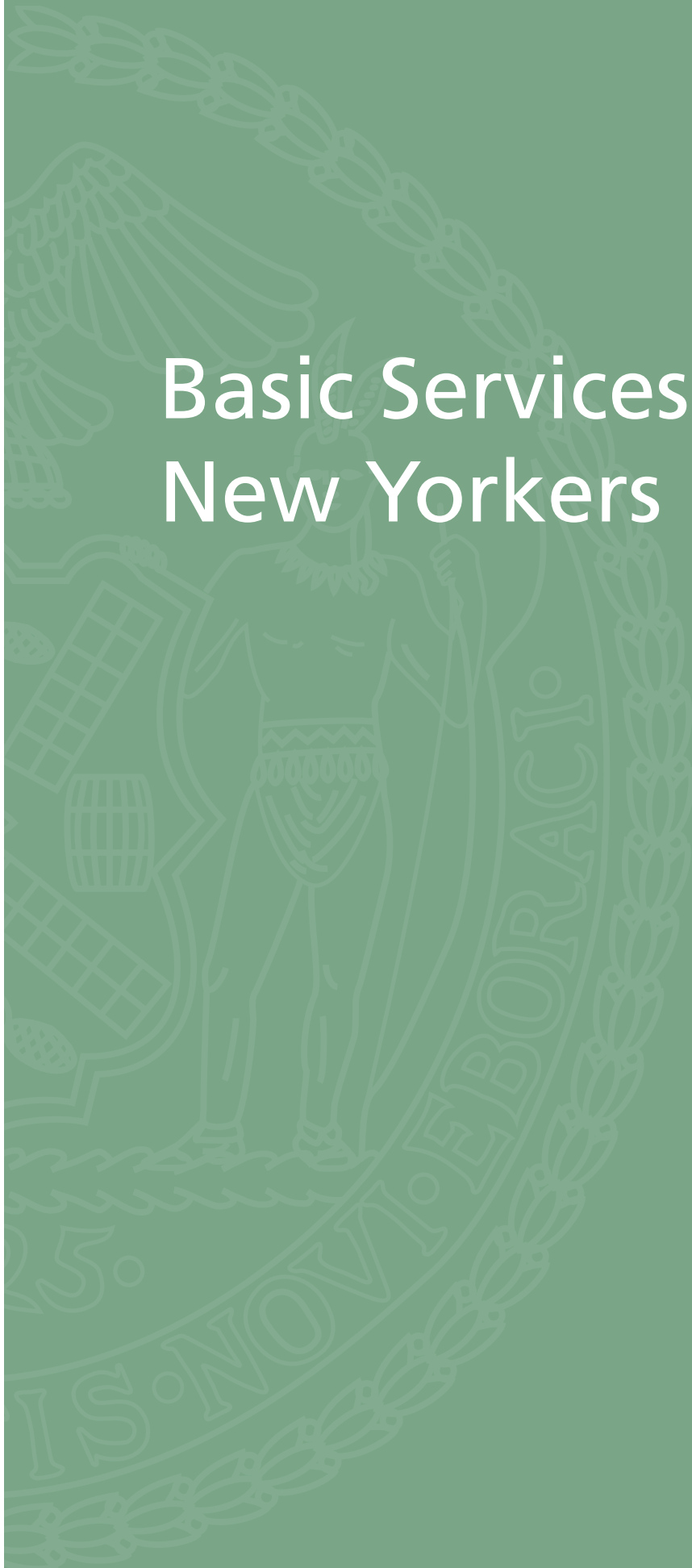
## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- BIC has added Fiscal 2019 targets of 200 days for 'Average time to approve waste hauling applications (days) – New and Renewal,' 150 days for 'Average time to approve waste hauling applications (days) – New' and 210 days for 'Average time to approve waste hauling applications (days) – Renewal.' The target for each has been changed from a downward directional arrow to this numerical value. BIC has also added a Fiscal 2019 target of 150 days for 'Average age of pending public wholesale market applications (days)', which previously did not have a target.
- The Fiscal 2019 targets for 'Waste hauling applications pending' and 'Public wholesale markets applications pending' have been removed. The number of pending applications results from two factors beyond the agency's control: new applicants cannot be predicted and renewal applications are due based on an established renewal cycle. The average time to approve applications and the average age of pending applications, which now have numerical targets as mentioned above, better demonstrate how well BIC is meeting its goals of timely processing of applications.

## ADDITIONAL RESOURCES

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

# Basic Services for All New Yorkers



# Basic Services for All New Yorkers



Department of  
Sanitation

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Department of  
Consumer Affairs

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Department of Parks &  
Recreation

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311 Customer  
Service Center

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Department of  
Cultural Affairs

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Taxi and Limousine  
Commission

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# DEPARTMENT OF SANITATION

Kathryn Garcia, Commissioner



## WHAT WE DO

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

## FOCUS ON EQUITY

DSNY is committed to providing high-quality, responsive waste management, street cleaning and snow removal services to all New Yorkers across the five boroughs. 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.

In 2017, DSNY opened the Hamilton Avenue Marine Transfer Station. This new facility serves 10 districts in Brooklyn, redirecting approximately 200 DSNY trucks per day from private land-based transfer stations in environmental justice areas. In July 2018, the City passed a transfer station capacity reduction bill, which enables DSNY to reduce permitted capacity at waste transfer stations in north Brooklyn by 50 percent and at facilities in the South Bronx and Southeast Queens by 33 percent. This long-awaited bill is a momentous achievement that will help reduce the impact of waste transfer infrastructure on historically overburdened communities. It also limits future capacity growth to ensure no other neighborhood becomes over-concentrated with disproportionate share of waste infrastructure.

The Department also 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. DSNY has also targeted recruitment and outreach to communities traditionally under-represented in its uniformed ranks to ensure equal opportunity for all New Yorkers.

## OUR SERVICES AND GOALS

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

Goal 1a Increase street and sidewalk cleanliness.

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

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### SERVICE 2 Collect and dispose of refuse.

Goal 2a Improve efficiency of refuse handling.

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### SERVICE 3 Recycle refuse.

Goal 3a Increase the percentage of waste recycled.

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

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

# HOW WE PERFORMED IN FISCAL 2018

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

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

In Fiscal 2018, DSNY added more than 60 litter basket trucks per week in targeted districts in each borough, concentrated in areas with low street cleanliness ratings, as well as the three neighborhoods with the City's largest rodent infestations. The citywide average street cleanliness rating hit a 10-year monthly record high of 96.3 percent in May 2018, and performed at 95.1 percent for all of Fiscal 2018.

The number of violations issued for illegal posting decreased significantly between Fiscal 2017 and 2018, down from 10,892 to 3,954. This is a result of a new enforcement policy to issue a warning letter to the responsible parties. If the condition is not corrected within two weeks, the Department issues a summons for each illegal posting.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Streets rated acceptably clean (%)	93.3%	92.7%	95.0%	95.9%	95.1%	92.0%	92.0%	Neutral	Up
Streets rated filthy (%)	0.4%	0.4%	0.2%	0.1%	0.2%	*	*	Down	*
★ Sidewalks rated acceptably clean (%)	96.0%	95.5%	96.5%	97.3%	97.1%	97.0%	97.0%	Neutral	Up
Sidewalks rated filthy (%)	0.3%	0.4%	0.3%	0.1%	0.2%	*	*	Down	*
Violations issued for dirty sidewalks	39,975	49,828	64,693	65,272	55,913	*	*	Up	*
Violations issued for illegal posting	18,217	11,601	8,209	10,892	3,954	*	*	Down	*
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target			* None				

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

DSNY continued to proactively monitor and address conditions in vacant lots, with nearly 3,500 lots cleaned in Fiscal 2018, an increase from the 3,399 lots cleaned in Fiscal 2017.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Vacant lot cleaning requests	2,539	2,367	2,779	2,730	3,140	2,500	2,500	Up	*
★ Lots cleaned citywide	2,997	3,206	3,638	3,399	3,494	3,200	3,200	Up	*
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target			* None				

## SERVICE 2 Collect and dispose of refuse.

### Goal 2a Improve efficiency of refuse handling.

In order to continue to improve its operational efficiency, the Department expanded its use of technology in Fiscal 2018. It digitized all collection routes, including refuse, organics and recycling collection, in 17 of the City's 59 sanitation districts and is developing ArcGIS visualizations for field personnel. It launched SMART 3.0—the latest version of DSNY's operational management system—expanded its paperless districts and deployed 450 new devices to replace outdated hardware. Finally, DSNY improved its BladeRunner system to allow for greater reporting, investigation and real time tracking via a mobile device for situational awareness in the field.

The refuse tons collected per truck shift declined to 9.3 in Fiscal 2018 as DSNY continued to roll out the curbside organic collection program, which diverted tonnage from refuse. Curbside organic collection also impacted the percentage of trucks dumped on shift, which declined slightly to 37.6 percent. As DSNY expands the program, it continues to monitor and evaluate collection routes to identify any possible efficiency improvements.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Tons of refuse disposed (000)	3,193.8	3,176.9	3,196.2	3,213.4	3,193.3	3,150.0	3,150.0	Neutral	Down
★ Refuse tons per truck-shift	9.6	9.5	9.7	9.6	9.3	10.7	10.7	Neutral	*
★ Trucks dumped on shift (%)	43.5%	44.6%	45.8%	43.7%	37.6%	45.6%	45.6%	Down	Up
Tons per day disposed	10,611	10,554	10,583	10,676	10,609	*	*	Neutral	Down
Average outage rate for all collection trucks (%)	21%	20%	19%	19%	19%	*	*	Down	Down
Missed refuse collections (%)	0.0%	0.0%	0.4%	0.1%	0.1%	*	*	Up	*
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

## SERVICE 3 Recycle refuse.

### Goal 3a Increase the percentage of waste recycled.

In Fiscal 2018 the curbside and containerization diversion rate increased to 18 percent from 17.4 percent, and curbside recycling tonnage increased three percent to 663,558 tons. This is a result of the work the Department has done to expand access to recycling programs, including curbside organics collection. This program now serves 3.5 million New Yorkers and is the largest program of its kind in the United States. To support curbside organics collection, the Department completed a massive outreach effort, with 1,447 organics education events and nearly four million pounds of compost distributed to reward New Yorkers that participated in the program.

DSNY continues to work closely with schools, the New York City Housing Authority and the commercial sector to improve recycling rates across the City. This is reflected in the total annual recycling diversion rate, which increased to 20.9 percent. New Yorkers are taking advantage of the various e-waste recycling options offered by DSNY, including recycleNYC, convenient curbside collection and SAFE events. recycleNYC now serves 1.8 million New Yorkers in more than 13,000 residential buildings, which accounts for more than 25 percent of the City's buildings with 10 or more units. In Fiscal 2018, the Department expanded its curbside e-waste collection from a successful pilot in Staten Island to northern Brooklyn.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Curbside and containerized recycling diversion rate (%)	15.4%	16.0%	16.9%	17.4%	18.0%	21.0%	23.0%	Up	Up
★ Curbside and containerized recycled tons (000)	553.2	575.4	613.8	644.3	663.6	764.4	848.6	Up	Up
Total annual recycling diversion rate (%)	17.0%	17.8%	18.9%	20.5%	20.9%	*	*	Up	Up
Recycled tons per day	2,088	2,197	2,373	2,565	2,676	2,270	2,270	Up	Up
Annual tons recycled total (000)	652	685	740	800	835	*	*	Up	Up
★ Recycling tons per truck-shift	5.1	5.2	5.6	5.6	5.5	6.2	6.2	Up	Up
Missed recycling collections (%)	0.0%	0.0%	0.1%	0.1%	0.2%	*	*	Up	*
Recycling trucks dumped on shift (%)	25.7%	25.8%	26.5%	25.5%	24.6%	*	*	Neutral	Up
Recycling summonses issued	107,049	107,428	118,407	100,629	84,682	*	*	Down	*
★ 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.

During the 2016-2017 snow season, DSNY implemented sector routing, in order to ensure all neighborhoods receive services more quickly and equitably. Building on this work in Fiscal 2018, the Department made additional adjustments to snow routes citywide to improve routing efficiency and quality of life snow removal, focusing on bus stops and crosswalks. In addition, during the 2017-2018 snow season DSNY successfully tested new equipment to clear bike lanes, and expanded its use of turn-by-turn technology in snow equipment. For the 2017-2018 snow season the DSNY used over 480,000 tons of salt to combat 43.5 inches of snow.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Snowfall (total inches)	56.3	47.5	31.8	30.5	43.5	*	*	Down	*
Salt used (tons)	492,369	522,841	302,229	391,719	480,016	*	*	Down	*
★ Critical Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    * None									

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Cases commenced against the City in state and federal court	341	651	747	432	573	*	*	Up	*
Payout (\$000)	\$32,265	\$25,500	\$42,999	\$50,040	\$80,522	*	*	Up	Down
Private transfer station permits	59	59	61	57	60	*	*	Neutral	*
Private transfer station inspections performed	6,022	5,998	4,570	5,758	5,875	*	*	Neutral	*
Total Office of Administrative Trials and Hearings violations issued	358,064	402,251	458,050	456,373	390,611	*	*	Up	*
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	86%	88%	89%	86%	86%	*	*	Neutral	*
Refuse collection cost per ton (\$)	\$277	\$282	\$291	\$291	NA	*	*	NA	*
Refuse cost per ton (fully loaded) (\$)	\$422	\$449	\$462	\$474	NA	*	*	NA	*
Disposal cost per ton (\$)	\$145	\$167	\$171	\$183	NA	*	*	NA	*
Recycling cost per ton (fully loaded) (\$)	\$721	\$684	\$670	\$738	NA	*	*	NA	*
Recycling collection cost per ton (\$)	\$692	\$645	\$629	\$686	NA	*	*	NA	*
Paper recycling revenue per ton (\$)	\$11	\$11	\$12	\$14	\$16	*	*	Up	*
Removal cost per inch of snow (\$000)	\$2,330	\$2,444	\$3,283	\$3,157	\$2,457	*	*	Up	*
Collisions involving City vehicles	2,457	2,616	2,625	2,455	2,310	*	*	Neutral	Down
Workplace injuries reported (uniform and civilian)	1,539	1,266	1,304	1,329	1,326	*	*	Down	Down
★ Critical Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    * None									

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	8	17	16	15	32	*	*	Up	*
Letters responded to in 14 days (%)	65%	58%	73%	66%	51%	*	*	Down	Up
E-mails responded to in 14 days (%)	75%	64%	75%	73%	69%	*	*	Neutral	Up
★ Critical Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    * None									

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Response to 311 Service Requests (SRs)									
Percent meeting time to close – Sanitation Condition - Street Cond/Dump-Out/Drop-Off (5 days)	97	96	95	95	94	*	*	Neutral	*
Percent meeting time to close – Literature Request - Blue Recycling Decals (7 days)	100	100	100	100	100	*	*	Neutral	*
Percent meeting time to close – Literature Request - Green Mixed Paper Recycling Decals (7 days)	100	100	100	100	100	*	*	Neutral	*
Percent meeting time to close – Dirty Conditions - Illegal Postering (7 days)	66	79	92	91	93	*	*	Up	*
★ Critical Indicator	“NA” Not Available	↕↔ Directional Target			* None				

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$1,414.2	\$1,477.4	\$1,500.7	\$1,601.3	\$1,727.4	\$1,690.1	\$1,743.1	Up
Revenues (\$000,000)	\$17.3	\$17.5	\$19.0	\$34.0	\$33.0	\$29.4	\$20.3	Up
Personnel (uniformed)	7,185	7,381	7,465	7,544	7,558	7,543	7,657	Neutral
Personnel (civilian)	1,997	2,150	2,299	2,445	2,495	2,684	2,649	Up
Overtime paid (\$000,000)	\$125.4	\$131.3	\$101.0	\$132.5	\$164.2	\$108.6	\$121.1	Up
Capital commitments (\$000,000)	\$276.7	\$273.6	\$176.4	\$258.3	\$289.0	\$402.3	\$494.9	Neutral
<sup>1</sup> Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller’s Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the “Indicator Definitions” at nyc.gov/mmr for details. <sup>2</sup> Authorized Budget Level <sup>3</sup> Expenditures include all funds “NA” - Not Available    *None								

## SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$956.2	\$1,018.2	
101 - Executive Administrative	\$82.9	\$76.2	All
102 - Cleaning and Collection	\$699.9	\$761.9	1a, 1b, 2a, 3a
103 - Waste Disposal	\$21.3	\$27.5	2a, 3a
104 - Building Management	\$24.6	\$24.5	*
105 - Bureau of Motor Equipment	\$69.6	\$69.4	All
107 - Snow Budget	\$57.9	\$58.6	4a
Other Than Personal Services - Total	\$645.1	\$709.2	
106 - Executive and Administrative	\$97.7	\$110.7	All
109 - Cleaning and Collection	\$34.5	\$37.8	1a, 1b, 2a, 3a
110 - Waste Disposal	\$439.2	\$479.5	2a, 3a
111 - Building Management	\$4.1	\$5.3	*
112 - Motor Equipment	\$29.5	\$27.2	All
113 - Snow Budget	\$40.0	\$48.6	4a
Agency Total	\$1,601.3	\$1,727.4	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.    <sup>2</sup> City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds.    <sup>3</sup>Refer to agency goals listed at front of chapter.  
“NA” Not Available    \* None



## 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).



## 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 classes, swimming lessons and Urban Park Rangers' nature education. Through programs like Parks Without Borders, funded by Mayor Bill de Blasio with \$50 million, 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. DPR 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, DPR announced that with \$150 million in Mayoral investment it will make major improvements at five large parks under the Anchor Parks initiative, an initiative that will bring the kind of 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 \$318 million Mayoral funded Community Parks Initiative, which brings complete, community-informed reconstruction to 67 historically underserved neighborhood parks. All of DPR's efforts build on the core principles of good park development: targeted capital investment, strong community and public-private partnerships, innovative programming and efficient and effective maintenance. Interconnection among each of these areas is essential to the growth of a truly 21st century park system.

## OUR SERVICES AND GOALS

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

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

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

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

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

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

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

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

# HOW WE PERFORMED IN FISCAL 2018

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

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

Based on the results of the Department's internal inspection program, the percent of parks rated acceptable for overall condition and cleanliness exceeded targets in Fiscal 2018. Overall condition was 87 percent, higher than the performance target by two percentage points, while cleanliness was 93 percent, three percentage points above target. Overall condition and cleanliness acceptability ratings for all park categories increased or remained unchanged from Fiscal 2017.

In service rates for spray showers and drinking fountains both surpassed the aggressive 95 percent target for the first time since Fiscal 2014 at 96 percent. In service rates for comfort stations remained high at 94 percent, nearly missing the 95 percent target.

The percent of recreation centers rated acceptable for cleanliness remained high at 100 percent while overall condition was 83 percent, missing the target by two percentage points. Several centers rated unacceptable early in Fiscal 2018 achieved acceptable ratings in subsequent inspections indicating improvement.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Parks rated acceptable for overall condition (%)	87%	86%	85%	86%	87%	85%	85%	Neutral	Up
– Overall condition of small parks and playgrounds (%)	85%	85%	83%	85%	87%	*	*	Neutral	Up
– Overall condition of large parks (%)	77%	78%	79%	79%	79%	*	*	Neutral	Up
– Overall condition of greenstreets (%)	97%	97%	97%	97%	97%	*	*	Neutral	Up
★ Parks rated acceptable for cleanliness (%)	91%	92%	92%	92%	93%	90%	90%	Neutral	Up
– Cleanliness of small parks and playgrounds (%)	91%	91%	91%	92%	93%	*	*	Neutral	Up
– Cleanliness of large parks (%)	85%	86%	88%	85%	87%	*	*	Neutral	Up
– Cleanliness of greenstreets (%)	99%	99%	99%	99%	99%	*	*	Neutral	Up
★ Play equipment rated acceptable (%)	93%	92%	95%	97%	97%	95%	95%	Neutral	Up
★ Safety surfaces rated acceptable (%)	94%	95%	95%	94%	94%	95%	95%	Neutral	Up
★ Comfort stations in service (in season only) (%)	95%	97%	95%	94%	94%	95%	95%	Neutral	Up
★ Spray showers in service (in season only) (%)	96%	94%	92%	93%	96%	95%	95%	Neutral	Up
★ Drinking fountains in service (in season only) (%)	95%	94%	96%	96%	96%	95%	95%	Neutral	Up
★ Recreation centers rated acceptable for cleanliness (%)	98%	100%	100%	98%	100%	95%	95%	Neutral	Up
★ Recreation centers rated acceptable for overall condition (%)	86%	83%	89%	82%	83%	85%	85%	Neutral	Up
Monuments receiving annual maintenance (%)	63%	63%	69%	65%	63%	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None						

**Goal 1b** Provide an overall quality park experience.

The New York City Police Department (NYPD) is principally responsible for ensuring public safety throughout the City, including parks. DPR is committed to assisting NYPD in this effort to provide a positive and safe experience for all park visitors. Reported crimes against persons and property remained relatively unchanged from Fiscal 2017.

Summons issuance increased over 13 percent in Fiscal 2018. The bulk of this increase was driven by parking violation summons, which increased over 19 percent. Changing parking conditions at Brooklyn Bridge Park due to the opening of Pier 3, as well as the park's authority requesting vehicle-focused enforcement efforts, contributed to increased parking summons.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Major felonies reported on Parks' properties (excludes Central Park) - Crimes against persons	NA	488	612	670	669	↓	↓	NA	Down
★ – Crimes against properties	NA	465	469	547	553	↓	↓	NA	Down
Summonses issued	16,310	15,323	21,176	20,907	23,744	*	*	Up	*
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	84.8%	87.2%	85.9%	81.5%	80.4%	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target				* None			

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

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

The Department surpassed its street tree pruning goal by over 7,000 trees for a total of 72,283 street trees pruned. As a result of shifting away from a service request based approach to urban tree management to one that prioritizes all tree work based on risk to the public, tree removals decreased by 44 percent in Fiscal 2018. Under this new-risk based approach, work to mitigate and prevent high risk conditions is prioritized over work to address lower risk conditions that may include the removal of small, low-risk dead trees.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Street trees pruned - Block program	59,607	97,888	87,359	70,443	72,283	65,000	65,000	Neutral	Up
– Annual pruning goal completed (%)	119%	140%	92%	108%	111%	*	*	Down	Up
– Street trees pruned as a percent of pruning eligible trees	12%	20%	18%	14%	15%	*	*	Neutral	Up
Trees removed	16,586	15,964	16,505	15,749	8,869	*	*	Down	*
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target				* None			

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

DPR reduced the average time to close tree service requests in emergency categories by nearly five days. Historically, severe storm response, where unusually high numbers of services requests are received and remedied in a relatively short period of time, is associated with improvement across these indicators. In March a series of nor'easter storms necessitated the largest response to address the effects of severe weather since Superstorm Sandy in 2012. The effects of these storms, and other instances of severe weather in Fiscal 2018, are reflected in a 19 percent increase in tree service requests for emergency categories.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Total public service requests received - Forestry	77,727	85,214	90,217	74,247	87,075	*	*	Neutral	*
– Tree emergencies	14,449	17,835	20,462	21,155	25,258	*	*	Up	*
★ Average time to close - Tree emergency service requests (days)	21.2	17.1	22.7	37.2	32.3	↓	↓	Up	Down
– Down trees	15.7	15.3	16.2	28.5	21.4	*	*	Up	Down
– Hanging tree limbs	29.4	18.8	30.3	45.3	54.7	*	*	Up	Down
– Down tree limbs	18.6	17.3	22.5	38.5	21.4	*	*	Up	Down
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target				* None			

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

DPR planted 34,779 trees, 30 percent fewer than Fiscal 2017. The decline can be attributed to the Department having fewer plant procurement contracts after the completion of the MillionTreesNYC initiative. Additionally, comparatively warmer weather extended the active “leaf-on” season influencing tree plantings. As DPR does not generally transplant trees until they go dormant, the extended season resulted in fewer tree plantings.

DPR expects the number of tree plantings to increase in Fiscal 2019 with the City committing \$82 million in additional funding for street tree plantings in areas that are disproportionately vulnerable to heat risks through the Cool Neighborhoods NYC initiative.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Trees planted	NA	NA	62,086	50,018	34,779	↑	↑	NA	Up
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target	* None						

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

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

DPR completed 122 capital projects, including over 20 projects at [Community Parks Initiative](#) sites, with 88 percent of project construction completed within budget and 88 percent on time or early to surpass annual targets. DeMatti Park in Staten Island was the second Community Parks Initiative site to undergo a complete transformation thanks to \$7.1M in mayoral and other funding. Improvements include new spray showers, an adult fitness area, bocce ball courts and a redesigned landscape that increased both green space and accessibility while incorporating green infrastructure.

With \$6.7M in funding from the Community Parks Initiative, Conch Playground in the Rockaways was also reconstructed in its entirety. Improvements include a new entry plaza, community gathering/seating area, playground, programmed multipurpose play area, school garden and outdoor classroom and a large number of new trees and plantings for shade and stormwater management.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Capital projects completed	114	84	98	104	122	100	135	Up	*
★ Capital projects completed on time or early (%)	72%	90%	86%	85%	88%	80%	80%	Up	Up
Capital projects completed within budget (%)	78%	86%	88%	87%	88%	85%	85%	Up	Up
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target	* None						

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

The percentage of New Yorkers living within walking distance of a park increased slightly from 81.5 percent to 81.6 percent. The Department continues to make progress towards meeting the City’s goal of 85 percent of New Yorkers living within walking distance of a park by 2030 so that residents may enjoy and benefit from accessible open space.

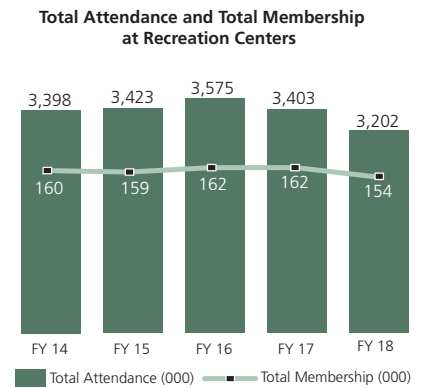
Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ New Yorkers living within walking distance of a park (%)	NA	79.4%	81.0%	81.5%	81.6%	↑	↑	NA	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

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

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

Recreation memberships at the end of Fiscal 2018 were down over four percent. Attendance also declined nearly six percent, due primarily to lower non-member visitor attendance. Among members, however, attendance declined less than one percent. Periodic center closures related to capital renovations may have contributed to declining attendance and membership.

Attendance at Urban Park Ranger and adult fitness programs increased despite overall attendance at non-recreation center programming declining 10 percent. The decline was the result of lower attendance at youth programs, which experienced numerous weather related cancelations during the summer of 2017. DPR expects [Kids in Motion](#) attendance to increase in Fiscal 2019 as programming begins at newly renovated Community Parks Initiative sites and at the Department's [Cool Pools](#).



Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Total recreation center memberships	159,789	159,431	162,062	161,514	154,292	↑	↑	Neutral	Up
★ Total recreation center attendance	3,398,432	3,422,683	3,575,088	3,402,621	3,202,200	↑	↑	Neutral	Up
★ Attendance at outdoor Olympic and intermediate pools (pool season)	1,434,011	1,790,628	1,759,235	1,413,105	1,601,869	*	*	Neutral	*
Attendance at historic house museums	833,929	825,541	746,304	831,294	773,557	*	*	Neutral	Up
Attendance at skating rinks	595,887	548,677	564,696	581,842	562,976	*	*	Neutral	Up
Total attendance at non-recreation center programs	503,919	1,076,194	934,404	1,240,492	1,115,751	*	*	Up	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

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

Volunteer turnout increased six percent, continuing an upward trend. New [NYC Parks Stewardship](#) volunteer opportunities and a 19 percent increase in Partnerships for Parks' [It's My Park](#) projects contributed to this increase.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Parks with an affiliated volunteer group (%)	NA	NA	29%	27%	23%	*	*	NA	Up
Volunteer turnout	34,137	40,932	44,212	50,378	53,603	*	*	Up	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Cases commenced against the City in state and federal court	294	292	349	315	306	*	*	Neutral	*
Payout (\$000)	\$16,760	\$12,690	\$13,079	\$16,104	\$24,245	*	*	Up	Down
Collisions involving City vehicles	496	540	550	556	520	*	*	Neutral	Down
Workplace injuries reported	397	396	374	321	403	*	*	Neutral	Down
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target				* None			

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Customer Experience									
E-mails routed and responded to in 14 days (%)	38%	52%	60%	77%	75%	60%	60%	Up	Up
Letters routed and responded to in 14 days (%)	30%	43%	47%	74%	76%	60%	60%	Up	Up
Completed customer requests for interpretation	60	81	122	110	173	*	*	Up	*
CORE customer experience rating (0-100)	91	93	91	91	92	85	85	Neutral	Up
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target				* None			

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Response to 311 Service Requests (SRs)									
Percent meeting time to first action - Damaged Tree - Branch or Limb Has Fallen Down (8 days)	82%	83%	94%	97%	97%	95%	95%	Up	*
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%	69%	72%	70%	NA	90%	90%	NA	*
Percent meeting time to first action - New Tree Request - For One Address (180 days)	98%	99%	90%	91%	95%	90%	90%	Neutral	*
Percent meeting time to first action - Overgrown Tree/Branches - Hitting Building (30 days)	88%	57%	48%	35%	58%	95%	95%	Down	*
Percent meeting time to first action - Root/Sewer/Sidewalk Condition - Trees and Sidewalks Program (30 days)	60%	64%	71%	60%	73%	85%	85%	Up	*
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target				* None			

# AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$413.3	\$496.3	\$476.1	\$532.6	\$569.0	\$564.5	\$534.1	Up
Revenues (\$000,000)	\$71.5	\$67.8	\$71.8	\$70.0	\$69.3	\$76.0	\$76.0	Neutral
Personnel (Total FT and FTE)	6,632	6,870	6,942	7,124	7,094	7,861	7,629	Neutral
Full-time personnel	3,642	3,862	4,043	4,124	4,097	4,401	4,292	Up
Full-time equivalent (FTE) personnel	2,990	3,008	2,899	3,000	2,997	3,460	3,337	Neutral
- Parks Opportunity Program (POP) participants <sup>4</sup>	1,612	1,605	1,529	1,608	1,506	1,433	1,601	Neutral
Overtime paid (\$000,000)	\$14.0	\$15.4	\$19.2	\$21.1	\$16.7	\$13.5	\$15.2	Up
Capital commitments (\$000,000)	\$364.8	\$645.7	\$359.1	\$586.0	\$436.3	\$2,116.9	\$1,207.0	Neutral

<sup>1</sup>Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. <sup>2</sup>Authorized Budget Level <sup>3</sup>Expenditures include all funds  
<sup>4</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 \*None

# SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$396.8	\$406.0	
001 - Executive Management and Administrative Services	\$8.3	\$8.6	All
002 - Maintenance and Operations	\$316.9	\$324.0	1a, 1b, 2a, 2b, 2c, 3a, 4a, 4b
003 - Design and Engineering	\$45.6	\$47.9	2c, 3a, 3b
004 - Recreation Services	\$26.0	\$25.6	4a, 4b
Other Than Personal Services - Total	\$135.8	\$163.0	
006 - Maintenance and Operations	\$106.7	\$132.5	1a, 1b, 2a, 2b, 2c, 3a, 4a, 4b
007 - Executive Management and Administrative Services	\$22.7	\$25.7	All
009 - Recreation Services	\$1.5	\$1.7	4a, 4b
010 - Design and Engineering	\$4.9	\$3.1	2c, 3a, 3b
Agency Total	\$532.6	\$569.0	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds. <sup>2</sup> City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter.  
 "NA" Not Available \* None

# NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The indicator 'Recreation centers rated acceptable for overall condition' in Fiscal 2017 was adjusted from 83 percent to 82 percent to correct a reporting error.
- The indicator 'Attendance at outdoor Olympic and intermediate pools (pool season)' in Fiscal 2017 was adjusted from 1,492,451 to 1,413,105 to correct a reporting error.
- A target of 135 capital projects completed for Fiscal 2019 was added.



## ADDITIONAL RESOURCES

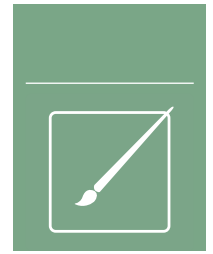
For additional information go to:

- 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 nearly 1,000 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 distribute funds to nearly 1,000 applicants that represent the extraordinary cultural breadth of New York City and share a commitment to 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 for all residents. 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 started 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, DCLA, in Fiscal 2018, invested more public funds in underserved, low-income neighborhoods and launched new funds aimed at addressing the goals of CreateNYC.

## OUR SERVICES AND GOALS

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

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

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

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

# HOW WE PERFORMED IN FISCAL 2018

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

### Goal 1a Process grant payments promptly.

In Fiscal 2018 DCLA issued initial grant payments through the Cultural Development Fund (CDF) in an average of 5.8 days compared to 6 days a year ago, and the time to issue CDF final payments held steady at an average of 4 days. 91 percent of operating support payments to the City's Cultural Institutions Group (CIG) were made within the 5 day performance standard, down from 100 percent. This delay in processing was due to a onetime delay in issuing the payments early in the year that was subsequently remedied.

In total, the agency awarded more than \$179.2 million in financial support to the cultural community, awarding \$112.4 million in operating support to the CIG (including \$41.8 million in energy subsidies); \$41 million in program support to 942 organizations; and \$23.9 million to organizations designated through City Council initiatives, including Cultural After School Adventures, the Coalition of Theaters of Color Initiative, the Cultural Immigrant Initiative, SU-CASA and an Anti-Gun Violence Initiative. The Department also awarded \$1.9 million in other funding, including non-CIG energy grants, and \$300,000 in funding for the Building Community Capacity Initiative.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Operating support payments made to Cultural Institutions Group by the 5th day of each month (%)	100%	100%	100%	100%	91%	100%	100%	Neutral	Up
★ Average days to issue initial Cultural Development Fund (CDF) payments after complying with all City requirements	8	11	4	6	6	7	7	Down	Down
★ Average days to issue final CDF payments	5	4	4	4	4	5	5	Down	Down
Program organizations awarded CDF payments	881	883	889	933	942	*	*	Neutral	*
Total financial support provided to qualifying organizations (\$000,000)	\$144.3	\$152.6	\$152.7	\$170.9	\$179.2	*	*	Up	*
★ Critical Indicator	"NA" Not Available		⬆️⬆️ Directional Target	* None					

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

Through its capital program the agency supports construction and renovation at eligible cultural institutions throughout the five boroughs. 69 percent of capital projects were initiated in Fiscal Year 18, surpassing the target of 66 percent, but down significantly from 99 percent in Fiscal Year 17. This decline is due to the agency's capital unit focusing its capacity on improving project initiations through a onetime data collection and analysis initiative. DCLA continues to monitor this indicator.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Capital projects authorized to proceed	45	41	48	67	45	*	*	Up	*
★ Capital projects initiated (%)	42%	85%	96%	99%	69%	66%	66%	Up	Up
★ Critical Indicator	"NA" Not Available		⬆️⬆️ Directional Target	* None					

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

The number of recipient transactions at Materials for the Arts (MFTA) rose from 6,356 last fiscal year to 6,550, and the number of unique donors rose from 1,892 last year to 1,932. This is due to continued expansion of direct donations through its online service, as well as increased capacity for donation pickups through funding from MFTA's nonprofit partner, Friends of Materials for the Arts.

In total, 2,168 arts organizations, public and charter schools, community service organizations and government agencies received donated equipment and materials valued at just over \$10 million. This is up from \$9.5 million in Fiscal 2017. There was a slight drop in the number of schools served by MFTA – from 896 in Fiscal Year 17 to 872 in Fiscal 2018 – attributable to inclement weather cancellations.

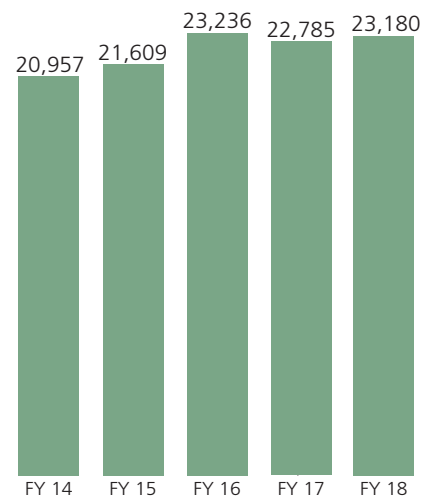
Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Schools, non-profits and City/State agencies served by Materials for the Arts (MFTA)	2,025	2,105	2,117	2,165	2,168	*	*	Neutral	Up
★ MFTA transactions	5,995	6,021	6,376	6,356	6,550	5,300	5,300	Neutral	Up
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target			* None				

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

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

In Fiscal 2018 approximately 23.2 million visitors attended the 33 City-owned museums, performing arts centers, botanical gardens and historical sites that comprise the Cultural Institutions Group (CIG). This represents a 1.7 percent increase in attendance over Fiscal 2017. The percent of visitors taking advantage of free admissions programs at the CIG remained the same from Fiscal 2017 to Fiscal 2018 at 27 percent.

**Visitors to Cultural Institutions Group (000)**



Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Total visitors to the Cultural Institutions Group (000)	20,957	21,609	23,236	22,785	23,180	*	*	Up	Up
– Visitors using free admission and/or tickets (%)	26%	26%	31%	27%	27%	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target			* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Customer Experience									
E-mails responded to in 14 days (%)	90%	92%	95%	89%	84%	88%	88%	Neutral	Up
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	90%	90%	Neutral	Up
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target			* None				

# AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$156.5	\$163.7	\$163.1	\$182.6	\$194.8	\$194.0	\$200.1	Up
Personnel	59	62	67	65	63	71	71	Neutral
Overtime paid (\$000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Neutral
Capital commitments (\$000,000)	\$214.7	\$153.9	\$113.9	\$147.6	\$75.4	\$905.8	\$272.5	Down

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

# SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget 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	\$190.0	
002 - Office of the Commissioner	\$1.9	\$2.1	All
003 - Cultural Programs	\$58.8	\$66.2	1a, 1b
004 - Metropolitan Museum of Art	\$25.4	\$25.7	1a, 1b
005 - New York Botanical Garden	\$7.2	\$7.5	1a, 1b
006 - American Museum of Natural History	\$16.5	\$16.2	1a, 1b
007 - The Wildlife Conservation Society	\$14.2	\$15.1	1a, 1b
008 - Brooklyn Museum	\$7.9	\$8.7	1a, 1b
009 - Brooklyn Children's Museum	\$2.0	\$2.1	1a, 1b
010 - Brooklyn Botanical Garden	\$4.8	\$4.6	1a, 1b
011 - Queens Botanical Garden	\$3.5	\$4.2	1a, 1b
012 - New York Hall of Science	\$2.0	\$2.0	1a, 1b
013 - Staten Island Institute of Arts and Sciences	\$1.0	\$1.0	1a, 1b
014 - Staten Island Zoological Society	\$1.6	\$1.6	1a, 1b
015 - Staten Island Historical Society	\$0.8	\$0.8	1a, 1b
016 - Museum of the City of New York	\$1.7	\$1.7	1a, 1b
017 - Wave Hill	\$1.3	\$1.4	1a, 1b
019 - Brooklyn Academy of Music	\$2.8	\$2.8	1a, 1b
020 - Snug Harbor Cultural Center	\$3.2	\$2.9	1a, 1b
021 - Studio Museum in Harlem	\$0.9	\$1.0	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	\$194.8	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds. <sup>2</sup> City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter.  
 "NA" Not Available \* None

## 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 Safe and 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 and use 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 Safe and Sick Leave, to ensure workers get the protections to which they are entitled.

## OUR SERVICES AND GOALS

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### SERVICE 1 Protect and advocate for consumers.

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

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

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

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

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

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

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



# HOW WE PERFORMED IN FISCAL 2018

## SERVICE 1 Protect and advocate for consumers.

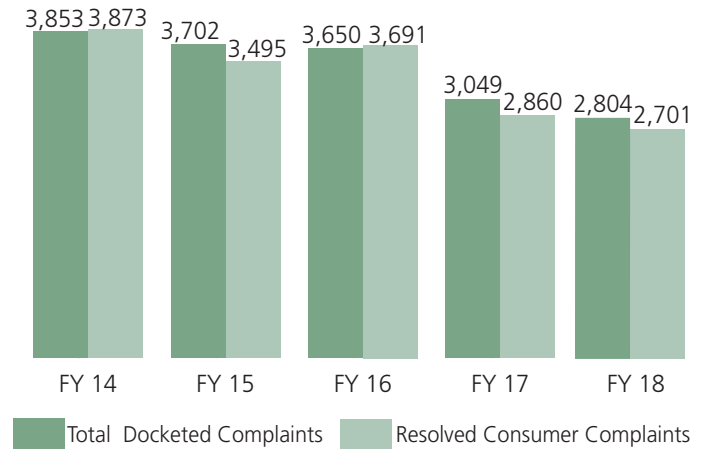
**Goal 1a** Mediate consumer complaints with businesses to achieve fair and timely outcomes.

The number of docketed complaints decreased by eight percent to 2,804, while the number of resolved complaints decreased just 5.5 percent, to 2,701, improving the rate of resolved to received complaints from 94 percent a year ago to 96 percent. The overall 5-year trend for both indicators is down. The percent of complaints processed within 28 days rose to 71 percent, an improvement of 15 percentage points over the previous year. Additionally, more than 99 percent of complaints were processed within 90 days. The median complaint processing time decreased to 20 days, a 26 percent improvement over last year's 27 days.

The satisfaction rate on mediated consumer complaints decreased by three percentage points, to 64 percent for the year, which still exceeds the performance target and is consistent with the five-year average.

DCA awarded nearly \$3.5 million in restitution for consumers during Fiscal 2018, a 52 percent increase compared to the previous year. The substantial increase over Fiscal 2017 can be largely attributed to just nine cases where DCA secured a combined \$1.1 million through the OATH adjudication process. Eight of these nine awards were from complaints against Home Improvement Contractors, a business category that comprised 439 docketed complaints (16 percent of all docketed complaints received), and 89 of the top 100 restitution amounts secured from OATH in Fiscal 2018.

### Consumer Complaints



Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Total docketed complaints	3,853	3,702	3,650	3,049	2,804	*	*	Down	*
Resolved consumer complaints	3,873	3,495	3,691	2,860	2,701	*	*	Down	*
Complaints processed within 0-28 days (%)	NA	51%	51%	56%	71%	50%	50%	NA	Up
– Within 0-50 days (%)	NA	83%	85%	88%	96%	85%	85%	NA	Up
– Within 0-90 days (%)	NA	100%	100%	99%	100%	100%	100%	NA	Up
★ Median complaint processing time (days)	20	27	28	27	20	28	28	Neutral	Down
Consumer restitution awarded (\$000)	\$3,588	\$6,189	\$3,472	\$2,291	\$3,485	*	*	Down	*
★ Mediated complaints resolved to the satisfaction of the business and consumer (%)	62%	62%	64%	67%	64%	62%	62%	Neutral	Up

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

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

Changes in inspection priorities that began in Fiscal 2017, especially an increased focus on "education first" and a higher enforcement priority for business activities that cause public harm, carried over into Fiscal 2018. These changes resulted in 10,000, or 14 percent, fewer inspections compared to the prior year. The number of summonses issued dropped by just five percent, suggesting an increased efficiency was achieved by the newly adopted inspection priorities. DCA also dedicated

additional inspector resources to improve business education through its Visiting Inspector Program.

Additionally, the Weights and Measures Law compliance rate for fuel trucks increased by six percentage points, to 77 percent of all vehicles inspected. The compliance rate for gasoline pumps remained at 99 percent.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Total inspections	73,035	65,506	76,996	75,951	65,673	*	*	Neutral	Up
Total summonses issued	19,888	11,923	14,291	15,971	15,152	*	*	Down	*
★ Licensing Law compliance rate (%)	93%	95%	95%	95%	95%	93%	93%	Neutral	Up
Consumer Protection Law - refund and receipt compliance rate (%)	81%	91%	91%	89%	90%	85%	85%	Neutral	Up
Weights and Measures Law compliance rate - gasoline pumps (%)	99%	99%	100%	99%	99%	98%	98%	Neutral	Up
Weights and Measures Law compliance rate - fuel trucks (%)	78%	70%	68%	71%	77%	72%	72%	Neutral	Up
★ Inspected stores complying with NY State regulations regarding the sale of tobacco to minors (%)	92%	92%	93%	89%	89%	90%	90%	Neutral	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

**Goal 1c** Negotiate settlements and promptly collect fines.

DCA introduced two new metrics to track the amount of time it takes to fully collect fines, starting from the date of the initial inspection. After the first full year of reporting, 61 percent of all fines were paid in full within 120 days of the inspection date, while 22 percent were not paid in full during this 120-day window. The remaining 17 percent are cases where, for example, all charges on the summonses were withdrawn or dismissed or fully cured, the charges are still in the adjudication process at OATH, or where a fine was assessed more than 120 days after the initial summons was issued.

Total settlements for fines owed to the City declined for the second year in a row, by 12 percent to \$5.7 million.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Total settlements (\$000)	\$9,395	\$7,542	\$8,324	\$6,530	\$5,725	*	*	Down	*
★ Summonses where fine was assessed and fully paid within 120 days (%)	NA	NA	NA	55%	61%	↑	↑	NA	Up
Summonses where fine was assessed but not fully paid within 120 days (%)	NA	NA	NA	13%	22%	*	*	NA	Down
★ 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.

DCA averaged four days to approve more than 24,500 basic license applications in Fiscal 2018, meeting the four-day performance target for this metric. The one-day increase over the prior year was largely due to the introduction, by legislation, of the new "Laundries" license category, which began the application process in the fall of 2017 but did not go into effect until the beginning of calendar year 2018. Laundries comprised 15% of all basic applications received during the year and had an average processing time of 15 days.

Fiscal 2018 also saw an increase in the average wait time for consumers visiting our walk-in services, to 15 minutes. Legislative changes which created new license categories and affected existing categories, especially the new Laundries and Electronic Cigarette Dealer license categories, and the conversion of Cigarette Retail Dealer licenses to Tobacco Retail Dealer, created new business processes and questions from applicants, resulting in substantially longer wait times at the

Licensing Centers. DCA is currently recruiting staff to fill positions approved by the Office of Management and Budget which will increase our capacity and ultimately lower the average wait time.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Basic license application - Average processing time (days)	3	2	2	3	4	4	4	Up	Down
License applications received online (%)	19%	20%	18%	23%	22%	*	*	Up	Up
★ Licensing Centers wait time (minutes)	16	13	8	8	15	15	15	Down	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

**Goal 2b** Educate businesses to help them understand their responsibilities toward consumers and their employees.

DCA continues to supplement patrol-based efforts with intensive outreach to help businesses understand their legal responsibilities. In Fiscal 2018 DCA educated more than 18,000 businesses through violation-free business education walks, special events and trainings, and Live Chat for Businesses. This was an increase of 36 percent from Fiscal 2017. DCA also launched the Visiting Inspector Program in July 2017 to provide new licensees a free compliance inspection and information about how to comply with the laws DCA enforces. Additionally, whereas in previous years education was focused on specific laws, DCA outreach efforts are now more holistic and typically educate businesses about all the DCA consumer protection, licensing and workplace laws that apply to them. In addition to business education, DCA devoted significant resources to warn consumers about predatory lending schemes and to educate employees about their workplace rights.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Businesses educated through direct outreach	34,236	19,449	13,450	13,305	18,031	*	*	Down	Up
★ 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.

Through its Office of Financial Empowerment (OFE), DCA continued to focus on initiatives that support New Yorkers and communities with low incomes in building wealth and improving their financial health. OFE's financial counseling and coaching programs served more than 10,000 clients during Fiscal 2018, up eight percent from Fiscal 2017. OFE's financial counseling programs continued to help clients take critical steps to create positive financial behaviors and achieve financial stability, with 38 percent of clients achieving measurable success. Notably, the total amount of savings clients accumulated in Fiscal 2018 increased by 23 percent.

In addition to its financial counseling programs, DCA OFE continued to support the New York City Annual Tax Season Initiative, which seeks to increase awareness of and access to valuable tax credits such as the Earned Income Tax Credit and the New York City Child Care Tax Credit, and, free tax preparation services. This tax season DCA OFE opened 20 new sites, with locations in every borough, and hosted the first ever NYC Tax Prep-a-Thon to increase availability of service during the peak of season. The 2018 tax season saw approximately 124,800 returns filed, a 10 percent increase over the previous year.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Clients served by Office of Financial Empowerment financial counseling programs	8,302	10,479	10,290	9,412	10,171	*	*	Up	*
- Percent achieving measurable success (%)	NA	34.0%	40.0%	39.9%	38.0%	*	*	NA	Up

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Total debt reduced by clients (\$000) (cumulative)	\$23,893	\$33,088	\$43,125	\$52,967	\$63,473	*	*	Up	Up
Total savings accumulated (\$) (cumulative)	\$2,987,936	\$3,596,836	\$4,094,324	\$4,326,485	\$5,321,956	*	*	Up	Up
Tax returns filed through citywide Tax Credit Campaign	96,611	153,365	162,583	112,946	124,778	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

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

### Goal 4a

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

The Paid Sick Leave Law was expanded in May 2018 to allow employees to use their paid leave if they or a family member have been the victim of any act or threat of domestic violence, unwanted sexual contact, stalking, or human trafficking. The recently-amended Paid Safe and Sick Leave Law is enforced by the Office of Labor Policy and Standards (OLPS), which was established at DCA in 2016.

As part of its strategic enforcement model, OLPS initiated 47 proactive investigations in Fiscal 2018. Their combined efforts have secured nearly \$6 million in employee restitution, of which \$2.2 million was awarded in Fiscal 2018.

Since July 1, 2016, and throughout Fiscal 2017 and 2018, OLPS conducted 675 citywide education and outreach events, informing employers and employees about municipal labor laws and OLPS's role in protecting and empowering workers across New York City.

Due to the targeted focus on older and more complex cases to clear a backlog from the first few years of enforcement, the number of cases closed increased by 56 percent, to 392, in Fiscal 2018. The focus on more complex cases and an increased number of filings with OATH increased the average time to investigate and adjudicate complaints to 280 days. The average time to close cases has also been driven upwards by the closing of older cases, giving an out-of-date view of current enforcement tempo. Of the 392 cases closed in Fiscal 2018, nearly 40% were closed between April and June of 2018.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Paid Sick Leave (PSL) complaints received	NA	583	335	315	304	*	*	NA	*
PSL complaints investigated	NA	NA	NA	252	392	*	*	NA	*
★ Average time to resolve PSL complaint investigations (days)	NA	NA	NA	182	280	↓	↓	NA	Down
Employees awarded restitution	NA	97	13,675	3,552	8,166	*	*	NA	*
Total amount of employee restitution awarded (\$)	NA	\$54,961	\$2,123,391	\$1,584,137	\$2,189,998	*	*	NA	*
Total amount of PSL fines (\$)	NA	\$50,050	\$1,201,468	\$502,168	\$489,547	*	*	NA	*
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Customer Experience									
Average customer in-person wait time (minutes)	16	13	9	9	16	17	17	Down	Down
Completed customer requests for interpretation	2,536	3,377	3,861	3,695	3,480	*	*	Up	*
CORE customer experience rating (0-100)	94	95	98	99	100	87	87	Neutral	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Response to 311 Service Requests (SRs)									
Percent meeting time to first action - Consumer Complaint - Exchange/Refund/Return (4 days)	70%	83%	93%	98%	98%	85%	85%	Up	*
Percent meeting time to first action - Consumer Complaint - False Advertising (4 days)	69%	84%	91%	97%	98%	85%	85%	Up	*
Percent meeting time to first action - Consumer Complaint - Non-Delivery Goods/Services (4 days)	71%	82%	92%	98%	97%	85%	85%	Up	*
Percent meeting time to first action - Consumer Complaint - Overcharge (4 days)	71%	82%	93%	98%	97%	85%	85%	Up	*
Percent meeting time to first action - DCA / DOHMH New License Application Request - General Street Vendor License (7 days)	92%	65%	78%	84%	58%	85%	85%	Down	*

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

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$32.5	\$37.4	\$36.2	\$36.1	\$42.1	\$41.6	\$42.9	Up
Revenues (\$000,000)	\$38.5	\$32.9	\$32.0	\$32.7	\$34.4	\$28.3	\$27.6	Down
Personnel	384	367	360	391	393	439	450	Up
Overtime paid (\$000)	\$866	\$197	\$285	\$267	\$171	\$120	\$142	Down

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

## SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$23.1	\$26.4	
001 - Administration	\$8.0	\$8.9	All
002 - Licensing and Enforcement	\$15.0	\$17.2	1b, 1c, 2a, 2b, 4a
004 - Adjudication	\$0.1	\$0.3	1a, 1c, 4a
Other Than Personal Services - Total	\$13.0	\$15.7	
003 - Other than Personal Services	\$13.0	\$15.7	All
Agency Total	\$36.1	\$42.1	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.      <sup>2</sup>City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds.      <sup>3</sup>Refer to agency goals listed at front of chapter.  
"NA" Not Available      \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Department no longer tracks the metric 'Number of fines collected within 45 days of assessment (%)', replacing it with two new metrics that track the timely collection of fines based on the original date of inspection:
  - 'Summonses where fine was assessed but not fully paid within 120 days (%)'
  - 'Summonses where fine was assessed and fully paid within 120 days (%)'
- The number of Businesses Educated Through Direct Outreach now includes the number of Business Education Inspections conducted under the new Visiting Inspector Program (VIP). Under this program inspectors visit new licensees and conduct an educational tour of their business, pointing out things that would result in charges and fines during a routine inspection.
- The Department renamed the metric 'Total violations issued' to 'Total summonses issued', to reflect that it is a count of summonses issued and not violations. There can be multiple violations on a single summons.

## 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 Safe and 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 equity and transparency in making government services more accessible to non-English speakers, by providing service in more than 180 languages.

## OUR SERVICES AND GOALS

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

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



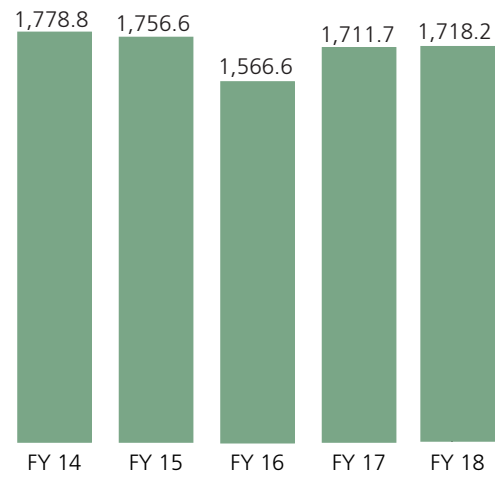
# HOW WE PERFORMED IN FISCAL 2018

## SERVICE 1 Provide public access to City government.

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

During Fiscal 2018, 311 received more than 42 million inquiries via phone, 311 Online, the 311 mobile app and text messages to 311-NYC, an increase of seven percent compared to Fiscal 2017. 311 continues to increase its social media presence with 24/7 live agents on Twitter supporting a following of more than 300,000 people. During the reporting period the average wait time was 28 seconds, an increase of ten seconds, but still under the 30 second target. 311 answered 81 percent of calls within 30 seconds in 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 for this customer service satisfaction index.

**Calls to 311 - Monthly Average (000)**



Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ 311 calls (000)	21,346	21,079	18,799	20,540	20,618	*	*	Neutral	*
★ 311 Online site visits (000)	5,248	9,656	13,018	17,246	19,345	↑	↑	Up	Up
311 mobile app contacts (000)	NA	705	1,010	1,365	1,829	*	*	NA	Up
311-NYC (text) contacts (000)	234	175	156	144	254	*	*	Neutral	*
Calls handled in languages other than English (%)	1.8%	2.5%	3.0%	2.7%	2.4%	*	*	Up	*
★ Average wait time (tier 1 calls) (minutes:seconds)	0:23	0:23	0:16	0:18	0:28	0:30	0:30	Neutral	Down
★ Calls answered in 30 seconds (%)	83%	84%	89%	85%	81%	80%	80%	Neutral	Up
Call takers time occupied (%)	79%	77%	74%	73%	73%	*	*	Neutral	Up
Calls resolved at 311 without transfer to agency for resolution (%)	93%	94%	93%	94%	95%	*	*	Neutral	Up
Complaints about 311 per million calls	23.0	26.0	32.0	30.0	38.0	*	*	Up	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	392,759	531,194	556,576	545,132	493,260	*	*	Up	*
E-mails responded to in 14 days (%)	100%	100%	100%	96%	100%	*	*	Neutral	*
Customer satisfaction index	83	84	85	84	83	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$38.3	\$44.1	\$43.8	\$44.2	\$44.4	\$43.8	\$43.6	Up
Personnel	308	337	358	347	355	405	405	Up
Overtime paid (\$000)	\$248	\$224	\$176	\$238	\$239	\$239	\$239	Neutral

<sup>1</sup>Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at [nyc.gov/mmr](http://nyc.gov/mmr) for details. <sup>2</sup>Authorized Budget Level <sup>3</sup>Expenditures include all funds  
The figures shown in the table above are subtotals of the Department of Information Technology and Telecommunications totals that appear in the DoITT chapter of this report.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

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

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



# TAXI AND LIMOUSINE COMMISSION

Meera Joshi, Commissioner/Chair



## WHAT WE DO

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

## FOCUS ON EQUITY

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

## OUR SERVICES AND GOALS

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

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

# HOW WE PERFORMED IN FISCAL 2018

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

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

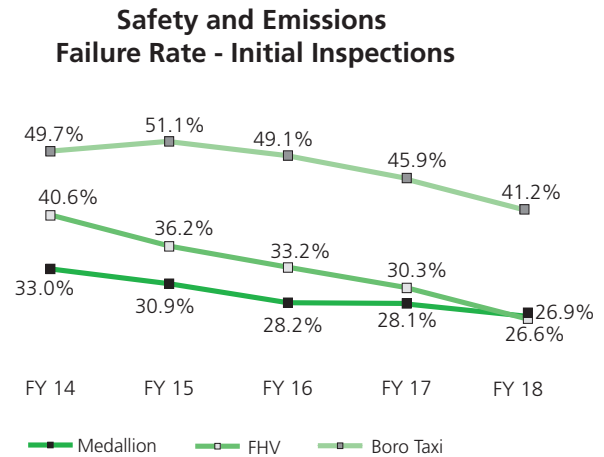
TLC continued expanding the accessibility of the City's taxi fleet and improving service to passengers who need wheelchair accessible vehicles. An additional 600 accessible medallion taxis were put into service over the course of Fiscal 2018, an increase of over 30 percent. TLC installed new technology in all accessible taxis, and now New York City residents and visitors can request a wheelchair accessible taxi on-demand from anywhere in the City by phone, app, or by using the web Booker at [accessibledispatch.com](http://accessibledispatch.com). Median wait time for accessible dispatch trips fell to 13 minutes, and the program fulfilled 84 percent of requested trips, down slightly from the previous mark of 91 percent. In Fiscal 2018, TLC passed rules that established an accessibility requirement for for-hire vehicles (FHV), including Uber, Lyft, Via, and other black car and community livery bases. FHV now comprise 68 percent of all daily trips in New York City, and the new rules, which will go into effect in the latter half of Fiscal 2019, are critical to meeting the agency's accessibility goals.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Active medallion taxis that are accessible	553	572	876	1,860	2,466	*	*	Up	Up
Active Boro Taxis that are accessible	492	1,240	1,393	1,485	1,487	*	*	Up	Up
Accessible dispatch median wait time in Manhattan (hours:minutes)	NA	0:19	0:18	0:15	0:13	*	*	NA	Down
Accessible dispatch trips fulfilled as a percent of requested trips (%)	NA	88.8%	89.4%	91.2%	83.9%	*	*	NA	Up
Active medallion vehicles with hearing induction loops	312	668	1,410	2,205	2,597	*	*	Up	Up

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

### Goal 1b Ensure that all licensed vehicles meet safety and emissions standards.

TLC conducted a total of 132,604 safety and emissions inspections at its Woodside facility in Fiscal 2018, a three percent decrease from the prior year. FHV inspections were up four percent, and accounted for over half of all inspections in Fiscal 2018. The percent of vehicles that failed initial safety and emissions inspections improved across all sectors. The failure rate was down to 27 percent for medallion taxis, 27 percent for FHV, and 41 percent for Boro taxis.



Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Medallion safety and emissions inspections conducted	52,046	51,769	50,894	49,830	47,955	*	*	Neutral	*
★ Medallion safety and emissions failure rate - Initial inspection (%)	33.0%	30.9%	28.2%	28.1%	26.9%	35.0%	35.0%	Down	Down
- Re-inspection (%)	7.9%	7.4%	6.5%	6.6%	7.1%	*	*	Down	Down
Medallion safety and emissions inspections completed on schedule (%)	96.0%	95.5%	95.6%	94.0%	93.4%	*	*	Neutral	Up

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
For-hire vehicle (FHV) safety and emissions inspections conducted at TLC facility	40,498	47,176	49,949	69,390	72,235	*	*	Up	*
★ FHV safety and emissions failure rate - Initial inspection (%)	40.6%	36.2%	33.2%	30.3%	26.6%	35.0%	35.0%	Down	Down
- Re-Inspection (%)	14.4%	13.6%	12.5%	10.1%	7.9%	*	*	Down	Down
FHV safety and emissions inspections completed on schedule (%)	99.9%	99.8%	100.0%	96.9%	99.9%	*	*	Neutral	Up
Boro Taxi safety and emissions inspections conducted	11,202	20,024	20,676	17,002	12,414	*	*	Neutral	*
★ Boro Taxi safety and emissions failure rate - Initial inspection (%)	49.7%	51.1%	49.1%	45.9%	41.2%	45.0%	45.0%	Down	Down
- Re-inspection (%)	13.0%	12.8%	12.4%	10.4%	11.8%	*	*	Down	Down
★ Critical Indicator	"NA" Not Available		⇅ Directional Target	* None					

**Goal 1c** Ensure all vehicles operating for-hire follow TLC rules and regulations.

TLC continued its emphasis on diversifying enforcement officer deployments in Fiscal 2018. In addition to street hail enforcement, officers were involved in more surge operations, concentrating on commuter vans (both licensed and unlicensed operators) and on enforcement around transportation hubs. Compared to Fiscal 2017 there was an increase in such operations, which address priority issues, but are very resource and labor intensive, and can result in fewer summonses. TLC also saw an increase in constituent complaint responses and joint operations with other law enforcement agencies. Overall, TLC enforcement officers issued 54,758 patrol summonses in Fiscal 2018 compared to 58,554 the prior year, a decrease of six percent. Summonses for illegal activity (both street hails and unlicensed activity) declined by 23 percent, which reflects some of the challenges TLC faced when conducting field enforcement. In response to the dangers of field enforcement, TLC deployed officers in larger groups to ensure they are safe. One consequence of this safety measure has been lower productivity in issuing field summonses. On the other hand, airport solicitation arrests were up sevenfold, summonses for unsafe driving violations were up seven percent, and 99 vehicles were removed from the road for unlicensed activity.

Finally, administrative summonses increased 16 percent in Fiscal 2018. These summonses are based on an analysis of data reported to TLC and reflect the trend towards greater use of data and technology in the for-hire transportation industry. Administrative summons also increased as the number of licensed drivers on the road went up every month this year.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Patrol summonses issued to drivers	24,921	33,714	39,833	34,725	33,917	*	*	Up	*
Patrol summonses issued to owners/agents/bases	24,694	27,958	22,257	23,829	20,841	*	*	Down	*
★ Patrol summonses issued for illegal street hails (drivers and vehicle owners)	10,522	10,803	8,549	12,813	8,588	*	*	Neutral	*
★ Patrol summonses issued for unlicensed activity (drivers and vehicle owners)	14,822	12,497	10,380	7,955	7,346	*	*	Down	*
Administrative summonses issued to drivers	7,958	13,492	10,478	9,595	12,018	*	*	Up	*
Administrative summonses issued to owners/agents/bases	5,398	13,120	15,146	16,603	18,345	*	*	Up	*
Violations admitted to or upheld at the Taxi and Limousine Tribunal at the Office of Administrative Trials and Hearings (%)	85.4%	91.5%	90.9%	94.5%	93.0%	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available		⇅ Directional Target	* None					

**Goal 1d** Provide excellent customer service to licensees.

In Fiscal 2018, TLC opened a Department of Motor Vehicles (DMV) satellite office at its Licensing Center in Long Island City. Now it is much more convenient for a licensee to obtain a TLC license plate for their vehicle. For drivers, TLC continued streamlining the process for issuing licenses by simplifying the application, increasing transparency, and reducing the need for visits and calls. TLC was able to reduce the time it takes to issue a license because of these improvements, and because of a drop in license renewals. TLC issued roughly 30,000 fewer licenses in Fiscal 2018, a 32 percent decrease from the prior year, largely because of a temporary drop in renewals after the license term was changed to three years from two starting in January 2016. By comparison, the number of new driver licenses issued decreased only seven percent. TLC reduced its back office processing time for new licenses from 12 days to 8 days, which corresponded with a reduction in the average amount of time to issue new licenses from 59 days to 45 days. Although these gains reflect better customer service, processing times will likely inch back up after renewal applications resume in Fiscal 2019.

Despite the drop in new and renewal driver license issuance in Fiscal 2018, the industry as a whole continues to grow. The total population of active driver licenses grew to 192,226 at the end of Fiscal 2018 from 165,587 at the end of the previous fiscal year. Active for-hire-vehicle licenses, not including medallion taxis, grew to 113,222 from 99,928.

TLC was unable to hire more staff to conduct safety and emissions inspections in Fiscal 2018. As a result the average time to conduct safety and emissions inspections (which includes both wait time and actual inspection time), increased across all vehicle categories. Average inspection times for medallion taxis, FHVs, and Boro taxis all increased, and exceeded the 1-hour target. TLC has worked closely with the Department of Citywide Administrative Services (DCAS) and the Office of Labor Relations (OLR) to address recruitment and retention challenges, and expects to hire more safety and emissions inspectors in Fiscal 2019. TLC also replaced its automated inspection system toward the end of Fiscal 2018, which is expected to generate efficiencies in the long-term.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Average wait time at Long Island City licensing facility (hours:minutes)	0:28	0:16	0:25	0:19	0:13	0:25	0:25	Down	Down
TLC driver licenses issued	69,957	91,485	97,401	95,337	65,302	*	*	Neutral	*
– New licenses issued	19,991	34,981	29,870	35,764	33,301	*	*	Up	*
Average time to issue a new driver license from initial application (calendar days)	NA	NA	63.1	59.1	45.0	*	*	NA	Down
– Average agency processing time	NA	NA	19.9	11.8	7.8	*	*	NA	Down
★ Average time to conduct a safety and emissions inspection of a medallion taxi (hours:minutes)	0:53	0:50	0:48	0:58	1:09	1:00	1:00	Up	Down
★ Average time to conduct a safety and emissions inspection of a FHV (hours:minutes)	1:00	0:57	0:49	1:09	1:22	1:00	1:00	Up	Down
★ Average time to conduct a safety and emissions inspection of a Boro Taxi (hours:minutes)	0:57	0:55	0:51	1:11	1:26	1:00	1:00	Up	Down
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target	* None					

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

In Fiscal 2018 TLC received a total of 27,557 complaints from the public, an increase of 20 percent. This higher volume of complaints reflects an increased level of public engagement taking advantage of the complaint process established through 311 to more easily notify TLC of potential violations. However, only about one-third of these complaints were eligible for prosecution, compared to 43 percent the prior year. Complaints are eligible for prosecution if the complainant is willing to participate in a hearing, and can help TLC identify the vehicle and driver license. The average time to close a consumer complaint, including the time it takes to correspond with a complainant, investigate a case, notify and hear from the driver, and render a decision, was 44 days. This increased from 33 days in Fiscal 2017 primarily due to handling a higher volume of complaints.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
TLC driver complaints received	20,075	19,257	23,927	22,918	27,557	*	*	Up	*
– Complaints that were eligible for prosecution	7,605	7,921	10,227	9,847	8,878	*	*	Up	*
★ Average time to close a consumer complaint (calendar days): TLC driver	NA	NA	34.7	33.4	43.7	50.0	50.0	NA	Down
★ Critical Indicator	“NA” Not Available	↕↔ Directional Target	* None						

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Medallion vehicles	13,587	13,587	13,587	13,587	13,587	*	*	Neutral	*
For-hire vehicles	51,145	65,016	78,814	99,928	113,222	*	*	Up	*
– Boro Taxis	5,048	7,077	7,237	6,313	4,505	*	*	Down	*
★ Critical Indicator	“NA” Not Available	↕↔ Directional Target	* None						

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Customer Experience									
E-mails responded to in 14 days (%)	93%	99%	98%	99%	100%	85%	85%	Neutral	Up
Letters responded to in 14 days (%)	92%	99%	NA	88%	91%	90%	90%	NA	Up
Average call wait time (minutes:seconds)	NA	NA	NA	18:55	10:04	*	*	NA	Down
Completed customer requests for interpretation	5,721	5,336	6,880	7,247	8,238	*	*	Up	*
CORE customer experience rating (1-100)	87	88	98	97	95	85	85	Up	Up
★ Critical Indicator	“NA” Not Available	↕↔ Directional Target	* None						

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Response to 311 Service Requests (SRs)									
Percent meeting time to first action - For-hire Vehicle Complaint (14 days)	96%	61%	88%	94%	96%	90%	90%	Up	*
Percent meeting time to first action - Lost Property (7 days)	87%	86%	72%	72%	100%	90%	90%	Neutral	*
Percent meeting time to first action - Miscellaneous Comments (14 days)	84%	98%	84%	96%	100%	60%	60%	Up	*
Percent meeting time to first action - Request for Information (14 days)	90%	98%	83%	94%	100%	60%	60%	Neutral	*
Percent meeting time to first action - Taxi Complaint (14 days)	94%	61%	86%	94%	96%	90%	90%	Up	*
★ Critical Indicator	“NA” Not Available	↕↔ Directional Target	* None						



## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$46.4	\$52.4	\$47.9	\$45.8	\$49.0	\$57.5	\$52.5	Up
Revenues (\$000,000)	\$412.0	\$95.5	\$84.7	\$100.7	\$82.9	\$72.7	\$57.4	Down
Personnel	592	609	590	585	584	742	679	Up
Overtime paid (\$000)	\$1,377	\$1,369	\$1,086	\$1,079	\$1,226	\$1,230	\$1,213	Up

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

## SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$35.0	\$36.4	All
002 - Other Than Personal Services	\$10.8	\$12.6	All
Agency Total	\$45.8	\$49.0	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds. <sup>2</sup>City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter.  
 "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- TLC transitioned to a new vendor to provide citywide accessible dispatch service in the middle of Fiscal 2018. New technology was implemented in medallion and Boro taxis during the year starting in September 2017, and citywide service officially started in January 2018. For Fiscal 2018, the metrics reported on wait times and fulfillment rates include trips in Manhattan only, which accounted for over 90 percent of all fulfilled trips. TLC will report metrics on citywide service starting in Fiscal 2019.

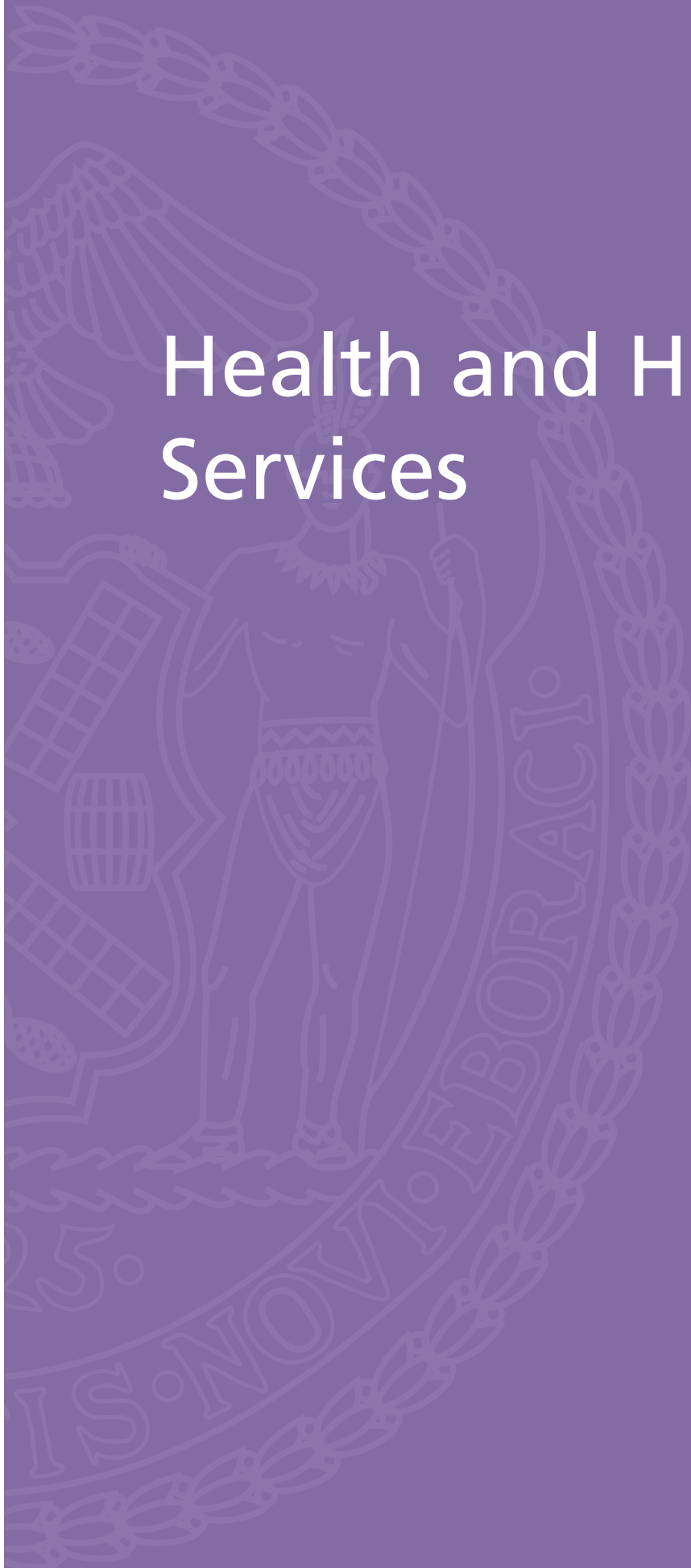
## ADDITIONAL RESOURCES

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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 Office of Chief Medical Examiner p 173	 Department of Homeless Services p 205
 NYC Health + Hospitals p 179	 Department for the Aging p 213
 Human Resources Administration p 185	



## 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 and advance health equity. Because health inequities, or unjust differences in health outcomes, are a direct result of historic disinvestment and structural racism, the City 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 works towards a fair and healthy New York where all residents—regardless of their ZIP code—have the opportunity to lead their healthiest lives. CHE strengthens the Department's goal to eliminate health inequities for residents in neighborhoods impacted by racism and long-term disinvestment by organizations and institutions. The Department does this by using data and storytelling to influence policy, systems and environmental change and by implementing neighborhood-based strategies to foster health. CHE's Neighborhood Action Centers in East Harlem, the Bronx and Brownsville offer coordinated health and social services, as well as community programs under one roof. They also provide a central location for people to connect and improve the health of their neighborhoods.

## OUR SERVICES AND GOALS

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### SERVICE 1 Detect and control infectious diseases.

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

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

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

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### SERVICE 3 Promote a safe environment.

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

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

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

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

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

# HOW WE PERFORMED IN FISCAL 2018

## SERVICE 1 Detect and control infectious diseases.

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

The annual number of new HIV diagnoses in New York City has continued to decline with a 14 percent decrease from Fiscal 2017 to Fiscal 2018. This progress is in line with the key goals and wide-ranging initiatives of the City's "Ending the Epidemic" initiative. The Department expects even greater reduction through its data-driven combination prevention strategy, #PlaySure, which promotes the use of condoms in combination with pre- and post- exposure prophylaxis (PrEP and PEP) for HIV negative individuals, as well as immediate antiretroviral therapy for people living with HIV. Antiretroviral therapy helps to increase rates of viral suppression; people with HIV who are virally suppressed have a lower risk of transmitting the disease.

The number of male condoms distributed by DOHMH decreased 40.6 percent from 35,220 in Fiscal 2017 to 20,917 in Fiscal 2018. This decrease was due to a delayed condom order related to budget implementation and lower federal funding amounts for traditional safer sex products. Over the years, condom use has remained fairly stable, hovering around 30 percent between 2003 and 2016 as reported in the Community Health Survey. Use of PrEP, another strategy for HIV prevention that supplements condoms, increased from 7.7 percent in 2015 to 25.9 percent in 2017 among the highest-risk population, men who have sex with men.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ New HIV diagnoses (CY Preliminary)	3,016	2,718	2,493	2,279	1,953	↓	↓	Down	Down
★ Patients enrolled in Ryan White Part A with current antiretroviral (ARV) prescription at last assessment (%)	87.0%	87.7%	86.2%	90.1%	95.6%	93.0%	94.0%	Neutral	*
★ Syphilis cases	1,234	1,315	1,804	1,906	1,775	↓	↓	Up	Down
Male condoms distributed (000)	38,146	36,604	35,666	35,220	20,917	37,828	37,828	Down	*
★ Critical Indicator      "NA" Not Available      ⬆️⬆️ Directional Target      * None									

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

The number of new tuberculosis (TB) cases increased eight percent from 565 cases in Calendar 2016 to 613 cases in Calendar 2017. In response to this increase, the Department has actively worked to strengthen core TB control activities, including case management and contact investigation by hiring additional staff and allocating additional resources to the Bureau of Tuberculosis Control. Additionally, DOHMH has worked collaboratively with local, national and international partners to develop innovative approaches for TB prevention and care in New York City. This includes hosting a 150-person TB summit in June 2018, where leaders from a variety of public health disciplines discussed interventions to decrease the number of TB cases, as well as long-term strategies for TB elimination in New York City.

HPV vaccine series completion increased from 56.6 percent in Fiscal 2017 to 65.2 percent in Fiscal 2018. The improvement in HPV coverage is attributed to the Advisory Committee on Immunization Practices changing the recommendation for completing the HPV series from three to two doses if certain conditions related to age and dose timing are met. The increase in coverage may also be due to the rise in HPV vaccine acceptance and outreach activities to adolescent provider offices.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ New tuberculosis cases (CY)	656	585	575	565	613	↓	↓	Neutral	Down
Seniors, aged 65+, who reported receiving a flu shot in the last 12 months (%) (CY)	66.8%	64.2%	65.5%	65.4%	66.1%	68.0%	68.0%	Neutral	Up
★ Children aged 19-35 months with up-to-date immunizations (%)	72.1%	73.0%	74.7%	75.1%	74.1%	76.0%	77.0%	Neutral	Up
★ Children in the public schools who are in compliance with required immunizations (%)	99.2%	99.0%	98.8%	98.8%	99.0%	99.0%	99.0%	Neutral	Up
★ HPV vaccine series completion (%)	32.5%	38.5%	44.2%	56.6%	65.2%	60.0%	64.0%	Up	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

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

### Goal 2a Reduce tobacco use and promote physical activity and healthy eating.

The percentage of adults who report that they smoke in the City in Calendar 2017 was 13.4 percent, a 0.3 percentage point increase from the previous calendar year. This survey-based estimate has a margin of error that may fluctuate from year to year due to survey sampling. The Department continues its comprehensive approach to tobacco control. In fall 2017, a set of seven laws to reduce smoking and tobacco use by addressing price, access and awareness, including in residential settings, were passed with effective dates through January 2019. These policies will complement the Department's continued education and programmatic efforts to reach the [Healthy People 2020](#) targets.

The percentage of adults who are obese was similar in Fiscal 2017 and Fiscal 2018 at 23.6 percent and 25.1 percent, respectively. However, the Department believes it is still possible to meet [Healthy People 2020](#) targets. Obesity prevention and reduction requires a multipronged approach. The City works to promote healthy diets and active lifestyles while discouraging unhealthy choices through policy, programs and education that address the environment and individual behaviors. The Department has released several ad campaigns discouraging New Yorkers from consuming sugary drinks, the latest being "The Sour Side of Sweet," and released educational materials on the health risks of consuming sugary drinks. Each year, DOHMH also provides nutrition education programming that reaches more than 30,000 children and adults in child care centers and at farmers' markets that serve low-income New Yorkers.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Adults who smoke (%) (CY)	16.1%	13.9%	14.3%	13.1%	13.4%	12.8%	12.6%	Down	Down
Adults who are obese (%) (CY)	23.4%	24.7%	24.1%	23.6%	25.1%	23.5%	23.3%	Neutral	Down
Adults who consume an average of one or more sugar-sweetened beverages per day (%) (CY)	23.3%	22.5%	23.7%	22.7%	23.0%	21.8%	21.7%	Neutral	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

### Goal 2b Improve preventive health care.

The percentage of adult New Yorkers without health insurance was similar in Fiscal 2017 and Fiscal 2018 at 10.9 percent and 11.8 percent, respectively. New York City and New York State continued to have robust insurance advertising, education, outreach and enrollment assistance, preventing a significant increase in uninsured New Yorkers despite federal politics, uncertainty about the future of the Affordable Care Act and premium increases in insurance markets. DOHMH provided enrollers with up-to-date messaging, continued work with the GetCoveredNYC workgroup and expanded partnerships and consumer literacy efforts.

The infant mortality rate for Calendar 2017 increased slightly due to a 2.5 percent decline in total births, a larger decrease than in previous years.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Adult New Yorkers without health insurance (%) (CY)	20.9%	13.8%	12.6%	10.9%	11.8%	10.0%	9.5%	Down	Down
Adult patients with controlled blood pressure (%) (CY)	67.4%	66.8%	67.2%	67.1%	67.3%	70.0%	70.0%	Neutral	Up
Adults, aged 50+, who received a colonoscopy in the past ten years (%) (CY)	69.0%	69.9%	69.9%	68.5%	69.9%	71.4%	71.4%	Neutral	Up
★ Asthma-related emergency department visits among children ages 5-17 (per 10,000 children) (CY) (preliminary)	232.1	231.6	223.0	217.0	NA	↓	↓	NA	Down
★ Infant mortality rate (per 1,000 live births) (CY)	4.6	4.2	4.3	4.1	4.3	4.2	4.2	Neutral	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

## SERVICE 3 Promote a safe environment.

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

The number of children with elevated blood lead levels continued to decrease. A total of 630 children had elevated blood lead levels, an 11 percent decrease from the previous fiscal year. This decrease may be due to multiple factors, including continued reduction of lead-based paint hazards in homes, and lead poisoning prevention education efforts aimed at health care providers, community-based organizations and families. In Fiscal 2019, New York City became one of the first jurisdictions in the country to conduct environmental investigations for all children under 18 years old with a blood lead level of 5 micrograms per deciliter or greater. This new measure significantly expands the City's existing robust lead prevention programs, which have already contributed to a nearly 90 percent reduction in the number of children under age six with blood lead levels at or above 5 micrograms per deciliter.

Initial inspections of child care sites increased 13 percent due to a substantial increase in inspections of City-regulated sites that participate in the Compliance Promotion Unit initiative. As part of this initiative poorer performing sites are inspected more frequently. The increase of initial inspections may also be due to the realignment of inspection scheduling to ensure all required inspections are conducted within the calendar year. This allows issuance of an annual center-based Performance Summary Card to each site.

The percent of child care inspections that do not require a compliance inspection increased by 12.3 percentage points from the previous fiscal year. This improvement is linked to the Performance Summary Card and Compliance Promotion Unit initiative, as well as the launch of the Evidence Risk-Based Inspection Program in State-regulated sites, which provides targeted sites with technical assistance to encourage better compliance.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Childhood blood lead levels - new cases among children aged 6 months to less than six years with blood lead levels greater than or equal to 10 micrograms per deciliter	772	818	784	708	630	↓	↓	Down	Down
Day care initial site inspections	20,091	21,800	22,032	21,478	24,339	*	*	Up	*
★ Child care inspections that do not require a compliance inspection (%)	66.9%	65.9%	62.0%	57.4%	69.7%	↑	↑	Neutral	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

### Goal 3b Reduce the threat of foodborne illness.

The percent of restaurants that received a full sanitary inspection during the reporting period increased 12 percentage points. Additional inspectors and existing staff allowed the Department to inspect 99.5 percent of all restaurants during Fiscal 2018.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Restaurants inspected (%)	99.8%	99.9%	99.8%	87.5%	99.5%	100.0%	100.0%	Neutral	Up
★ Restaurants scoring an 'A' grade (%)	90.0%	93.0%	92.7%	93.3%	93.7%	↑	↑	Neutral	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target		* None				

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

In Fiscal 2018 DOHMH conducted almost 175,000 pest control inspections, a 20 percent increase from the previous fiscal year. The increase can be attributed to the launch of the Mayor’s Neighborhood Rat Reduction Initiative in Fiscal 2018, a component of which is increased proactive rat indexing inspections in three large areas of the City. The Mayor’s Neighborhood Rat Reduction Initiative is a \$32 million, multiagency plan to reduce the City’s rat population in three of the most infested parts of City: the Grand Concourse area in the Bronx, Chinatown/East Village/Lower East Side in Manhattan and Bushwick/Bedford-Stuyvesant in Brooklyn. The initiative aims to reduce rat activity in the targeted zones by minimizing food sources and attacking environmental factors conducive to rats, a strategy that is more effective than poisoning rats alone. This integrated pest management approach builds on the success of the City’s current rat abatement programs.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Initial pest control inspections (000)	94	97	98	146	175	*	*	Up	*
Initial inspections with active rat signs (ARS) (%)	10.8%	10.7%	13.9%	12.2%	11.5%	*	*	Up	Down
★ Compliance inspections found to be rat free (%)	50.9%	46.8%	47.8%	49.1%	53.3%	↑	↑	Neutral	Up
Dogs licensed (000)	85.0	83.0	85.0	84.6	89.2	105.0	105.0	Neutral	*
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target		* None				

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

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

Unintentional drug overdose deaths remain at epidemic levels in New York City. In Calendar 2017 there were 1,487 drug overdose deaths, 62 more deaths than the prior calendar year. However, the rate of increase slowed down significantly in Calendar 2017, with a two percent increase from 2016 to 2017, compared to an increase of 51 percent between 2015 and 2016. This marked the seventh consecutive year that overdose deaths have increased. Fentanyl, a very potent semi-synthetic opioid, more than 50 to 100 times stronger than morphine, is driving this increase. For the first time, in Calendar 2017 fentanyl was the most common substance identified in overdose deaths. Fentanyl was detected in 57 percent of all overdose deaths, up from 44 percent in Calendar 2016.

In March 2018, the City announced new investment to expand HealingNYC, the citywide plan to combat the opioid epidemic. This new funding created peer intervention programs at more hospitals across the City, increased naloxone distribution and training and expanded Health and Engagement Assessment Teams, which help to respond to overdose calls. This builds on ongoing efforts by DOHMH to combat the opioid epidemic through HealingNYC, including launching a rapid assessment and response team to identify people at risk; creating a new 24/7 non-fatal overdose response system to engage individuals who come to the emergency department after a non-fatal overdose; ongoing public awareness through media campaigns on overdose and overdose prevention; expanding the distribution of naloxone; and expanding access to effective treatment services, including buprenorphine, a medication to treat opioid addiction.



Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Buprenorphine patients (CY)	NA	13,150	13,293	13,612	14,093	16,022	16,022	NA	Up
★ Deaths from unintentional drug overdose (CY)	788	800	942	1,425	1,487	↓	↓	Up	Down
★ 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.

The units of supportive housing available to persons at risk for developing serious mental health and substance use disorders increased eight percent from 7,800 in Fiscal 2017 to 8,400 in Fiscal 2018. The Office of Housing Services has successfully moved 400 individuals from the shelter system into supportive housing during Fiscal 2018 and is expecting to move more individuals from shelter settings into congregate and scatter site apartments during Fiscal 2019.

The total number of answered contacts by NYC Well increased from 152,600 in Fiscal 2017 to 256,600 in Fiscal 2018.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Individuals in the assisted outpatient mental health treatment program	1,388	2,176	2,236	2,368	2,554	*	*	Up	*
Units of supportive housing available to persons at risk for developing serious mental health and substance use disorders (000)	7.4	7.6	7.8	7.8	8.4	7.0	9.0	Up	Up
New children receiving services from the Early Intervention Program (000)	13.7	14.3	14.4	14.0	13.8	*	*	Neutral	*
★ Total number of answered contacts by NYC Well (000)	NA	NA	NA	152.6	256.6	↑	↑	NA	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

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

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

Birth certificate processing increased slightly from 1.6 days to 1.9 days. The processing time for death certificates also increased slightly from 1.5 days to 1.7 days. The processing time continued to be faster than the target of three days.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Average response time for birth certificates by mail/online (days)	1.2	1.3	1.8	1.6	1.9	3.0	3.0	Up	Down
★ Average response time for death certificates by mail/online (days)	1.9	1.7	2.0	1.5	1.7	3.0	3.0	Down	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

# AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Workplace injuries reported	118	104	104	116	135	*	*	Up	Down
Collisions involving City vehicles	32	29	28	28	47	*	*	Up	Down
All summonses issued	66,711	64,625	59,067	57,780	92,063	*	*	Up	*
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	57.3%	70.9%	70.0%	75.2%	55.7%	*	*	Neutral	*
★ Critical Indicator      "NA" Not Available      ⇅ Directional Target      * None									

# AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	11,102	12,475	14,352	18,495	13,377	*	*	Up	*
Letters responded to in 14 days (%)	30%	36%	60%	44%	68%	50%	70%	Up	Up
E-mails responded to in 14 days (%)	68%	58%	72%	73%	86%	75%	80%	Up	Up
Average wait time to speak with a customer service agent (minutes)	9	8	1	1	1	10	10	Down	Down
CORE facility rating	92	92	81	96	94	85	85	Neutral	Up
Calls answered in 30 seconds (%)	85%	82%	78%	73%	80%	80%	80%	Neutral	Up
★ Critical Indicator      "NA" Not Available      ⇅ Directional Target      * None									

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Response to 311 Service Requests (SRs)									
Percent meeting time to first action - Rodent (14 days)	75%	73%	73%	75%	81%	73%	73%	Neutral	*
Percent meeting time to first action - Food Establishment (14 days)	98%	97%	92%	95%	95%	90%	90%	Neutral	*
Percent meeting time to first action - Food Poisoning (3 days)	98%	84%	94%	98%	98%	90%	90%	Neutral	*
Percent meeting time to first action - Indoor Air Quality (14 days)	99%	99%	99%	98%	98%	95%	95%	Neutral	*
Percent meeting time to first action - Smoking Complaint (14 days)	78%	86%	81%	92%	60%	75%	75%	Down	*
★ Critical Indicator      "NA" Not Available      ⇅ Directional Target      * None									

# AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$1,423.2	\$1,495.5	\$1,450.7	\$1,622.4	\$1,749.5	\$1,676.8	\$1,678.7	Up
Revenues (\$000,000)	\$32.9	\$31.6	\$60.0	\$31.0	\$33.5	\$30.4	\$30.4	Neutral
Personnel	5,510	5,691	5,858	6,577	6,858	6,926	6,655	Up
Overtime paid (\$000,000)	\$7.1	\$11.0	\$11.8	\$10.9	\$9.8	\$8.7	\$5.9	Up
Capital commitments (\$000,000)	\$64.4	\$49.9	\$23.9	\$21.4	\$17.2	\$168.9	\$123.8	Down
Human services contract budget (\$000,000)	\$702.5	\$725.2	\$626.3	\$651.5	\$703.7	\$666.3	\$731.1	Neutral

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

# SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
<b>Personal Services - Total</b>	<b>\$451.9</b>	<b>\$487.0</b>	
101 - Health Administration	\$55.9	\$58.1	All
102 - Disease Control	\$92.3	\$101.8	1a, 1b
103 - Family and Child Health and Health Equity	\$117.2	\$119.8	1b, 2b
104 - Environmental Health Services	\$57.8	\$59.6	2b, 3a, 3b, 3c
105 - Early Intervention	\$15.2	\$17.1	4b
106 - Office of Chief Medical Examiner	\$53.1	\$59.0	Refer to table in OCME chapter
107 - Prevention and Primary Care	\$13.5	\$14.4	2a, 2b
108 - Mental Hygiene Management Services	\$30.5	\$39.5	4a, 4b
109 - Epidemiology	\$16.4	\$17.7	2a, 2b, 5a
<b>Other Than Personal Services - Total</b>	<b>\$1,170.5</b>	<b>\$1,262.5</b>	
111 - Health Administration	\$126.2	\$135.4	All
112 - Disease Control	\$209.8	\$208.3	1a, 1b
113 - Family and Child Health and Health Equity	\$64.6	\$66.8	1b, 2b
114 - Environmental Health Services	\$40.3	\$39.0	2b, 3a, 3b, 3c
115 - Early Intervention	\$245.8	\$257.4	4b
116 - Office of Chief Medical Examiner	\$18.8	\$28.0	Refer to table in OCME chapter
117 - Prevention and Primary Care	\$60.8	\$56.5	2a, 2b
118 - Mental Hygiene Management Services	\$49.1	\$64.5	4a, 4b
119 - Epidemiology	\$5.3	\$5.8	2a, 2b, 5a
120 - Mental Health Services	\$243.7	\$276.5	4b
121 - Developmental Disability	\$14.7	\$15.5	*
122 - Chemical Dependency and Health Promotion	\$91.3	\$108.8	4a
<b>Agency Total</b>	<b>\$1,622.4</b>	<b>\$1,749.5</b>	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds. <sup>2</sup>City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter.  
 "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The indicator 'Patients enrolled in Ryan White with current antiretroviral (ARV) prescription at last assessment (%)' has been revised to 'Patients enrolled in Ryan White Part A with current antiretroviral (ARV) prescription at last assessment (%)'. Ryan White Part A provides grant funding for HIV-related medical and support services to Eligible Metropolitan Areas (EMAs).
- The indicator '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' will be replaced by the indicator 'Childhood blood lead levels – new cases among children younger than 18 with blood lead levels greater than or equal to 5 micrograms per deciliter' beginning in the Preliminary Mayor's Management Report for Fiscal 2019.
- The indicator 'Units of supportive housing available to persons with serious mental illness (000)' has been renamed to 'Units of supportive housing available to persons at risk for developing serious mental health and substance use disorders (000)'. This indicator now includes all units of supportive housing managed by the Bureau of Mental Health and aligns with the goal of facilitating access to services for New Yorkers with or at risk of developing mental illnesses or developmental disabilities.
- Fiscal 2014 and Fiscal 2015 figures for 'Deaths from unintentional drug overdose (CY)' have been revised.
- Fiscal 2014 and Fiscal 2015 figures for 'Supportive housing available to persons with serious mental illness (000)' has been revised.
- The indicator 'Calls to NYC Well (000)' has been replaced with 'Total number of answered contacts by NYC Well' to more accurately show NYC Well's impact as some inbound offered calls, texts and chats are abandoned before they can be answered. No services are provided to abandoned contacts.
- The Department revised Fiscal 2019 targets for the following indicators: 'Adults who smoke (%) (CY)', 'Adults who are obese (%) (CY)', 'Adults who consume one or more sugar-sweetened beverages per day' (%) (CY)', 'Units of supportive housing available to persons at risk for developing serious mental health and substance use disorders (000)', 'Letters responded to in 14 days (%)' and 'E-mails 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>
- Healthy People 2020:  
<https://www.healthypeople.gov/>

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





## WHAT WE DO

The Office of Chief Medical Examiner (OCME) serves public health and the criminal justice system through forensic science. OCME's independent investigations of deaths and analysis of evidence provide answers to families and communities during times of profound need. OCME is responsible for investigating deaths resulting from criminal violence, accident or suicide; that occur suddenly and when in apparent good health; when unattended by a physician; in a correctional facility or in custody of any criminal justice entity; or occurring in any suspicious or unusual manner or threat to public health. These types of cases are referred to as being under "Medical Examiner jurisdiction." The Office also reviews all applications for permits to cremate the body of a person who dies in New York City. The Office provides additional forensic services, including DNA testing, to support investigations. OCME also manages all functions of the City mortuary, including the retrieval and processing of unclaimed deceased bodies, and facilitates final disposition. Finally, OCME maintains a specialized mass fatality management team ready to support the City in responding to mass fatalities and other disasters.

## FOCUS ON EQUITY

To best serve all New Yorkers—regardless of economic ability—OCME operates Family Services Centers in all five boroughs so that all communities have equal service access. At these centers, staff interact with family members, medical practitioners, and other advisors to receive and verify information that will assist in determining the identity of deceased persons and aid in final disposition. For families who may need or choose interment of their loved ones in the City Cemetery, OCME provides an opportunity for a final viewing before burial. In addition, OCME also serves as the independent pathologist for families by performing its own impartial death investigations and autopsies, free from undue influence by legal or medical communities or law enforcement.

## 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 diligent investigation for all cremation requests.
- Goal 1d Certify death certificates in a timely manner.

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

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

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

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

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

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

# HOW WE PERFORMED IN FISCAL 2018

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

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

In Fiscal 2018, OCME took jurisdiction in 7,632 cases, 72 less than in the previous year. OCME death scene investigators, called medicolegal investigators (MLIs), respond to the scene of reported deaths that fall within Medical Examiner jurisdiction.

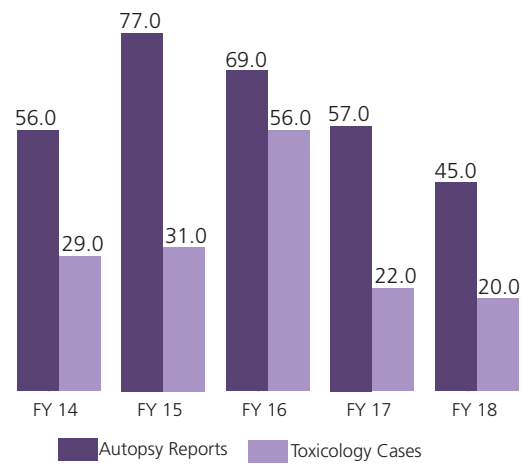
Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Median time for scene arrivals by medicolegal investigators (MLIs) (hours)	1.8	1.9	2.4	1.9	1.8	*	*	Neutral	Down
Deaths reported	27,505	27,984	27,674	28,940	30,213	*	*	Neutral	*
★ Cases where Chief Medical Examiner takes jurisdiction	7,109	7,136	7,375	7,704	7,632	*	*	Neutral	*
★ Critical Indicator	"NA" Not Available		⇅ Directional Target	* None					

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

OCME forensic pathologists examined 7,546 decedents in Fiscal 2018, slightly down from 7,621 in Fiscal 2017. OCME performed 5,379 autopsies in Fiscal 2018, an increase from the 5,213 autopsies in Fiscal 2017.

The median time to complete OCME autopsy reports in Fiscal 2018 was 45 days, a 12-day decrease from the previous year. This improvement is due in part to the 61 percent decrease in turn-around time for toxicology results achieved by the Forensic Toxicology Laboratory in Fiscal 2017.

**Autopsy Report and Toxicology Results Completion (median days)**



Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Median time to complete autopsy reports (days)	56.0	77.0	69.0	57.0	45.0	60.0	60.0	Down	Down
★ Critical Indicator	"NA" Not Available		⇅ Directional Target	* None					

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

OCME reviews all applications for a permit to cremate the body of any person who dies in the City. When OCME's review of the cremation application reveals a cause or manner of death that falls within the Medical Examiner jurisdiction, the application will be rejected and OCME will investigate accordingly. However, once the investigation is complete, family members will have the opportunity to have the remains of their loved ones cremated if they wish.

In Fiscal 2018, OCME responded to 17,252 cremation requests. OCME rejected 91 cremation requests after investigation and converted them over to the Medical Examiner jurisdiction.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Total cremation requests received and investigated as requirement of processing	14,891	15,557	15,719	16,525	17,252	*	*	Up	*
★ Cremation requests rejected after investigation and turned over to Medical Examiner jurisdiction	60	53	63	84	91	*	*	Up	*
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target						* None

**Goal 1d** Certify death certificates in a timely manner.

In Fiscal 2018, the median time for OCME to certify the cause and manner of death for all death certificates was 16.6 hours after initial receipt of decedents' remains, well within the 72 hour target.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Median time to certify death certificates after initial receipt of decedents' remains (hours)	23.0	20.8	19.7	15.8	16.6	72.0	72.0	Down	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target						* None

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

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

In addition to those cases falling under Medical Examiner jurisdiction, the Office provides mortuary services for the City. In Fiscal 2018, OCME provided mortuary services for 3,298 cases falling outside of Medical Examiner jurisdiction.

In Fiscal 2018, the median time from OCME receipt of decedents' remains to "Ready to Release" was 11.82 hours, a 1.09 hour decrease from Fiscal 2017. The median time to clear and release to third party for disposition per case remained steady at 35 minutes.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Decedents' remains transported and stored by OCME	10,456	10,721	10,108	10,330	11,255	*	*	Neutral	*
★ Median time from OCME receipt of decedents' remains to "Ready to Release" status (hours)	11.28	13.31	14.38	12.91	11.82	↓	↓	Neutral	Down
Median time to clear and release to third party for final disposition, per case (minutes)	NA	NA	33.0	34.0	35.0	*	*	NA	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target						* None

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

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

OCME recovered no new remains of the 9/11 World Trade Center attacks in Fiscal 2018.



Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Remains recovered following a disaster or mass fatality incident (cumulative)	21,906	21,906	21,905	21,905	21,905	*	*	Neutral	*
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target				* None			

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

OCME continues to identify remains of the victims of the 9/11 World Trade Center attacks. In Fiscal 2018, an additional 119 remains were identified.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Remains identified following a disaster (cumulative)	13,980	14,202	14,308	14,348	14,467	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target				* None			

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

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

The Department of Forensic Biology experienced a one percent decrease in the number of cases submitted to its laboratory in Fiscal 2018. The Department's time for median case completions across all case types increased to 69 days in Fiscal 2018, compared to 53 days in Fiscal 2017, including median time to complete DNA sexual assault cases and median time to complete DNA property crime cases. This increase was due to the implementation of new technologies as well as a new production system that debuted in January 2017. This system had an immediate, positive impact on turn-around time, the full impact of which will begin to appear next fiscal year. For June 2018, the DNA turn-around time for all sexual assault cases was 27 days, assault and firearms cases had a 30 day turn-around time and more complex homicide crimes had a 38 day turn-around time.

The Department of Forensic Toxicology experienced an eight percent increase in the number of cases submitted to its laboratory for testing from 5,861 cases in Fiscal 2017 to 6,350 cases in Fiscal 2018. The median case completion times improved across all case types, with decreases in turn-around times of nine, 18 and 22 percent for postmortem toxicology cases, DUI cases and sexual assault cases respectively. During the reporting period, the Department of Forensic Toxicology was appointed as the sole testing laboratory for all toxicology DUI cases for the City. The number of cases submitted for Toxicology DUI cases increased by 122 percent, from 195 cases in Fiscal 2017 to 433 cases in Fiscal 2018. The Laboratory continued to improve completion times for Toxicology DUI cases, from a median turnaround time of 17 days in Fiscal 2017 to 14 days in Fiscal 2018.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Median days to complete analysis of a DNA case	92.0	92.0	45.0	53.0	69.0	30.0	30.0	Down	Down
★ Median time to complete DNA homicide cases, from evidence submission to report (days)	100.0	62.0	39.0	44.0	38.0	30.0	30.0	Down	Down
★ Median time to complete DNA sexual assault cases, from evidence submission to report (days)	59.0	50.0	36.0	36.0	40.0	30.0	30.0	Down	Down
★ Median time to complete DNA property crime cases, from evidence submission to report (days)	119.0	188.0	57.0	63.0	172.0	30.0	30.0	Neutral	Down
DNA matches with profiles in database	2,621	6,008	7,758	8,719	8,766	*	*	Up	*
★ Median time to complete toxicology cases (days)	29.0	31.0	56.0	22.0	20.0	30.0	30.0	Down	Down

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Median time to complete toxicology DUI (driving under the influence) cases (days)	20.0	30.0	43.0	17.0	14.0	30.0	30.0	Down	Down
Median time to complete toxicology sexual assault cases (days)	27.0	43.0	84.0	23.0	18.0	30.0	30.0	Down	Down
★ Critical Indicator      "NA" Not Available      ⇅ Directional Target      * None									

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Customer Experience									
Completed customer requests for interpretation	188	304	664	1,091	1,318	*	*	Up	*
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	100%	100%	98%	*	*	Neutral	Up
★ Critical Indicator      "NA" Not Available      ⇅ Directional Target      * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$65.8	\$66.5	\$68.6	\$71.9	\$87.0	\$85.3	\$78.7	Up
Revenues (\$000)	\$77	\$41	\$36	\$76	\$8	\$100	\$100	Down
Personnel	556	569	566	591	639	742	735	Up
Overtime paid (\$000,000)	\$2.8	\$4.5	\$5.1	\$5.5	\$3.3	\$3.3	\$2.9	Up
<sup>1</sup> Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at <a href="http://nyc.gov/mmr">nyc.gov/mmr</a> for details. <sup>2</sup> Authorized Budget Level <sup>3</sup> Expenditures include all funds "NA" - Not Available      *None 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)	Modified Budget FY18 <sup>3</sup> (\$000,000)	Applicable MMR Goals <sup>4</sup>
106 - Office of Chief Medical Examiner (Personal Services)	\$53.1	\$59.0	All
116 - Office of Chief Medical Examiner (Other Than Personal Services)	\$18.8	\$28.0	All
Agency Total <sup>1</sup>	\$71.9	\$87.0	
<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> City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds. <sup>4</sup> Refer to agency goals listed at front of chapter. "NA" Not Available      * None			

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The indicator 'Median time for scene arrivals by medicolegal investigators (MLIs) (hours)' is no longer a critical indicator and does not have fiscal year targets. Time for scene arrivals by MLIs is coordinated with partner agencies, including both responding and on-scene NYPD personnel.
- The indicator 'Cases where Chief Medical Examiner takes jurisdiction' is now a critical indicator.
- The indicator 'Median time to process cremation requests (minutes)' was replaced with 'Cremation requests rejected after investigation and turned over to Medical Examiner jurisdiction' and 'Total cremation requests received and investigated as requirement of processing' to reflect the due diligence taken by OCME in reviewing cremation requests.
- The indicator 'Median time to certify death certificates after initial receipt of decedents' remains (hours)' was added under the new goal 'Certify death certificates in a timely manner.'
- The indicator 'Median time to remove decedents from scene (non-hospital) after investigation (minutes)' was replaced with 'Median time from OCME receipt of decedents' remains to "Ready to Release" status (hours)' and 'Median time to clear and release to third party for final disposition, per case (minutes).' These new indicators reflect 1) the time from OCME receipt of decedents' remains to when those remains are ready to be released to funeral directors and 2) the median time taken from when funeral directors arrive at an OCME facility and have their paperwork verified by OCME security, to when they are cleared for release from the facility with the correct remains.
- OCME has revised the fiscal year totals to reflect only remains recovered from the World Trade Center attacks. The number dropped from 21,906 in Fiscal 2015 to 21,905 in Fiscal 2016 because a previously discovered remain was subsequently identified as non-human.
- OCME has revised the Fiscal 2014 and Fiscal 2017 totals for 'Remains Identified following a disaster' due to a previous clerical error.

## 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, five skilled nursing facilities, and more than 70 community- and school-based health centers. NYC Health + Hospitals provides comprehensive health care including preventive and primary care, 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, the system includes MetroPlus Health Plan (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, New Yorkers with mental health needs, and the uninsured, serving more than 1.1 million New Yorkers throughout the five boroughs.

## FOCUS ON EQUITY

NYC Health + Hospitals' mission is to deliver high quality health care services to all New Yorkers with compassion, dignity and respect to all, without exception. Building upon the successful strategies outlined in the "One New York: Health Care for our Neighborhoods" report, NYC Health + Hospitals is working to ensure the public hospital system's long-term stability and quality by focusing on three top priorities: invigorating and expanding primary care, improving access to needed specialty care, and achieving fiscal solvency. Accordingly, NYC Health + Hospitals is establishing new ambulatory care sites in high-need neighborhoods; hiring new primary care providers; expanding the 'eConsult' telehealth system to increase specialty access, and continuing to focus on clinical quality, care experience, and patient safety. NYC Health + Hospitals is working to ensure financial sustainability by reducing administrative expenses; billing insurance for insured patients; coding and documenting effectively in order to receive payment for services provided; retaining paying patients, particularly from the system's health plan MetroPlus Health Plan; investing resources into hiring positions that are revenue generating; providing specialized services that are well reimbursed; and converting uninsured patients who qualify for insurance to insured.

## OUR SERVICES AND GOALS

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

- Goal 1a Expand access to care.
- Goal 1b Enhance the sustainability of the Health + Hospitals system.
- Goal 1c Maximize quality of care and patient satisfaction.

# HOW WE PERFORMED IN FISCAL 2018

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

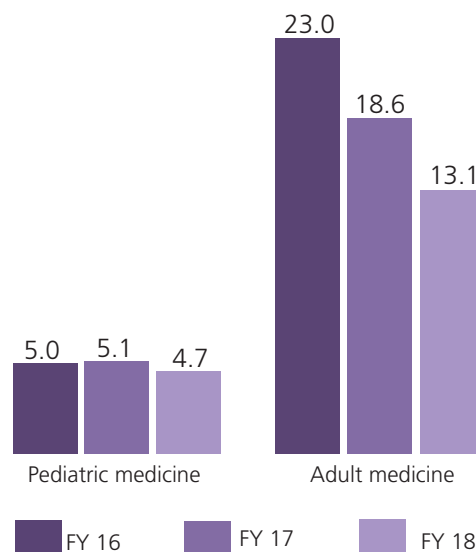
**Goal 1a** Expand access to care.

NYC Health + Hospitals provided primary care services to 417,000 unique patients in Fiscal 2018. Expanding primary care services is a top priority for the system. To accomplish this growth goal, Health + Hospitals is opening new community health center sites, improving appointment availability at current sites, increasing clinic efficiency, and strengthening multi-disciplinary primary care teams to include physicians, nurse practitioners, case managers, pharmacists and community health workers. The system is also investing in its patient care infrastructure. Expanded services at sites in the Bronx, Brooklyn and Queens will be able to serve 42,000 more patients than before the expansion.

NYC Health + Hospitals is also focused on improving access to needed specialty care. In Fiscal 2018, the number of eConsults—enhanced communication between primary care providers and specialists to co-manage patients—increased from 12,649 to 28,956. The use of eConsult continues to increase as the system is scaled across more Health + Hospitals sites. Over 50 specialty clinics across six facilities have been using eConsult for months or years; ultimately, every specialty clinic will use eConsult to improve access to specialty care across the system.

Appointment availability has also improved. The number of calendar days to third next available new appointment for adult medicine patients has declined by almost 30 percent over the course of the reporting period, from 18.6 days in Fiscal 2017 to 13.1 days in Fiscal 2018. NYC Health + Hospitals has also implemented a number of measures to improve patient experience and satisfaction by reducing wait times, standardizing appointment scheduling, and optimizing panel management across facilities. Panel management links patients to a primary care provider and a care team. This allows primary care teams to better manage patients in their care as well as the clinicians responsible for those patients.

**Calendar days to third next available new appointment**



Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Number of unique patients	1,176,275	1,172,405	1,168,663	1,133,984	1,112,975	↑	↑	Neutral	Up
Unique primary care patients	NA	453,000	446,000	425,000	417,000	*	*	NA	Up
★ Uninsured patients served	469,239	421,647	425,089	414,738	381,805	↓	↓	Down	Down
★ eConsults completed	NA	NA	NA	12,649	28,956	22,000	54,000	NA	Up
★ Eligible women receiving a mammogram screening (%)	75.6%	77.8%	76.4%	75.4%	75.9%	80.0%	80.0%	Neutral	Up
★ HIV patients retained in care (%) (annual)	86.6%	86.1%	85.7%	83.5%	84.9%	85.0%	85.0%	Neutral	Up
Calendar days to third next available new appointment - adult medicine	NA	26.0	23.0	18.6	13.1	14.0	14.0	NA	Down
Calendar days to third next available new appointment - pediatric medicine	NA	6.5	5.0	5.1	4.7	5.0	5.0	NA	Down
★ Prenatal patients retained in care through delivery (%)	85.5%	87.1%	87.0%	86.1%	89.0%	90.0%	90.0%	Neutral	Up
Total correctional health clinical visits (includes intake exams, sick calls, follow-up, mental health and dental)	802,405	769,459	674,825	637,966	651,211	*	*	Down	*
Patients with a substance abuse diagnosis in a jail-based substance abuse program (%)	NA	10.0%	10.0%	9.0%	12.0%	*	*	NA	*
★ Follow-up appointment kept within 30 days after behavioral health discharge (%)	NA	NA	NA	64.90%	NA	65.38%	65.38%	NA	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

**Goal 1b** Enhance the sustainability of the Health + Hospitals system.

Nearly two-thirds of MetroPlus Health Plan medical spending—over \$1 billion per year—goes outside the system. The percent of MetroPlus medical spending at Health + Hospitals increased over the reporting period, from 39 percent in Fiscal 2017 to 39.3 percent in Fiscal 2018. Health + Hospitals is working to improve access at facilities, reduce wait times, and improve referral processes in order to keep more MetroPlus Health Plan members in the system. NYC Health + Hospitals, in coordination with the de Blasio Administration, has taken a number of measures over the course of this reporting period to bring fiscal solvency to the system. The system ended Fiscal 2018 with a closing cash balance of \$616 million, the result of revenue-generating initiatives—including \$150 million in revenue cycle improvements, i.e., better capturing funds that were due through improved billing and coding—and \$345 million in expense-reducing initiatives.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ MetroPlus membership	468,020	472,251	501,134	503,044	521,731	↑	↑	Up	Up
★ General care average length of stay (days)	5.0	5.1	5.2	5.4	5.5	4.9	4.9	Up	Down
★ Net days of revenue for accounts receivable	54.6	57.2	51.1	45.8	NA	42.0	42.0	NA	Down
★ MetroPlus Health Plan medical spending at Health + Hospitals (%)	44.8%	44.2%	37.2%	39.0%	39.3%	42.0%	42.0%	Down	Up
★ Insurance applications submitted	NA	NA	13,819	15,143	17,540	20,000	20,000	NA	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

**Goal 1c** Maximize quality of care and patient satisfaction.

The percentage of adult patients discharged with a principal psychiatry diagnosis who are readmitted within 30 days decreased from 7.1 percent in Fiscal 2017 to 6.5 percent in Fiscal 2018. Focusing on the most vulnerable patients with high readmission rates and complex social needs, Health + Hospitals staff worked closely to improve connections to post-discharge care, which contributed to this reduction.

NYC Health + Hospitals is committed to maintaining safe and high quality patient care and improving the patient experience. Among other improvements, over the course of the reporting period, the 'Hospital-Acquired Central Line-Associated Bloodstream Infection (CLABSI) rate' declined from 1.47 in Fiscal 2017 to 1.16 in Fiscal 2018 at our 11 acute care hospitals. NYC Health + Hospitals/Elmhurst was a major contributor to the public hospital system's overall improved CLABSI rate. Elmhurst launched an education initiative that targeted nursing and physician staff. Staff participated in simulation training on the maintenance of central line sites, and promoted the practice of having no blood specimens drawn from central line sites.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Adult patients discharged with a principal psychiatry diagnosis who are readmitted within 30 days (%)	7.4%	7.4%	6.8%	7.1%	6.5%	6.9%	6.9%	Down	Down
Inpatient satisfaction rate (%)	60.0%	63.0%	62.0%	61.0%	62.0%	65.4%	65.4%	Neutral	Up
Outpatient satisfaction rate (%)	76.9%	77.6%	77.8%	81.3%	82.1%	83.6%	83.6%	Neutral	Up
Hospital-Acquired Central Line-Associated Bloodstream Infection (CLABSI) rate	0.89	0.94	0.90	1.47	1.16	1.00	1.00	Up	Down
★ Patients receiving a defined set of medical services to treat sepsis within three hours of presentation (%)	NA	NA	NA	66.2%	64.0%	63.5%	63.5%	NA	Up
★ Patients diagnosed with diabetes who have appropriately controlled blood sugar (%)	NA	NA	61.8%	63.3%	63.5%	66.6%	66.6%	NA	Up
★ Post-acute care satisfaction rate (%)	NA	81.4%	82.4%	85.0%	NA	84.3%	86.3%	NA	Up
Overall safety grade - acute care	NA	NA	NA	NA	62.0%	76.0%	76.0%	NA	Up

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Overall safety grade - post-acute care (%)	NA	NA	NA	NA	72.0%	74.0%	74.0%	NA	Up
Overall safety grade - ambulatory care (D & TC)(%)	NA	NA	NA	NA	39.0%	50.0%	50.0%	NA	Up
★ Critical Indicator      "NA" Not Available      ⬆️⬆️ Directional Target      * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19		
Expenditures (\$000,000) <sup>3</sup>	\$6,440.5	\$6,874.7	\$7,571.5	\$7,536.0	\$8,168.4	\$7,222.1	\$7,740.0	Up	
Revenues (\$000,000)	\$6,728.1	\$7,417.7	\$8,046.3	\$8,139.0	\$8,838.6	\$7,472.2	\$8,365.2	Up	
Personnel	37,857	38,748	39,443	37,575	36,574	37,575	37,025	Neutral	
Overtime paid (\$000,000)	\$136.7	\$143.5	\$144.7	\$141.7	\$151.5	\$153.6	\$153.6	Neutral	
Capital commitments (\$000,000)	\$242.2	\$106.6	\$203.5	\$202.1	\$283.6	\$1,204.8	\$578.5	Up	
<sup>1</sup> Actual financial amounts for the most current fiscal year are not yet final. <sup>2</sup> Authorized Budget Level, including Transformation Plan and prior-year cash rollovers. <sup>3</sup> Expenditures include all funds "NA" - Not Available      *None									

## SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY17 <sup>2</sup> (\$000,000)	Modified Budget FY18 <sup>3</sup> (\$000,000)	Applicable MMR Goals <sup>4</sup>
001 - Lump Sum Appropriation (OTPS) <sup>1</sup>	\$783.4	\$869.0	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> City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds. <sup>4</sup> Refer to agency goals listed at front of chapter. "NA" Not Available      * None			

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- As the system focuses on these key priorities to ensure its long-term sustainability, some of the goals and measures tracked in this report will change. These changes incorporate the key performance indicators Health + Hospitals system leadership and its independent board, in close partnership with the de Blasio Administration and the City Council, use to track system performance. Measures reported in prior reports are still tracked by the system and available to the public, but this report attempts to align critical measures with those most actionable and impactful for the system's long term stability.
- The following indicators have been added to this report: 'Unique primary care patients,' 'eConsults completed,' 'Follow-up appointment kept within 30 days after behavioral health discharge (%)', 'MetroPlus Health Plan medical spending at Health + Hospitals (%)', 'Insurance applications submitted,' 'Patients receiving a defined set of medical services to treat sepsis within three hours of presentation (%)', 'Patients diagnosed with diabetes who have appropriately controlled blood sugar (%)', 'Post-acute care satisfaction rate (%)', 'Overall safety grade – acute care (%)', 'Overall safety grade – post-acute care (%)' and 'Overall safety grade – ambulatory care (D & TC) (%)'.
- The following indicators have been removed from this report: 'Emergency room revisits for adult asthma patients (%)', 'Emergency room revisits for pediatric asthma patients (%)', 'Patient cycle time – adult medicine (minutes)', 'Patient cycle time – pediatrics (minutes)', and 'Patient cycle time – women's health (minutes)'.

- Goal 1b has been revised to ‘Enhance the sustainability of the Health + Hospitals system.’
- Fiscal 2018 figures for the indicators ‘Follow-up appointment kept within 30 days after behavioral health discharge (%)’ and ‘Post-acute care satisfaction rate (%)’ are not yet available and will be reported in the Preliminary Fiscal 2019 Mayor’s Management Report. Fiscal 2019 targets for the indicators ‘Inpatient satisfaction rate (%)’ and ‘Outpatient satisfaction rate (%)’ were revised in this report.
- Fiscal 2018 data is not available for the indicator ‘Net days of revenue for accounts receivable’ and will be reported in the Preliminary Fiscal 2019 Mayor’s Management Report.

## 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), 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 that emphasize individualized assessment, training and education, including access to four-year college and sustainable jobs. HRA eliminated processes that lead to unnecessary case sanctions for clients willing to comply with work rules; and implemented Benefits Re-engineering, which uses technology to streamline Supplemental Nutrition Assistance Program (SNAP) and cash assistance (CA) eligibility processes. HRA has enhanced programs to prevent homelessness, including expansion of anti-eviction and civil legal services contracts; expedited access to rental arrears benefits; and created new rental assistance programs for homeless families and adults 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

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

- Goal 1a Provide access to cash assistance benefits for all eligible children and adults.
- Goal 1b Provide access to Supplemental Nutrition Assistance Program benefits for all eligible children and adults.
- Goal 1c Provide access to Medicaid public health insurance coverage for all eligible children and adults.

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### **SERVICE 2 Increase financial independence and upward mobility out of poverty through employment, education, skills enhancement, job search, job placement, wellness services and other supports.**

- Goal 2a Increase the proportion of cash assistance recipients who obtain and retain paid employment.
- Goal 2b Provide wellness, rehabilitation and employment services to cash assistance recipients with special needs to assist them to become healthy enough to work, or to obtain federal disability benefits if they are unable to work.
- Goal 2c Provide access to child support services for eligible parents and their children.

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### **SERVICE 3 Reduce homelessness among children and adults.**

- Goal 3a Provide homelessness prevention benefits and services to eligible children and adults.
- Goal 3b Provide safe and appropriate services in shelter and in the community to survivors of domestic violence.

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### **SERVICE 4 Provide support services for eligible vulnerable and/or frail children and adults and for children and adults with disabilities.**

- Goal 4a Ensure that all eligible vulnerable and/or frail children and adults and children and adults with disabilities receive services to resolve immediate risk and provide ongoing assistance to enhance their safety and independence.

# HOW WE PERFORMED IN FISCAL 2018

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

**Goal 1a** Provide access to cash assistance benefits for all eligible children and adults.

The cash assistance (CA) 12-month unduplicated number of persons—the true measure of the total number of clients served in a year—declined modestly between June 2017 and the current period. The unduplicated number of persons receiving recurring assistance has fluctuated between approximately 489,000 and 492,000 since Fiscal 2014 and remains lower than in years prior to 2014. The annual unduplicated number of persons receiving cash assistance is affected by policy changes that reduced punitive actions that previously produced a “churning” cycle of application, rejection from the caseload and then re-application for assistance. Additionally, the percentage of cases in sanction status has remained at historically low levels, reaching 0.2 percent in June 2018.

Of those clients receiving cash assistance in the month of June 2018, the number of individuals receiving recurring assistance decreased by two percent when compared to June 2017, while the number receiving one-time emergency assistance in June 2018 decreased by 12.2 percent compared to the previous June. HRA’s homelessness prevention rental assistance is provided to families and individuals through various channels, including job centers, Housing Court and the Department of Homeless Services (DHS) Preventive Assistance and Temporary Housing (PATH) center.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Cash assistance unduplicated number of persons (12-month) (000)	589.1	591.1	601.8	598.6	593.9	*	*	Neutral	*
Cash assistance unduplicated number of persons receiving recurring assistance (12-month) (000)	489.9	484.6	492.9	491.9	488.7	*	*	Neutral	*
Cash assistance unduplicated number of persons receiving emergency assistance (12-month) (000)	99.2	106.4	108.9	106.7	105.3	*	*	Neutral	*
★ Persons receiving cash assistance (000)	337.0	360.0	369.5	364.2	356.3	*	*	Neutral	*
Persons receiving recurring assistance (000)	331.3	351.7	361.4	356.9	349.8	*	*	Neutral	*
Persons receiving emergency assistance (000)	5.6	8.3	8.2	7.4	6.5	*	*	Neutral	*
★ Cash assistance caseload (point in time)(000)	182.4	192.4	196.1	194.5	190.5	*	*	Neutral	*
Cash assistance applications (000)	385.1	348.5	330.6	333.8	331.3	*	*	Down	*
Cash assistance application acceptance rate (%)	45.7%	50.9%	51.2%	52.6%	50.5%	*	*	Neutral	*
Cash assistance cases in sanction process (%)	6.3%	4.8%	4.0%	4.7%	5.3%	*	*	Down	*
Cash assistance cases in sanction status (%)	5.2%	3.5%	1.2%	0.3%	0.2%	*	*	Down	*
★ Cash assistance application timeliness rate (%)	93.6%	94.4%	97.5%	97.9%	96.2%	96.0%	96.0%	Neutral	Up
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target		* None				

**Goal 1b** Provide access to Supplemental Nutrition Assistance Program benefits for all eligible children and adults.

As of June 2018, the overall number of individuals and households receiving SNAP benefits decreased compared to the prior period, which follows the trend for SNAP enrollment across the country. HRA continues initiatives to make SNAP more accessible to eligible clients through its Benefits Re-engineering project that includes streamlining the application process and increasing self-service options, including online application and recertification, mobile document uploads and client-initiated scheduling for interviews on demand.

During Fiscal 2018, SNAP application timeliness increased by one percentage point to 89.4 percent, largely due to the implementation of on-demand telephone interviews. On-demand telephone Interviews allow non-CA SNAP applicants to call HRA during business hours to complete their eligibility interviews, at a date and time of their choosing. Additional online and mobile features, as well as technology to enhance back-office efficiency, as part of Benefits Re-engineering are expected to support continued SNAP application timeliness.

The SNAP payment error rate increased from 3.63 percent in Federal Fiscal Year 2016 to 6.98 percent in Federal Fiscal Year 2017. These rates are calculated by the US Department of Agriculture and HRA has developed corrective action plans, including enhanced staff training, aimed at reducing the rate.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Persons receiving Supplemental Nutrition Assistance Program (SNAP) benefits (000)	1,755.8	1,706.7	1,693.2	1,676.3	1,607.5	*	*	Neutral	*
– Cash assistance persons receiving SNAP benefits (000)	385.9	402.1	409.3	401.2	383.1	*	*	Neutral	*
– Non-cash assistance persons receiving SNAP benefits (000)	1,098.7	1,039.0	1,020.7	1,012.3	964.8	*	*	Down	*
– SSI persons receiving SNAP benefits (000)	271.3	265.6	263.1	262.8	259.6	*	*	Neutral	*
Total SNAP households (000)	977.2	955.4	951.4	948.6	923.2	*	*	Neutral	*
– Cash assistance households receiving SNAP benefits (000)	186.4	195.5	198.9	196.3	190.0	*	*	Neutral	*
– Non-cash assistance households receiving SNAP benefits (000)	541.6	515.6	510.4	510.1	493.4	*	*	Neutral	*
– SSI households receiving SNAP benefits (000)	249.2	244.2	242.1	242.2	239.8	*	*	Neutral	*
Supplemental Nutritional Assistance Program (SNAP) Payment Error Rate (federal fiscal year) (%)	6.72%	3.99%	3.63%	6.98%	NA	6.00%	6.00%	NA	Down
★ SNAP application timeliness rate (%)	87.2%	81.4%	93.9%	88.4%	89.4%	90.6%	90.6%	Neutral	Up
SNAP applications filed electronically (%)	58.7%	71.5%	73.4%	75.6%	78.0%	*	*	Up	*
★ Critical Indicator	“NA” Not Available	↕↔ Directional Target	* None						

**Goal 1c** Provide access to Medicaid public health insurance coverage for all eligible children and adults.

During Fiscal 2018, enrollment in the Medicaid program administered by HRA declined by 7.7 percent, with enrollment in the Medicaid-only program declining by 11.7 percent. While HRA's Medicaid enrollment was 1.726 million in Fiscal 2018, overall New York City Medicaid enrollment, including the 1.602 million clients enrolled through the State Health Care Exchange, was 3.327 million. The decline in the caseload administered by HRA is the continued result of the State takeover of Medicaid administration, which began in January 2014. As the State phases in its multi-year redesign of Medicaid and public health insurance programs, the caseload administered by HRA will continue to decline and the numbers served through the Exchange will increase.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Medicaid enrollees administered by HRA (000)	2,808.0	2,371.7	2,085.7	1,869.5	1,725.5	*	*	Down	*
– Medicaid-only enrollees administered by HRA (000)	2,064.4	1,608.1	1,321.2	1,109.9	979.5	*	*	Down	*
★ Application timeliness rate for Medicaid administered by HRA (%)	91.7%	96.5%	92.1%	95.6%	95.8%	99.4%	99.4%	Neutral	Up
★ Critical Indicator	“NA” Not Available	↕↔ Directional Target	* None						

**SERVICE 2** Increase financial independence and upward mobility out of poverty through employment, education, skills enhancement, job search, job placement, wellness services and other supports.

**Goal 2a** Increase the proportion of cash assistance recipients who obtain and retain paid employment.

In April 2017, HRA entered into new employment services contracts with a revamped approach designed to help CA applicants, recipients and child support non-custodial clients obtain and retain employment. The contracts focus on the individual needs of clients, providing assessments and specialized services, including programs for youth and sector-specific training. The Agency helped 38,942 clients obtain jobs in Fiscal 2018, 13.2 percent fewer than during Fiscal 2017. This decrease is a result of the transition to the new employment vendors and phase-in of their operations. During the period from July 2017 through April 2018 job placements were lower than the same period in Fiscal 2017. For May and June of

2018, however, as the second program year began, the vendors made a total of 2,587 job placements, 56.5 percent more than the 1,653 job placements made during May and June of 2017.

In Fiscal 2018, 73.8 percent of clients who obtained a job either retained it or did not return to CA after 180 days, and 63.3 percent of employed clients either retained their jobs or did not return to CA after 12 months. HRA's redesigned approach to employment services also emphasizes access to training and education, literacy programs, community service, and other training consistent with the Mayor's Jobs for New Yorkers Task Force recommendations. This approach is intended to help clients secure better jobs, thereby reducing the number of people who quickly return to cash assistance because of placement in jobs with unsustainable wages. In Fiscal 2018, the percentage of Safety Net cases in education and training increased by nearly three percentage points and the percentage of family cases engaged in education and training increased by two percentage points. Contributing to this increase is a new policy allowing students engaged in training and education to remain in high school or high school equivalency programs until age 24.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Clients whom HRA helped obtain employment (000)	48.1	46.6	47.0	44.8	38.9	↑	↑	Down	Up
★ HRA clients who obtained employment, and maintained employment or did not return to CA for 180 days (city fiscal year-to-date average) (%)	74.5%	73.9%	73.3%	73.1%	73.8%	80.0%	80.0%	Neutral	Up
HRA clients who obtained employment, and maintained employment or did not return to CA for 12 months (city fiscal year-to-date average) (%)	NA	64.2%	63.5%	63.4%	63.3%	*	*	NA	Up
★ Safety Net Assistance (SNA) cases engaged in training or education in accordance with New York City guidelines (%)	19.0%	20.7%	25.5%	27.0%	29.9%	↑	↑	Up	Up
★ Family cases engaged in training or education in accordance with New York City guidelines (%)	24.3%	25.5%	27.4%	26.3%	28.3%	↑	↑	Up	Up
★ Cash assistance family cases participating in work or work-related activities per federal guidelines (official federal fiscal year-to-date average) (%)	33.9%	34.1%	33.4%	27.3%	NA	34.0%	34.0%	NA	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

**Goal 2b** Provide wellness, rehabilitation and employment services to cash assistance recipients with special needs to assist them to become healthy enough to work, or to obtain federal disability benefits if they are unable to work.

HRA's Wellness, Comprehensive Assessment, Rehabilitation and Employment program (WeCARE) supports CA clients with barriers to employment to achieve self-sufficiency in the workforce and helps those who have disabilities apply for federal Disability Assistance. As of June 2018, there were 35,164 clients assigned to the WeCARE program, 7.5 percent fewer than in the prior period. This decrease is due to stabilization of the caseload after a backlog of pending assessments that built up in prior years during settlement negotiations to resolve long-standing litigation related to HRA services for clients with disabilities. Caseload trends are returning to historical levels as HRA works through the assessment backlog. During Fiscal 2018, there were 3,565 federal disability awards granted to clients assisted by WeCARE, higher than in the past but 1.3 percent fewer than in Fiscal 2017. The continued ability to secure disability awards was largely due to the dedicated Supplemental Security Income (SSI) appeals services contracts that were initiated in 2016. In Fiscal 2018, this resulted in 1,901 disability awards granted on appeal, compared to 1,664 disability awards that were granted due to the initial application.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Total WeCARE cases	29,138	46,510	49,637	38,016	35,164	*	*	Neutral	*
★ Number of WeCARE federal disability awards	2,950	3,141	3,227	3,613	3,565	*	*	Up	*
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

**Goal 2c**

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

As the number of referrals and applications for child support declined, the number of new child support orders obtained decreased by 20.5 percent compared to Fiscal 2017, while the number of cases with active support orders declined 4.3 percent. Child support cases with orders of support increased by 0.4 percentage points over the prior period. Child support collections on behalf of custodial parents and their children also decreased by \$17 million, or 2.2 percent, while the percentage of support cases with active orders receiving current payments increased by 0.1 percentage points. The decline in collections was due in large part to a delay in tax intercepts made as part of a process managed by the State of New York. It is anticipated that this delay will not occur in Fiscal 2019 and that collections will increase as a result.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Total new child support orders obtained	20,286	20,351	19,579	18,645	14,832	*	*	Down	Up
Total child support cases with active orders (end of period)	285,173	283,114	282,451	282,013	269,761	*	*	Neutral	Up
★ Child support cases with orders of support (%)	71.5%	73.2%	76.7%	79.4%	79.8%	80.0%	80.0%	Up	Up
Child support collected (\$000,000)	\$741.7	\$748.3	\$762.1	\$780.9	\$763.9	\$782.9	\$784.4	Neutral	Up
★ Support cases with active orders receiving current payments (%)	58.8%	59.1%	59.7%	59.7%	59.8%	↑	↑	Neutral	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

**SERVICE 3 Reduce homelessness among children and adults.**

**Goal 3a**

Provide homelessness prevention benefits and services to eligible children and adults.

HRA provides homelessness prevention assistance to families and individuals with housing emergencies and to those seeking shelter. HRA offers access to emergency rental arrears payments and ongoing rental assistance at Job Centers, Housing Courts, and DHS shelter intake and HomeBase locations. HRA exceeded its 85 percent targets for all clients who receive community-based services through HomeBase to help prevent clients from entering homeless shelters. Of those clients who received homelessness prevention services at DHS’s Prevention Assistance and Temporary Housing (PATH) family intake unit, 12.3 percent were successfully diverted from entering the shelter system on the day they received the service.

The number of requests at HRA’s Rental Assistance Unit (RAU) locations for one-time, emergency rental assistance to prevent evictions decreased 2.5 percent during the period, and the percentage of Emergency Assistance Requests approved increased by 8.4 percentage points. In 2015, HRA took over responsibility for contracts providing legal assistance to low-income tenants facing eviction in Housing Court and substantially increased funding for these services. New York City’s Universal Access to Counsel is the nation’s first law to provide access to legal services for every low-income tenant facing eviction in Housing Court. Full implementation is expected by Fiscal 2022. Through its increased investments in providing legal services for New York City tenants in need, HRA was able to assist 25,156 households with legal representation or advice, an increase of 50.6 percent compared to Fiscal 2017.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Clients successfully diverted at PATH from entering a homeless shelter (%)	NA	NA	NA	13.4%	12.3%	*	*	NA	*
★ Adults receiving preventive services who did not enter the shelter system (%)	96.0%	93.5%	90.6%	92.6%	93.8%	85.0%	85.0%	Neutral	Up
★ Adult families receiving preventive services who did not enter the shelter system (%)	97.3%	91.5%	90.7%	94.0%	95.9%	85.0%	85.0%	Neutral	Up
★ Families with children receiving preventive services who did not enter the shelter system (%)	94.0%	94.5%	94.1%	94.2%	93.7%	85.0%	85.0%	Neutral	Up
Rent Assistance Unit Emergency Assistance Requests Approved (%)	66.5%	74.2%	67.6%	66.7%	75.1%	*	*	Neutral	*
Requests for Emergency Assistance at the Rental Assistance Unit	57,912	65,138	82,306	79,624	77,605	*	*	Up	*

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Low-income cases facing eviction and homelessness who were assisted with legal services in Housing Court	NA	8,900	11,837	16,702	25,156	*	*	NA	*
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target				* None			

**Goal 3b** Provide safe and appropriate services in shelter and in the community to survivors of domestic violence.

HRA assists individuals and families who are domestic violence (DV) survivors and require DV services within the community or placement in an emergency DV shelter. In Fiscal 2018, HRA added 89 additional DV emergency beds, part of an expansion plan for DV emergency beds and transitional DV shelter that began in Fiscal 2017, and is expected to add a cumulative total of 300 additional emergency beds as well as 400 additional transitional units. With the start of new rental assistance programs during Fiscal 2015, eligible families residing in an HRA DV shelter who were awaiting a permanent housing placement were allowed to remain in shelter beyond the normal 180-day time limit. This policy resulted in fewer short-term turnovers in the HRA shelters, and reduced the percentage of families found eligible for DV services at PATH who were able to enter an HRA emergency shelter. Families who cannot enter a DV shelter are referred to a Department of Homeless Services shelter, where they also receive targeted services for domestic violence. Re-institution of the 180-day limit began at the end of Fiscal 2017 and was made possible by the increase in permanent housing options. As a result, in Fiscal 2018, the percentage of families with a DV survivor who entered HRA's domestic violence shelters increased by 8.6 percentage points.

Policy changes related to the 180 day limit in DV shelters also had an impact on the average number of families served in those shelters, which declined from 841 per day in Fiscal 2017 to 827 per day in Fiscal 2018. This is due to the individualized placement needs of each household. During the last quarter of Fiscal 2018 the average number of families served in DV shelters increased to 860, reflecting increased placements and added capacity.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Eligible families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered HRA's domestic violence shelters (%)	78.5%	48.6%	30.5%	30.4%	39.0%	*	*	Down	*
Average number of families served per day in the domestic violence shelter program	769	786	803	841	827	*	*	Neutral	*
Number of domestic violence emergency beds (capacity)	2,228	2,228	2,282	2,378	2,467	*	*	Up	*
Domestic violence non-residential services programs average monthly caseload	NA	NA	NA	1,818	1,618	*	*	NA	*
★ 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.

There was an 8.6 percent increase in the number of referrals for Adult Protective Services (APS) during Fiscal 2018, and a 0.8 percent increase in the number of APS cases eligible for services in June 2018 compared to June 2017. More cases were closed during the reporting period than in the previous year, which helped to offset the increase in referrals and kept the number of APS cases eligible for services relatively stable. In June 2018, the percentage of people visited within three working days of a referral for APS services increased by 0.3 percentage points compared to June 2017, and the percentage of assessment cases accepted or denied within 60 days increased by 0.8 percentage points.

The number of cases receiving home care services increased 13.6 percent driven overwhelmingly by an increase of over 20,000 Managed Long Term Care (MLTC) clients, whose enrollment is managed exclusively by New York State contractors.



In Fiscal 2018 the average number of days to initiate home attendant and housekeeper services was 25.3 days, 5.3 days longer than it took in Fiscal 2017. Personal Care billable hours increased by 9.5 percent because more clients with immediate needs applied through HRA for Medicaid rather than through the broker for Home Care Services because the HRA processing time is shorter. Once the cases are opened, their billable hours are attributed to HRA until they are transitioned to Managed Long-Term Care within 60 to 90 days.

During Fiscal 2018, the number of individuals who received HIV/AIDS Services Administration (HASA) services increased by 2.8 percent, continuing a trend that began in 2016 with the implementation of a policy that provides access to HASA benefits to asymptomatic income-eligible clients (HASA expansion cases). This change of policy also resulted in an increase in applications. Therefore, the time taken to conduct the application review for ongoing enhanced housing benefits was 10.1 percent longer than in Fiscal 2017, but still within the eight-day target. In addition, the time to issue benefits to eligible clients was 17.7 days, 5.4 percent longer than in Fiscal 2017, and 2.2 days above the 15.5-day target.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Adult Protective Services (APS) assessment cases	3,723	3,905	4,041	4,258	4,863	*	*	Up	*
★ Individuals referred to an APS field office visited within three working days (%)	99.8%	94.3%	95.1%	95.0%	95.3%	85.0%	85.0%	Neutral	Up
APS assessment cases accepted or denied for undercare within State-mandated 60 days (%)	98.4%	88.8%	94.3%	95.3%	96.1%	*	*	Neutral	Up
★ APS cases eligible for services	5,406	6,107	6,847	7,346	7,407	*	*	Up	*
Total referrals received for APS	23,657	24,203	25,614	27,860	30,252	*	*	Up	*
★ Personal care services - average weekly billable hours	48.1	43.6	43.6	46.1	50.5	*	*	Neutral	*
★ Serious personal care complaints resolved in 24 hours (%)	100.0%	100.0%	100.0%	97.0%	94.0%	100.0%	100.0%	Neutral	Up
★ Average days to initiate home attendant and housekeeper services for all cases	14.1	24.6	20.4	20.0	25.3	30.0	30.0	Up	Down
Cases receiving home care services	118,120	122,173	136,367	155,504	176,681	*	*	Up	*
New applicants for HIV/AIDS Services Administration (HASA) services	5,385	5,033	5,045	6,862	6,102	*	*	Up	*
★ Individuals receiving HASA services	32,288	32,110	31,693	33,526	34,476	*	*	Neutral	*
HASA clients receiving housing assistance (%)	84.0%	84.7%	84.3%	80.6%	81.8%	*	*	Neutral	*
★ Average number of days from submission of a completed application to approval or denial of enhanced housing benefits to keep HASA clients in stable housing	8.4	7.6	7.0	6.9	7.6	8.0	8.0	Down	Down
★ Average number of days from submission of a completed application to issuance of enhanced housing benefits to HASA clients	14.1	14.2	16.3	16.8	17.7	15.5	15.5	Up	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

## AGENCY-WIDE MANAGEMENT

**Recoveries and Cost Avoidance** In Fiscal 2018, HRA continued to focus on maintaining the integrity of the benefit programs it oversees and ensuring that funds are collected appropriately through the Investigation, Revenue and Enforcement Administration (IREA). Efforts include investigation of prescription drug fraud, recovery of monies owed from collection activities such as Supplemental Needs Trusts and property and negligence liens, and securing repayments from settlements or in cases of concealed income. During Fiscal 2018, the amounts collected and costs avoided for Medicaid cases nearly doubled; for cash assistance cases the increase was 10.7 percent and for SNAP cases the amount increased by 19.1 percent, compared to Fiscal 2017. The increase in Medicaid recoveries was due to process improvements in the Revenue Division and by new civil investigations of Medicaid providers, including pharmacies. This increase occurred despite the reduction in Medicaid cases administered by HRA since HRA continues to pursue provider investigations under agreement with the State. The growth in cash assistance was driven by process improvements in the Revenue Division, including data-driven caseload prioritization and automated income verification processes.



**Fair Hearings** HRA is committed to making it simpler for clients to obtain and keep benefits for which they are entitled by eliminating unnecessary punitive administrative actions that negatively affect clients. State administrative fair hearings are held when HRA clients dispute an agency finding, usually related to eligibility or benefits. As a result of reforms, including improvements to the conciliation and other pre-hearing processes, the number of fair hearing requests declined by 4.5 percent between fiscal years 2017 and 2018 with an overall decrease of 40 percent since Fiscal 2014. Of the hearings that were held and determinations made, 12.9 percent resulted in HRA's decisions being upheld, an increase of 3.3 percentage points from the prior fiscal year. Ongoing reforms are expected to continue to reduce the number of fair hearings requested, as well as increase the number of disputed issues that are settled prior to the hearing.

**IDNYC** HRA administers the largest municipal identification card program in the nation. IDNYC cards serve as an official identification card and help New Yorkers gain access to City services and buildings. The program also offers free membership in the City's leading museums, zoos, concert halls and botanical gardens. In Fiscal 2018, IDNYC issued 153,945 cards, with more than one million cards issued since the program's inception.

**Motor Vehicle Collisions** As of June 2018, HRA has 221 vehicles in its fleet and 571 authorized drivers. During Fiscal 2018, the number of motor vehicle incident reports filed by HRA drivers increased by 26 percent compared to Fiscal 2017 largely due to an increased number of vehicles damaged while parked. To reduce collisions that occur while vehicles are driven, HRA holds defensive driver classes geared for new drivers. Those who drive at least once a week take the classes once every three years. HRA also has a review committee that meets quarterly to review crashes and individual incident history and to make corrective action recommendations. Actions taken against drivers involved in preventable collisions include additional driver training, suspension of driving privileges for up to six months or termination of driving privileges, depending on the circumstances of the incident.

**Employee Injuries** During Fiscal 2018, 170 Workers' Compensation Reports were filed due to workplace injuries, 3.4 percent fewer than the 176 reports filed in Fiscal 2017. These results show a steady decrease from the 203 reports filed in Fiscal 2011. Of the injury reports filed during Fiscal 2018, all were the result of assaults committed by clients at HRA worksites or on field visits. HRA conducts annual workshops on workplace safety with a strong emphasis placed on how to reduce workplace violence.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Medicaid recoveries and cost avoidance for fraud, waste & abuse (\$000,000)	\$224.89	\$186.26	\$162.38	\$187.39	\$371.67	↑	↑	Up	Up
Cash assistance recoveries and cost avoidance for fraud, waste and abuse (\$000,000)	\$180.7	\$182.7	\$171.0	\$191.4	\$211.8	*	*	Up	Up
Supplemental Nutritional Assistance Program (SNAP) cost avoidance for fraud and abuse (\$000,000)	\$29.6	\$30.0	\$28.5	\$29.3	\$34.9	*	*	Up	Up
Fair hearings requested	396,196	328,469	285,165	247,253	236,156	*	*	Down	*
Fair hearings upheld (%)	7.0%	5.2%	7.9%	9.6%	12.9%	*	*	Up	Up
IDNYC - number of applications processed	NA	366,473	545,184	245,610	159,109	*	*	NA	*
IDNYC - total number of cards issued	NA	334,794	544,083	238,737	153,945	*	*	NA	*
IDNYC application timeliness (%)	NA	95.4%	99.0%	99.0%	99.4%	*	*	NA	Up
Billed revenue as a percentage of budgeted revenue (%)	72.8%	74.2%	74.5%	72.0%	68.4%	*	*	Neutral	Up
Claims filed within 60 days of the close of the expenditure month (%)	100.0%	100.0%	100.0%	100.0%	100.0%	*	*	Neutral	Up
Calls resolved within 48 hours to the customer service call line for vendors (%)	69.4%	71.0%	82.3%	80.7%	81.3%	*	*	Up	Up
Collisions involving City vehicles	62	43	51	34	43	*	*	Down	Down
Workplace injuries reported	196	170	172	176	170	*	*	Neutral	Down
Applications filed with the United States Citizenship and Immigration Services	NA	1,548	1,415	2,477	3,496	*	*	NA	*
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

## AGENCY CUSTOMER SERVICE

The average time to wait to speak to a customer service agent in person remained the same in Fiscal 2018 as it was in Fiscal 2017. The percentage of telephone calls answered within 30 seconds or less declined by 26.1 percentage points overall during Fiscal 2018; however, in the last quarter of the year, response time increased back to previous levels of performance, partly as the result of the full roll-out of SNAP on-demand interviews. Ongoing technology improvements through HRA's Benefits Re-engineering initiative will increase telephonic voice response options and allow clients to access more information through automatic response. Once implemented, the improved IVR system will enhance customer experience.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	1,116,886	909,712	989,229	1,264,815	1,232,975	*	*	Up	*
Letters responded to in 14 days (%)	87.3%	80.5%	86.9%	93.6%	91.2%	90%	90%	Neutral	Up
E-mails responded to in 14 days (%)	96.2%	93.5%	92.9%	93.2%	96.1%	90%	90%	Neutral	Up
Average customer in-person wait time (minutes)	39.9	42.2	34.8	34.1	34.2	60.0	60.0	Down	Down
CORE facility rating	90	90	86	86	92	80	80	Neutral	Up
Calls answered in 30 seconds (%)	69.7%	65.8%	79.7%	84.1%	58%	80%	80%	Neutral	Up
Customer satisfaction rating for Public Health Insurance Program services "good" or "excellent" (%)	91.0%	92.0%	93.0%	93.0%	94.0%	*	*	Neutral	Up

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

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$9,531.1	\$9,771.2	\$9,398.0	\$9,563.4	\$9,908.8	\$9,911.3	\$10,068.0	Neutral
Revenues (\$000,000)	\$50.1	\$50.0	\$54.8	\$57.8	\$50.4	\$42.6	\$42.6	Neutral
Personnel	13,559	13,690	13,401	13,336	13,004	14,721	14,681	Neutral
Overtime paid (\$000,000)	\$22.3	\$25.3	\$30.4	\$36.5	\$15.9	\$15.9	\$15.9	Neutral
Capital commitments (\$000,000)	\$64.6	\$88.6	\$20.0	\$44.7	\$57.6	\$133.3	\$132.2	Down
Human services contract budget (\$000,000)	\$367.4	\$454.2	\$455.8	\$486.8	\$621.1	\$628.9	\$682.5	Up

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

## SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$797.8	\$846.9	
201 - Administration	\$328.5	\$321.5	All
203 - Public Assistance	\$285.3	\$300.3	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	\$9,061.9	

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
101 - Administration	\$262.7	\$283.2	All
103 - Public Assistance	\$2,125.5	\$2,333.6	1a, 1b, 2a, 2b, 2c, 3a
104 - Medical Assistance	\$5,938.9	\$5,941.0	1c, 2b, 4a
105 - Adult Services	\$338.6	\$379.7	1c, 2a, 2b, 2c, 3a, 3b, 4a
107 - Legal Services	\$100.1	\$124.4	All
Agency Total	\$9,563.4	\$9,908.8	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds. <sup>2</sup> City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter.  
 "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The indicator 'Supplemental Nutritional Assistance Program (SNAP) Estimated Payment Error Rate (%)' was replaced with 'Supplemental Nutritional Assistance Program (SNAP) Payment Error Rate (federal fiscal year) (%)' because official federal fiscal year figures are now available.

## ADDITIONAL RESOURCES

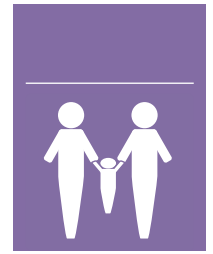
For additional agency performance statistics, please visit:

- 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 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 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 the 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 on which children will thrive throughout their lives.

## OUR SERVICES AND GOALS

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

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

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

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

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

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

# HOW WE PERFORMED IN FISCAL 2018

## SERVICE 1 Protect children from child abuse.

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

The total number of investigations conducted in response to reports of child abuse and/or neglect declined slightly from 59,329 in Fiscal 2017 to 59,166 in Fiscal 2018, but remained well above prior years. During Fiscal 2018, ACS child protective specialists initiated abuse and neglect investigations within 24 hours of receiving a report from the State Central Register in 97.5 percent of all cases. Following a steep increase in Fiscal 2017, the percent of investigations that found credible evidence of abuse and/or neglect declined 1.7 percentage points to 38.7 in Fiscal 2018. The percent of children in investigations that found credible evidence of abuse and/or neglect with repeat investigations that also found credible evidence within 12 months rose from 18.1 percent in Fiscal 2017 to 18.3 percent in Fiscal 2018. This can be attributed to an increase in reports from mandated reporters, including schools and shelters, reflecting efforts to work more collaboratively with ACS to assure the safety of children. The average child protective caseload remained nearly flat, increasing from 12.4 in Fiscal 2017 to 12.5 in Fiscal 2018, slightly above the nationally recommended standard of 12. To address this, ACS continues to hire well ahead of attrition and is adding new tools and processes to assist in the timely closing of cases once an investigation is completed in order to reduce caseloads.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Number of State Central Register consolidated investigations	55,529	54,926	55,337	59,329	59,166	*	*	Neutral	*
★ Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Register (%)	98.8%	98.8%	98.6%	98.2%	97.5%	100.0%	100.0%	Neutral	Up
Investigations that found credible evidence of abuse or neglect (%)	39.5%	38.7%	36.1%	40.4%	38.7%	*	*	Neutral	*
Children in complete investigations with repeat investigations within a year (%)	24.2%	24.4%	23.8%	23.9%	25.5%	*	*	Neutral	Down
★ Children in investigations that found credible evidence of abuse or neglect with repeat investigations that also found credible evidence within a year (preliminary)	17.4%	17.2%	16.8%	18.1%	18.3%	14.0%	16.0%	Neutral	Down
★ Average child protective specialist caseload	9.8	10.5	10.6	12.4	12.5	12.0	12.0	Up	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

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

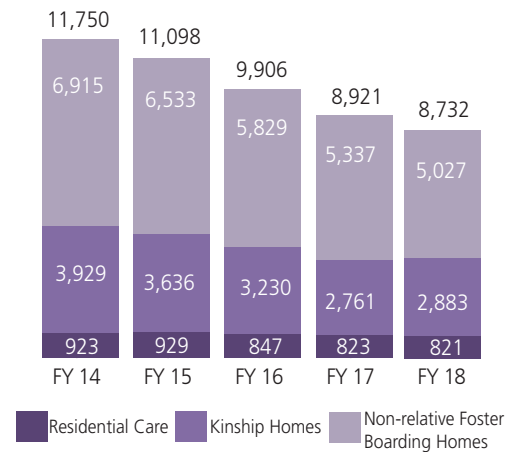
The number of children and families receiving prevention services such as counseling, substance abuse treatment and parenting coaching increased in Fiscal 2018. The number of families entering prevention services rose by four percent, from 9,240 in Fiscal 2017 to 9,607 in Fiscal 2018. The number of families entering specialized teen child welfare services increased three percent, from 1,136 to 1,175. The total number of children in families receiving prevention services increased 1.7 percent, from 43,157 in Fiscal 2017 to 43,874 in Fiscal 2018, and the average daily number of children receiving services rose three percent from 23,870 to 24,481. ACS increased its investment in prevention services to further strengthen the quality and expand the availability of services. In Fiscal 2019, new funding will make possible additional professional development, training and quality assurance supports for prevention services staff and address staff vacancies and strengthen staff retention efforts at ACS-contracted prevention services programs.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Families entering child welfare prevention services	10,293	11,015	10,540	9,240	9,607	11,000	11,000	Down	Up
Families entering child welfare specialized teen prevention services	1,572	1,570	1,463	1,136	1,175	*	*	Down	Up
Children receiving child welfare prevention services (daily average)	24,108	24,604	23,986	23,870	24,481	*	*	Neutral	Up
Children who received child welfare prevention services during the year (annual total)	44,456	47,001	46,207	43,157	43,874	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None					

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

Following an uptick in the number of children entering foster care in Fiscal 2017, the long-term downward trend resumed in Fiscal 2018. The number of children who entered foster care in Fiscal 2018 declined 2.7 percent from 4,088 during Fiscal 2017 to 3,981 in Fiscal 2018. Similarly, the average number of children in 24-hour foster care declined 2.1 percent from 8,921 in Fiscal 2017 to 8,732 in Fiscal 2018. During Fiscal 2018 the average number of children in non-relative foster boarding homes decreased 5.8 percent, while the number in kinship homes grew 4.4 percent, reflecting a concerted effort to increase the percentage of children in the foster care system who are living with relatives or family friends. Meanwhile, the number of children in residential placements remained stable. Overall, the total number of days all children spent in foster care declined three percent, from 4,062,642 in Fiscal 2017 to 3,924,379 in Fiscal 2018.

**Children in Foster Care**



The rate of re-entry to care rose from 6.2 percent in Fiscal 2017 to 9.1 percent in Fiscal 2018. To address this, ACS recently provided substantial additional funding to foster care agencies to provide discharge supports services focused on preparing families and children for reunification and preventing re-entry into care.

The number of moves in foster care per 1,000 care days increased slightly from 1.6 in Fiscal 2017 to 1.7 in Fiscal 2018. Focused efforts to continue the increase in kinship care and to recruit more foster homes are key strategies to improve placement stability, child well-being and permanency outcomes in foster care. ACS and its contracted foster care provider agencies increased the number of newly recruited foster homes by 28 percent from Fiscal 2017 to Fiscal 2018.

The rate of maltreatment in family foster care increased from 6.7 incidents per 100,000 care days in Fiscal 2017 to 7.6 in Fiscal 2018, reflecting an increase in the number of incidents as well as a decrease in the total number of days children spent in family foster care. ACS' strategy to reduce maltreatment in care includes increasing direct supports for foster parents; strengthening training, monitoring and technical assistance for foster care agencies; and sharply increasing the recruitment of new foster homes. In Fiscal 2018 the number of newly certified foster homes increased by 28 percent.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
All children entering foster care (preliminary)	4,501	4,233	3,657	4,088	3,981	*	*	Down	*
★ Children placed in foster care in their community	33.3%	36.9%	36.3%	36.6%	36.1%	38.0%	38.0%	Neutral	Up
★ Children in foster care (average)	11,750	11,098	9,906	8,921	8,732	↓	↓	Down	Down
– Children in foster kinship homes	3,929	3,636	3,230	2,761	2,883	*	*	Down	*

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
– Children in nonrelative foster boarding homes	6,915	6,533	5,829	5,337	5,027	*	*	Down	Down
– Children in residential care	923	929	847	823	821	*	*	Down	Down
★ Children who re-enter foster care within a year of discharge to family %(preliminary)	9.3%	9.1%	7.8%	6.2%	9.1%	6.0%	6.0%	Down	Down
School Attendance Rate - Children in Foster Care (%)	82.1%	82.5%	82.5%	82.2%	81.4%	*	*	Neutral	Up
Total days all children spent in foster care	4,976,399	4,710,116	4,379,682	4,062,642	3,924,379	*	*	Down	Down
★ Number of moves in foster care per 1,000 care days	1.4	1.5	1.4	1.6	1.7	1.4	1.4	Up	Down
★ Children maltreated during family foster care placement per 100,000 care days	3.1	4.0	5.2	6.7	7.6	5.0	5.0	Up	Down
★ Critical Indicator	"NA" Not Available		⇕⇓ Directional Target	* None					

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

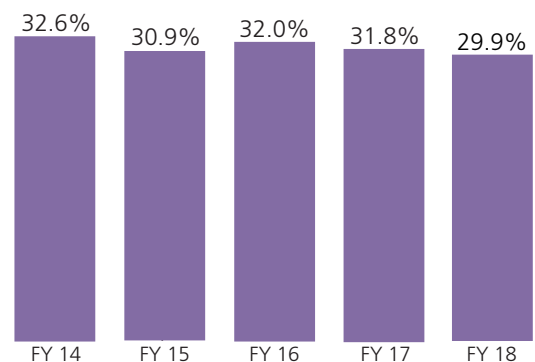
When placement into foster care is necessary, ACS makes every effort to minimize disruptions to families by placing siblings together and identifying family members who can provide kinship foster care. The proportion of siblings who enter care at the same time and are placed together in the same foster home rose from 93.0 percent in Fiscal 2017 to 93.3 percent in Fiscal 2018. The percent of children entering care who were placed with relatives rose from 30.1 percent in Fiscal 2017 to 33.9 percent in Fiscal 2018. Research indicates that children in foster care fare best when placed with kin (including relatives and family friends). Safely increasing placement with kin is a key strategy in the ACS Foster Care Strategic Blueprint and a recommendation in the 2018 Interagency Foster Care Task Force report.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Siblings placed simultaneously in the same foster home (%) (preliminary)	88.2%	88.9%	91.4%	93.0%	93.3%	*	*	Neutral	Up
★ Children entering foster care who are placed with relatives (%) (preliminary)	25.7%	29.5%	27.4%	30.1%	33.9%	30.0%	40.0%	Up	Up
★ Critical Indicator	"NA" Not Available		⇕⇓ Directional Target	* None					

**Goal 1e** Reduce time to reunification, kinship guardianship and/or adoption and maintain strong family connections for children.

ACS is implementing a range of strategies to improve permanency outcomes for children in foster care, including conducting specialized reviews of children in care two years or more. As a result of this and other work, the percent of children who were discharged to permanency through (reunification, the Kinship Guardianship Assistance Program (KinGap) or adoption after being in foster care for two or more years rose from 24.8 to 25.8. It is important to note that the total number of children in foster care for two years or more is down 38 percent since Fiscal Year 2014 from 8,140 to 5,003. Meanwhile, the percent of children discharged to permanency within a year of entry to foster care declined 1.9 percentage points from 31.8 in Fiscal 2017 to 29.9 in Fiscal 2018. Among children who had been in care for 12-23 months at the beginning of the fiscal year, the percent discharged to permanency during the year decreased by half a percentage point from 24.9 to 24.4 percent. ACS has implemented targeted

**Children discharged to permanency within a year of placement (%)**





technical assistance to foster care provider agencies to reduce time to permanency.

As the total number of children in foster care has gone down, the proportion that return home or are adopted has increased. Adoptions remained stable at 899 in Fiscal 2018. There was a 22 percent decrease in KinGAP (permanent kinship guardianship) from 384 children during Fiscal 2017 to 298 children during Fiscal 2018. This decrease was due to a positive legislative change in the KinGAP law that took effect only in March 2018, expanding access to KinGAP to fictive kin (people who are not related, but have very close relationships with children and their families) and increasing to age 21 the length of time support payments will be provided for all youth. Once this change was enacted, Family Court judges, attorneys, families and foster care agencies delayed finalization of new KinGAPs until March, so that families could benefit from the extended payments. Reunification increased 7.2 percent from 2,294 in Fiscal 2017 to 2,460 in Fiscal 2018.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Children discharged to permanency within a year of placement (%)	32.6%	30.9%	32.0%	31.8%	29.9%	35.0%	33.0%	Neutral	Up
★ Children in care 12-23 months discharged to permanency (%)	21.5%	20.1%	24.4%	24.9%	24.4%	27.0%	25.0%	Up	Up
★ Children in care 24 or more months discharged to permanency (%)	23.2%	23.2%	24.9%	24.8%	25.8%	27.0%	27.0%	Up	Up
Children adopted	1,101	1,004	1,052	899	899	*	*	Down	Up
Children eligible for adoption (average)	1,248	1,092	1,053	904	704	*	*	Down	*
Kinship Guardianship Assistance discharges	251	275	343	384	298	*	*	Up	Up
Children returned to parents (reunifications)	2,940	2,506	2,507	2,294	2,460	*	*	Down	*
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

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

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

EarlyLearn contract enrollment declined two percent from 30,117 children in Fiscal 2017 to 29,656 in Fiscal 2018, driven by a two percent decrease in center-based enrollment from 22,663 to 22,110. The decrease in center-based program enrollment is largely attributable to ongoing struggles to recruit high-quality, certified teachers, which impacted program capacity. Family child care enrollment rose modestly from 7,454 children in Fiscal 2017 to 7,545 in Fiscal 2018, reflecting the need for quality infant and toddler care in the City.

Overall voucher enrollment remained steady at nearly 67,000. Child care voucher enrollment for center-based child care went up two percent in Fiscal 2018 to 28,380, and vouchers for family child care rose seven percent to 26,469, reflecting continued movement away from informal home-based child care voucher enrollment, which declined by 17 percent. The increase in voucher enrollment for more formal forms of care, and the decrease in informal settings, is likely due to parents' growing knowledge of the importance of quality early care and education available in formal settings. Mandated voucher enrollment declined five percent from 53,723 in Fiscal 2017 to 50,937 in Fiscal 2018. The largest mandated populations are children whose parents are working or in work activities and receiving cash assistance and those transitioning from cash assistance. The decline in voucher enrollment among this group mirrors overall declines in the cash assistance caseload, which saw a four percent decline among children under the age of 13 between Fiscal 2017 and Fiscal 2018. The overall proportion of cash assistance families with children enrolled in subsidized child care has remained steady. Vouchers for other eligible children increased 19 percent during this period from 13,245 to 15,745 due to a substantial investment in vouchers for low-income (non-mandated) children in Fiscal 2018.

Continuing a trend that started in Fiscal 2013, the number of abuse and/or neglect reports for children in child care increased 17 percent from 621 in Fiscal 2017 to 726 in Fiscal 2018. This can be attributed to ongoing training of staff at child care centers and ongoing messaging to families and child care providers to report any possible abuse or neglect, as well as an increase in reporting after the fatality of a child that had attended a Head Start center. There was a substantial decrease in the percent of these reports which found credible evidence of abuse or neglect, from 16.4 percent in Fiscal 2017 to 14.1 percent in Fiscal 2018.



Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Average EarlyLearn contract enrollment	30,422	30,079	30,671	30,117	29,656	31,300	31,150	Neutral	Up
★ EarlyLearn - Average center-based enrollment	24,068	23,077	23,396	22,663	22,110	23,800	23,052	Neutral	Up
★ EarlyLearn - Average family child care enrollment	6,354	7,002	7,275	7,454	7,545	7,500	8,000	Up	Up
★ Average EarlyLearn Utilization (%)	82.1%	81.8%	83.4%	81.9%	80.7%	85.0%	85.0%	Neutral	Up
★ Average EarlyLearn Utilization - Center-based (%)	84.6%	82.0%	83.1%	80.5%	78.5%	85.0%	85.0%	Neutral	Up
★ Average EarlyLearn Utilization - Family child care (%)	73.9%	81.4%	84.6%	86.7%	87.7%	85.0%	85.0%	Up	Up
Average child care voucher enrollment	67,541	66,801	67,527	66,968	66,682	*	*	Neutral	*
★ Average mandated children voucher enrollment	54,852	55,000	54,761	53,723	50,937	*	*	Neutral	*
★ Average other eligible children voucher enrollment	12,689	11,801	12,659	13,245	15,745	*	*	Up	*
★ Average center-based child care voucher enrollment	26,401	27,052	27,132	27,864	28,380	*	*	Neutral	*
★ Average family child care voucher enrollment	21,507	22,177	24,119	24,786	26,469	*	*	Up	*
★ Average informal (home-based) child care voucher enrollment	19,633	17,572	15,976	14,318	11,872	*	*	Down	*
EarlyLearn - Fiscal year spending per child based on average enrollment in Contract Family Child Care	\$8,629	\$8,577	\$8,715	\$9,072	\$8,826	*	*	Neutral	*
EarlyLearn - Budget per slot in contract family child care	\$9,340	\$9,347	\$9,522	\$9,537	\$10,191	*	*	Neutral	*
EarlyLearn - Fiscal Year Spending per Child based on Average Enrollment in Contract Centers	\$14,302	\$15,598	\$16,754	\$19,755	\$19,261	*	*	Up	*
Fiscal year spending per child - Center-based child care vouchers	\$8,524	\$8,936	\$9,280	\$9,149	\$8,646	*	*	Neutral	*
Fiscal year spending per child - Family child care vouchers	\$7,500	\$7,575	\$7,659	\$8,322	\$7,740	*	*	Neutral	*
Fiscal year spending per child - Legally exempt (informal child care) vouchers	\$4,144	\$4,119	\$4,140	\$4,234	\$4,327	*	*	Neutral	*
Abuse and/or neglect reports for children in child care	413	492	584	621	726	*	*	Up	*
Investigations for children in care that found credible evidence of abuse or neglect (%)	21.8%	27.6%	15.1%	16.4%	14.1%	*	*	Down	Down
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None						

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

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

The total number of children involved in the youth justice system continued the steady downward trend that began more than a decade ago. The average daily population in detention has decreased steadily for many years and declined an additional 29 percent from 119.4 in Fiscal 2017 to 85.0 in Fiscal 2018. This reduction was driven by a 17 percent decrease in admissions from 2,126 in Fiscal 2017 to 1,754 in Fiscal 2018 and a decrease in the average length of stay from 24 days to 19 days over this period.

During Fiscal 2018, the abscond rate in non-secure detention decreased substantially to 0.04 per 100 average daily population from 0.08 in Fiscal 2017. This decline is attributable to better security practices during escorts as well as fewer youth in each group home. The youth on staff assaults with injury and youth on youth assaults and altercations with injury both declined from Fiscal 2017 to Fiscal 2018. Youth on staff assaults with injury per 100 average daily population decreased from 0.11 in Fiscal 2017 to 0.07 in Fiscal 2018 and the youth on youth assault and altercation rate with injury declined from 0.38 to 0.32. These improvements reflect ACS's emphasis on supportive teamwork, increased programming and efforts to teach youth calming skills to control aggression. There was an increase in the rate of child abuse allegations from 0.14 per 100 average daily population in Fiscal 2017 to 0.15 in Fiscal 2018, but the number of investigations that found credible evidence of abuse and/or neglect declined 61 percent from 18 to 7.

The illegal substance/prescription or over-the-counter medication and weapon recovery rates both rose from 0.06 to 0.07 per 100 average daily population from Fiscal Year 2017 to 2018. These small increases were driven by an increase in searches and by decreases in the average daily population. The counts of actual contraband recovered decreased in both categories from 28 to 21.

There continues to be a marked reduction in the number of young people placed in Close to Home due to the implementation of smart policing practices that have reduced the number of young people arrested in the City, combined with a wide range of diversion initiatives and placement alternatives that keep young people in the least restrictive levels of care. The number of young people entering Close to Home placement declined 40 percent from 227 in Fiscal 2017 to 136 in Fiscal 2018. However, young people are staying longer in facilities before entering aftercare programs, resulting in a smaller decrease in the average number of youth in Close to Home placement from 156 in Fiscal 2017 to 139 in Fiscal 2018, driven by a 22 percent decline in youth released to aftercare from 194 to 151. During this period there was a 20 percent decline in the average number of young people in Close to Home aftercare in their communities, from 97 in Fiscal 2017 to 77 in Fiscal 2018. At the same time the number of discharges from Close to Home declined five percent from 182 to 173.

The absent without leave (AWOL) rate for youth in Close to Home placement declined from 0.3 per 100 care days in Fiscal 2017 to 0.2 in Fiscal 2018. The rate of youth-on-youth assaults and altercations with injury per 100 care days remained stable at 0.13 and the rate of youth-on-staff assaults with injury fell from 0.13 to 0.06 during this time period. These improvements can be attributed to the increasing oversight and strengthened competencies of the Close to Home placement providers working with youth. The providers have continued to implement the core program models and security protocols that prevent assaults and AWOLs, and ACS expanded its focus on oversight, monitoring and accountability resulting in increased scrutiny of AWOL incidents and holding providers accountable for plans to improve performance and safety.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Total admissions to detention	3,126	2,755	2,528	2,126	1,754	↓	↓	Down	Down
★ Average daily population (ADP), detention	234.1	169.9	156.6	119.4	85.0	↓	↓	Down	Down
Secure detention - ADP	130.2	94.7	91.7	69.9	49.7	*	*	Down	Down
Non-secure detention - ADP	103.5	74.4	64.9	49.6	35.3	*	*	Down	Down
★ Average length of stay, detention (days)	29	23	21	24	19	↓	↓	Down	Down
★ Escapes from secure detention	0	0	0	0	0	0	0	Neutral	Down
★ Abscond rate in non-secure detention (average per 100 total ADP in non-secure)	0.08	0.05	0.03	0.08	0.04	0.05	0.05	Down	Down
★ Youth on youth assaults and altercations with injury rate (per 100 total ADP), detention	0.35	0.30	0.39	0.38	0.32	0.35	0.35	Neutral	Down
★ Youth on staff assault w/injury rate (per 100 total ADP), detention	0.05	0.05	0.08	0.11	0.07	0.07	0.07	Up	Down
★ Weapon recovery rate (average per 100 total ADP), detention	0.04	0.08	0.07	0.06	0.07	↓	↓	Up	Down
★ Illegal substance/prescription or OTC medication recovery rate (average per 100 total ADP), detention	0.07	0.09	0.07	0.06	0.07	↓	↓	Down	Down
★ Child abuse and/or neglect allegation rate (internal) (average per 100 total ADP), detention	0.10	0.15	0.11	0.14	0.15	0.10	0.10	Up	Down
Investigations for children in detention that found credible evidence of abuse or neglect	22	27	17	18	7	*	*	Down	Down
★ Average daily cost per youth per day, detention (\$)	\$773	\$1,065	\$1,431	\$1,684	\$1,688	*	*	Up	*
Admissions to Close to Home placement	348	258	238	227	136	*	*	Down	Down
★ Number in Close to Home placement	195	176	151	156	139	↓	↓	Down	Down
★ Number in Close to Home aftercare (average)	93	122	121	97	77	*	*	Down	*
AWOL rate, Close to Home placement	0.7	0.4	0.3	0.3	0.2	0.4	0.4	Down	Down
Discharges from Close to Home placement (dispositional order complete)	222.0	260.0	227.0	182.0	173.0	*	*	Down	*
Number of releases from Close to Home placement to aftercare	274	283	201	194	151	*	*	Down	Down
Youth on staff assault with injury rate, Close to home placement	0.05	0.05	0.07	0.13	0.06	0.07	0.05	Up	Down
Youth on youth assault with injury rate, Close to home placement	0.14	0.12	0.10	0.13	0.13	0.12	0.09	Neutral	Down
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target				* None			

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

In Fiscal 2018, 40 percent of the youth in detention were referred for mental health services and 36 percent received these services.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ In-care youth who were referred for mental health services, detention (%)	48%	61%	50%	59%	40%	*	*	Down	*
★ In-Care Youth who received mental health services (%)	57%	50%	46%	46%	36%	*	*	Down	*
★ Residents seen within 24 hours of sick call report (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
★ General health care cost per youth per day, detention (\$)	\$62	\$80	\$121	\$163	\$241	*	*	Up	*
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

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

The percent of youth admitted to detention with previous detention admissions fell from 64 percent in Fiscal 2017 to 58.5 percent in Fiscal 2018.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Youth admitted to detention with previous admission(s) to detention (%)	60.9%	63.3%	61.0%	64.0%	58.5%	*	*	Neutral	*
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Collisions involving City vehicles	35	46	34	30	33	*	*	Down	Down
Workplace injuries reported	217	184	226	214	215	*	*	Neutral	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	63,351	79,347	87,775	94,860	135,252	*	*	Up	*
Letters responded to in 14 days (%)	87.4%	85.4%	97.1%	88.4%	80.9%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	92.6%	89.7%	97.8%	97.3%	82.8%	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$2,785.5	\$2,826.7	\$2,875.1	\$2,974.1	\$3,148.3	\$3,157.6	\$2,971.7	Up
Revenues (\$000,000)	\$3.1	\$3.9	\$7.2	\$8.5	\$9.5	\$3.4	\$3.4	Up
Personnel	5,923	5,972	6,000	6,362	6,629	7,217	7,075	Up
Overtime paid (\$000,000)	\$25.2	\$30.1	\$33.9	\$49.1	\$17.2	\$17.2	\$17.2	Neutral
Capital commitments (\$000,000)	\$10.2	\$5.8	\$10.2	\$10.0	\$111.7	\$413.2	\$161.3	NA
Human services contract budget (\$000,000)	\$1,629.5	\$1,647.8	\$1,710.3	\$1,742.9	\$1,841.2	\$1,852.6	\$1,676.1	Up

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

## SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$465.0	\$487.4	
001 - Child Welfare	\$319.5	\$343.8	1a, 1b, 1c, 1d, 1e, 2a
003 - Head Start/Day Care	\$17.9	\$25.8	2a
005 - Administration	\$93.2	\$77.7	All
007 - Juvenile Justice	\$34.3	\$40.2	3a, 3b, 3c
Other Than Personal Services - Total	\$2,509.1	\$2,660.9	
002 - Other Than Personal Services	\$78.7	\$83.4	All
004 - Head Start/Day Care	\$1,082.9	\$1,117.1	2a
006 - Child Welfare	\$1,189.3	\$1,297.1	1a, 1b, 1c, 1d, 1e
008 - Juvenile Justice	\$158.2	\$163.3	3a, 3b, 3c
Agency Total	\$2,974.1	\$3,148.3	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds. <sup>2</sup>City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter.  
 "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Fiscal 2019 target for 'Children in investigations that found credible evidence of abuse or neglect with repeat investigations that also found credible evidence within a year (%) (preliminary)' was revised based on recent performance.
- The Fiscal 2019 target for 'Children entering foster care who are placed with relatives (%) (preliminary)' was revised to reflect current reflect current performance trends and high priority agency initiatives to increase kinship placement.
- The Fiscal 2019 target for 'Children discharged to permanency within a year of placement' was revised based on recent performance.
- The Fiscal 2019 target for 'Children in care 12-23 months discharged to permanency' was revised based on recent performance.
- The Fiscal 2019 target for 'Average EarlyLearn contract enrollment' was revised to reflect current programmatic trends.

- The Fiscal 2019 target for EarlyLearn - Average center-based enrollment' was revised to reflect current programmatic trends.
- The Fiscal 2019 target for 'EarlyLearn - Average family child care enrollment' was revised to reflect current programmatic trends.
- 'Substantiation rate' was renamed 'Investigations that found credible evidence of abuse or neglect (%)'
- 'Children in substantiated investigations with repeat substantiated investigations within a year (%) (preliminary)' was renamed 'Children in investigations that found credible evidence of abuse or neglect with repeat investigations that also found credible evidence within a year (%) (preliminary)'
- 'Abuse and/or neglect reports for children in child care that are substantiated (%)' was renamed 'Investigations for children in care that found credible evidence of abuse or neglect (%)'
- 'Child abuse/neglect allegations cases (internal) reported as substantiated, detention' was renamed 'Investigations for children in detention that found credible evidence of abuse or neglect'

## 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).



## 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 stabilize their lives more quickly.

## FOCUS ON EQUITY

In New York City and throughout the United States, homelessness is driven by income inequality, lack of affordable and supportive housing and stagnant wages combined with social factors, including domestic violence, de-institutionalization of persons who are mentally ill without sufficient community-based services and discharges from a range of institutions. DHS addresses homelessness by connecting New Yorkers to preventive services that help them remain in their homes and, when prevention is not an option, by providing safe and appropriate transitional shelter and placement into permanent subsidized and supportive housing. In partnership with the Human Resources Administration (HRA) and other agencies, DHS administers subsidized housing programs, including targeted rental assistance to help eligible families and individuals avoid or exit shelter.

In Fiscal 2016 Mayor de Blasio announced a comprehensive plan to reform the delivery of homeless services in New York City. The plan includes expansion of homeless prevention, enhancement of shelter services and security greater street outreach through Homeless Outreach & Mobile Engagement Street Action Teams (HOME-STAT), a program to engage homeless individuals and connect them to support services. "Turning the Tide," a report issued in February, 2017, laid out a blueprint for moving forward with the reforms, providing borough-based services and shrinking the footprint of the shelter system by closing 360 facilities, including eliminating the 18-year old "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.

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### **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.

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

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

# HOW WE PERFORMED IN FISCAL 2018

## 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.

In Fiscal 2018, the number of adult families and families with children entering the DHS shelter system declined by 7.2 percent and 3.5 percent, respectively. 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 and the resulting reduction in evictions, as well as fewer families returning to shelter as more clients sustain housing with the help of rental assistance programs that began in Fiscal 2015. With fewer families with children shelter entrants and increased subsidized housing placements, the average number of families with children in shelter per day decreased by 1.6 percent from 12,818 in Fiscal 2017 to 12,616 in Fiscal 2018. However, the average number of adult families in shelter per day remained stable at 2,475 in Fiscal 2018 due to a decline in housing placements for that population.

The number of single adults entering shelter increased seven percent from 19,800 in Fiscal 2017 to 21,177 in Fiscal 2018. The growth in the single adult census is due to an increase in single adult shelter entrants, which is also driven by discharges to shelter from other systems, including correctional and mental health facilities. To address this, DHS is working collaboratively with multiple City agencies to enhance release and reentry planning.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Adult families entering the DHS shelter services system	1,283	1,385	1,476	1,583	1,469	↓	↓	Up	Down
★ Families with children entering the DHS shelter services system	11,848	12,671	13,311	12,595	12,151	↓	↓	Neutral	Down
★ Single adults entering the DHS shelter services system	17,547	18,091	19,139	19,800	21,177	↓	↓	Up	Down
★ Average number of adult families in shelters per day	1,866	2,110	2,212	2,461	2,475	↓	↓	Up	Down
★ Average number of families with children in shelters per day	10,649	11,819	12,089	12,818	12,619	↓	↓	Up	Down
★ Average number of single adults in shelters per day	10,116	11,330	12,727	13,626	14,847	↓	↓	Up	Down
Families with children receiving public assistance (average) (%)	81.8%	85.4%	81.6%	81.5%	80.9%	85.0%	85.0%	Neutral	*
Average school attendance rate for children in the DHS shelter services system (%)	85.4%	83.9%	82.0%	82.7%	82.3%	*	*	Neutral	Up
Families placed in the shelter services system according to their youngest school-aged child's school address (%)	66.9%	52.8%	51.8%	48.9%	49.8%	85.0%	85.0%	Down	Up
★ 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.

In Fiscal 2018 the rate of critical incidents in the single adult and adult family shelter systems per 1,000 residents increased from 2.8 to 4.5 and from 2.4 to 3.3, respectively. The rate of critical incidents in the shelter system for families with children per 1,000 residents remained stable at 0.9. Violent critical incidents rates remained stable or declined across all shelter types.

Several factors impacted the rate of incidents occurring in DHS shelters: a revamped incident reporting workflow, the implementation of a new agency procedure, including an updated glossary of incident types and categories, a streamlined Client Assistance and Re-housing Enterprise System (CARES) module and staff training. All of these efforts were launched to standardize incident reporting across all shelters. As more staff has completed the training and incidents are reported in a more standardized manner, reporting has been enhanced and the number of incidents recorded has risen.

DHS regularly reports shelter data to the NYS Office of Temporary and Disability Assistance (OTDA). In late spring of 2018, DHS submitted a new shelter incident reporting plan to OTDA to further modify DHS agency procedures and definitions for reporting incidents in the shelter system. A new DHS unit oversees the notification and response process to improve communication between OTDA, DHS and its shelter services providers. These new procedures and oversight will be reflected in Fiscal 2019 data.



The increase in the daily cost of shelter, in Fiscal 2018 was the result of shelter improvements including increased security, enhanced mental health services and program activities, and cost of living adjustments for contract providers. In addition, DHS added new shelter capacity that generally has higher rent and fixed costs than older, established facilities and added provider-run commercial hotel contracts, while reducing the utilization of less expensive but ineffective “cluster” apartment-type shelters.

Completion rates for annual performance evaluations of not-for-profit contract vendors, which are lagged, declined for Fiscal 2017, the most recent available period, due to the roll-out of a new citywide on-line procurement portal. The remaining evaluations are in process and will be completed by the end of the calendar year.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Adult shelter inspections with safety, maintenance or cleanliness deficiencies per 1,000 beds	0.00	0.01	0.00	0.00	0.00	↓	↓	Down	Down
★ Critical incidents in the adult shelter system, per 1,000 residents	NA	NA	NA	2.8	4.5	↓	↓	NA	Down
Violent critical incidents in the adult shelter system, per 1,000 residents	NA	NA	NA	1.6	1.6	*	*	NA	Down
★ Critical incidents in the adult family shelter system, per 1,000 residents	NA	NA	NA	2.4	3.3	↓	↓	NA	Down
Violent critical incidents in the adult family shelter system, per 1,000 residents	NA	NA	NA	1.6	1.6	*	*	NA	Down
★ Critical incidents in the families with children shelter system, per 1,000 residents	NA	NA	NA	0.9	0.9	↓	↓	NA	Down
Violent critical incidents in the families with children shelter system, per 1,000 residents	NA	NA	NA	0.6	0.3	*	*	NA	Down
Cost per day for shelter facilities - Single adult facilities (\$) (annual)	\$78.38	\$78.80	\$94.57	\$99.46	\$117.43	*	*	Up	*
Cost per day for shelter facilities - Family facilities (\$) (annual)	\$101.50	\$105.37	\$120.22	\$167.84	\$187.46	*	*	Up	*
– Adult families	\$92.41	\$97.31	\$110.69	\$138.13	\$147.49	*	*	Up	*
– Families with children	\$102.61	\$106.49	\$121.40	\$171.21	\$192.10	*	*	Up	*
Evaluations for human services contracts completed on time, as compared to the goal (%)	98.9%	99.4%	97.5%	55.1%	NA	*	*	NA	Up
★ 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.

Homeless clients continue to be placed into permanent, stable housing through a variety of City and federally-funded rental assistance programs, with overall permanent housing placements across single adult, adult family and family with children shelter sub-populations growing by five percent from 17,184 in Fiscal 2017 to 18,039 in Fiscal 2018. This overall growth in placements has been driven by increased exits to subsidized housing. Single adults exiting to subsidized housing grew by 14.5 percent, adult families exiting to subsidized housing grew by 5.8 percent, and families with children exiting to subsidized housing increased by 18.9 percent compared to Fiscal 2017. Despite the growth in overall housing placements, the average length of stay in shelter increased for each of the shelter subpopulations in Fiscal 2018. There remain shelter clients with multiple barriers to living independently in permanent housing and for whom access to permanent supportive housing can provide a way out of shelter. The Mayor’s commitment to provide 15,000 new supportive housing units, 553 of which came online by the end of Fiscal 2018, is aimed at addressing this issue.



Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Single adults exiting to permanent housing	10,012	8,762	8,521	8,043	8,593	9,000	9,000	Down	Up
– subsidized	NA	3,085	3,885	4,099	4,692	*	*	NA	Up
– unsubsidized	NA	5,677	4,636	3,944	3,901	*	*	NA	Up
Adult families exiting to permanent housing	NA	637	628	570	513	*	*	NA	Up
– subsidized	NA	224	310	313	331	*	*	NA	Up
– unsubsidized	NA	413	318	257	182	*	*	NA	Up
Families with children exiting to permanent housing	NA	8,220	8,294	8,571	8,933	*	*	NA	Up
– subsidized	NA	4,527	5,365	5,421	6,446	*	*	NA	Up
– unsubsidized	NA	3,693	2,929	3,150	2,487	*	*	NA	Up
★ Average length of stay for single adults in shelter (days)	305	329	355	383	401	↓	↓	Up	Down
★ Average length of stay for adult families in shelter (days)	515	534	563	550	561	↓	↓	Neutral	Down
★ Average length of stay for families with children in shelter (days)	427	430	431	414	438	↓	↓	Neutral	Down
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target	* None						

**Goal 2b** Minimize re-entries into the shelter services system.

The increased volume of high quality placements to subsidized housing is producing positive long-term outcomes for clients, with the overall return to shelter rates within one year declining by one percentage point for single adults and 3.5 percentage points for adult families compared to Fiscal 2017. The overall rate of return for families with children was stable at 8.3 percent in Fiscal 2018. For adult families and families with children the return rates for subsidized housing placements remain at or below 1.5 percent. The single adult return rate for subsidized housing placement continued to improve to the lowest level in the past five years at 6.9 percent in Fiscal 2018. For all groups, return-to-shelter performance was better than target.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Single adults who exited to permanent housing and returned to the DHS shelter services system within one year (%)	21.7%	21.8%	18.9%	17.1%	16.1%	20.0%	20.0%	Down	Down
★ – subsidized exits (%)	10.2%	9.4%	8.3%	7.5%	6.9%	↓	↓	Down	Down
★ – unsubsidized exits (%)	25.3%	26.0%	24.5%	24.9%	24.5%	↓	↓	Neutral	Down
★ Adult families who exited to permanent housing and returned to the DHS shelter services system within one year (%)	12.5%	14.2%	8.7%	11.5%	8.0%	12.5%	12.5%	Down	Down
★ – subsidized exits (%)	0.0%	1.0%	1.6%	0.6%	1.4%	↓	↓	Up	Down
★ – unsubsidized exits (%)	13.0%	18.3%	11.9%	21.6%	16.0%	↓	↓	Up	Down
★ Families with children who exited to permanent housing and returned to the DHS shelter services system within one year (%)	12.5%	16.5%	10.0%	8.1%	8.3%	12.5%	12.5%	Down	Down
★ – subsidized exits (%)	2.4%	3.0%	1.4%	1.3%	1.5%	↓	↓	Down	Down
★ – unsubsidized exits (%)	13.4%	19.9%	19.9%	20.9%	20.4%	↓	↓	Up	Down
★ 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.

The annual Homeless Outreach Population Estimate (HOPE) street homeless survey conducted on January 22, 2018 found that 3,675 homeless individuals were on the streets of New York that night, nearly six percent less than Fiscal 2017 and 16 percent fewer than the 4,395 first counted in Fiscal 2005. This point-in-time estimate reflects what the DHS outreach teams—doubled in size from when the HOME-STAT program launched in Fiscal 2016—have observed on the ground. The Fiscal 2018 HOPE count was conducted during a warm winter in New York City and amid continued housing affordability challenges here and across the nation, with economic factors, including rising rents outpacing incomes, continuing to cause homelessness.

Through the unprecedented investment to enhance the work of street outreach programs and service providers, progress has been made in placing individuals from the street into housing. In Fiscal 2018, HOME-STAT placed 2,849 clients into permanent housing, transitional programs, and other stabilization settings, an increase of 32.8 percent compared to 2,146 clients placed in Fiscal 2017. In 2016, DHS also created the first-ever by-name list of individuals known to be homeless and residing on the streets to improve delivery of services, with more than 1,600 street homeless individuals known by the outreach teams who also actively engage approximately 2,300 individuals encountered on the streets to determine whether they are homeless. With this information, now the most accurate real-time reflection of what outreach teams see every day, the City is transitioning from quarterly estimated counts to reporting a summary of this more precise by-name information on a quarterly basis as local law now requires.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Unsheltered individuals who are estimated to be living on the streets, in parks, under highways, on subways, and in the public transportation stations in New York City	3,357	3,182	2,794	3,892	3,675	↓	↓	Up	Down
★ HOME-STAT clients placed into permanent housing, transitional housing and other settings	NA	NA	NA	2,146	2,849	↑	↑	NA	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Collisions involving City vehicles	27	58	60	46	41	*	*	Up	Down
Workplace injuries reported	90	122	147	189	198	*	*	Up	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	4,195	6,445	8,164	13,357	16,644	*	*	Up	*
Letters responded to in 14 days (%)	84%	70%	65%	NA	82%	*	*	NA	Up
E-mails responded to in 14 days (%)	81%	69%	61%	NA	65%	*	*	NA	Up
Average wait time to speak with a customer service agent (minutes)	24	15	10	6	5	*	*	Down	Down
CORE facility rating	89	95	100	92	100	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$1,043.3	\$1,169.8	\$1,400.6	\$1,823.7	\$2,249.8	\$1,823.8	\$2,061.8	Up
Personnel	1,859	1,977	2,404	2,349	2,370	2,615	2,578	Up
Overtime paid (\$000,000)	\$9.0	\$9.4	\$13.6	\$13.8	\$5.7	\$5.5	\$5.5	Neutral
Capital commitments (\$000,000)	\$21.9	\$20.4	\$11.6	\$28.5	\$53.1	\$94.5	\$192.8	Up
Human services contract budget (\$000,000)	\$826.3	\$941.2	\$1,120.6	\$1,468.1	\$1,815.9	\$1,500.3	\$1,731.3	Up

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

## SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
100 - Personal Services	\$155.7	\$156.9	All
200 - Other Than Personal Services	\$1,668.0	\$2,092.9	All
Agency Total	\$1,823.7	\$2,249.8	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds. <sup>2</sup> City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter.  
 "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- DHS revised previously reported figures for the indicator 'Families placed in the shelter services system according to their youngest school-aged child's school address (%)' to reflect updated figures. Totals for fiscal years 2014, 2015 and 2017 were revised.
- Fiscal 2017 data is now available for the indicator 'Evaluations for human services contracts completed on time, as compared to the goal.' Fiscal 2018 data will be reported in the Fiscal 2019 Mayor's Management Report.
- As part of the 90 day review and the integration of DHS and HRA, DHS revised its process for responding to correspondence, directly impacting the 'E-mails responded to in 14 days' indicator. This function will now be handled by the DSS Office of Correspondence, which is expected to improve response times.
- Fiscal 2017 figures for the following indicators were revised for the following indicators: 'Single adults exiting to permanent housing,' 'Single adults exiting to permanent housing– subsidized' and 'Single adults exiting to permanent housing– unsubsidized.'

## 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. In Fiscal 2018, DFTA served 227,553 older New Yorkers through its in-house and contracted programs, and provided 11.7 million meals (both home-delivered and at senior centers). The Department supports a broad range of services, both directly and through over 500 direct service contracts, which includes discretionary funds with community-based organizations.

## FOCUS ON EQUITY

The Department for the Aging (DFTA) aims to serve the full range of older people in the City based on demographics, immigrant status and other factors, in order to connect interested seniors to services and activities that promote their health and well-being. To achieve this, DFTA offers programs that are tailored to the diverse cultures, ethnicities and backgrounds of older New Yorkers. Innovative Senior Centers and Neighborhood Centers offer culturally relevant programming such as varied health, education, and case assistance activities. In addition to senior centers, DFTA's core programs include services provided on site at Naturally Occurring Retirement Communities, home care, caregiver supports, and case management and home delivered meals for the largely homebound. The Department also offers a variety of supports to assist older people, such as elder abuse programs for victims of abuse and crime, employment services, and a resource center for grandparents and other relatives caring for children. DFTA's Advisory Board is made up of an ethnically and culturally diverse group of individuals with varied educational and professional backgrounds. The Department contracts with over 500 direct service providers and works to ensure their diversity and excellence in meeting the needs of older New Yorkers from all backgrounds.

## OUR SERVICES AND GOALS

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

Goal 1a Increase utilization of nutrition programs.

Goal 1b Increase utilization of senior centers.

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### **SERVICE 2 Provide supportive services for seniors.**

Goal 2a Increase supportive services to caregivers.

Goal 2b Increase supportive services to the homebound.

# HOW WE PERFORMED IN FISCAL 2018

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

### Goal 1a Increase utilization of nutrition programs.

During Fiscal 2018 the number of congregate meals served remained stable with nearly 7.2 million meals (breakfast, lunch, and dinner) served.

The Department continues to provide eligible homebound older New Yorkers a choice of daily delivery of hot meals, or twice-weekly delivery of fresh-frozen meals. This year 4,551,394 home delivered meals were served to 26,873 homebound older New Yorkers, a slight increase over the prior year (1.2 percent and 1.3 percent respectively). In total, DFTA provided more than 11.7 million meals to older New Yorkers during Fiscal 2018.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Total meals served (000)	11,597	11,671	12,104	11,719	11,738	*	*	Neutral	*
- Home delivered meals served	4,296,158	4,314,854	4,476,454	4,499,127	4,551,394	4,390,494	4,390,494	Neutral	Up
- Congregate meals served	7,300,342	7,438,498	7,627,922	7,219,969	7,186,486	*	*	Neutral	*
★ Critical Indicator	"NA" Not Available		⬆️⬇️ Directional Target	* None					

### Goal 1b Increase utilization of senior centers.

A total of 29,201 older New Yorkers were engaged in activities and meals at DFTA's senior centers each day in Fiscal 2018. The Department's senior centers provide opportunities for older New Yorkers to access nutrition and health services, recreation, socialization, volunteerism, and education. In Fiscal 2018, 249 DFTA-funded senior centers and 38 affiliated sites provided services to 172,785 older New Yorkers, 3.6 percent more than last year. The Fiscal 2018 senior center utilization rate, based on service levels, is 97 percent. DFTA continues to assess the overall need for marketing, service innovations and other techniques that will result in increased participation in and utilization of the Department's services.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Average daily attendance at senior centers	23,983	27,812	29,118	29,492	29,201	26,342	26,342	Up	Up
★ Senior center services utilization (%)	NA	NA	NA	99%	97%	⬆️	97%	NA	Up
★ Critical Indicator	"NA" Not Available		⬆️⬇️ Directional Target	* None					

## SERVICE 2 Provide supportive services for seniors.

### Goal 2a Increase supportive services to caregivers.

DFTA's direct and contracted caregiver programs support New Yorkers who are caring for an older person, as well as grandparents or other older adults who are caring for children. During Fiscal 2018, 10,676 persons received information and/or supportive services through DFTA's in-house and contracted caregiver programs, an increase of 4.7 percent compared to Fiscal 2017. Caregiver services include information about available services, assistance with accessing supportive services and benefits, referrals, counseling, workshops and training support to help caregivers make decisions and solve problems related to caregiving.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Persons who received information and/or supportive services through DFTA's in-house and contracted caregiver programs	9,296	11,033	11,342	10,201	10,676	*	*	Neutral	*
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

**Goal 2b** Increase supportive services to the homebound.

DFTA continues to support homebound older New Yorkers through its home delivered meal, case management and home care programs. During Fiscal 2018 more older New Yorkers received more case management services, with 33,894 older New Yorkers receiving 543,914 hours of case management, an increase of 2.6 and 1.2 percent respectively.

Although the number of recipients of home care increased by 18.1 percent to 3,645 clients, the number of hours of home care provided decreased slightly to 1,183,813 hours during this period. This counter-movement between the two data elements resulted from the fact that intake into home care was closed in Fiscal 2017 because of temporary funding issues. Intake was reopened at the beginning of Fiscal 2018, with new clients entering over the course of the year. As more clients entered the program, the hours began to steadily increase. Thus, by the third quarter of Fiscal 2018, hours were 4.4 percent above the same quarter, prior year. By the fourth quarter of Fiscal 2018, the hours exceeded prior-year levels by 12.6 percent.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Hours of home care services provided	996,105	906,442	1,102,019	1,207,529	1,183,813	961,500	961,500	Up	Up
★ Total recipients of home care services	3,250	2,928	3,831	3,087	3,645	2,900	2,900	Up	Up
Hours of case management services provided	458,432	456,838	534,459	537,235	543,914	462,112	462,112	Up	Up
Total recipients of case management services	28,233	28,898	32,737	33,041	33,894	*	*	Up	*
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	523	428	892	873	1,242	*	*	Up	*
Letters responded to in 14 days (%)	59.4%	77.2%	86.5%	80.2%	79.0%	*	*	Up	Up
E-mails responded to in 14 days (%)	96.5%	75.7%	81.4%	86.0%	99.0%	*	*	Neutral	Up
CORE facility rating	100	100	96	92	98	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Response to 311 Service Requests (SRs)									
Percent meeting time to first action - Housing Options (14 days)	99%	94%	90%	93%	84%	*	*	Down	*
Percent meeting time to first action - Home Delivered Meals for Seniors - Missed Delivery (14 days)	100%	100%	100%	100%	99%	*	*	Neutral	*



Percent meeting time to first action - Elder Abuse (5 days)	72%	76%	67%	92%	97%	*	*	Up	*
Percent meeting time to first action - Alzheimers Care Information (14 days)	87%	95%	85%	90%	77%	*	*	Down	*
Percent meeting time to first action - Senior Center Complaint (14 days)	96%	97%	99%	99%	96%	*	*	Neutral	*
★ Critical Indicator      "NA" Not Available      ⇅ Directional Target      * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$263.9	\$285.2	\$305.4	\$333.5	\$376.7	\$372.5	\$385.7	Up
Revenues (\$000,000)	\$1.1	\$1.1	\$0.3	\$0.5	\$0.5	\$1.0	\$1.0	Down
Personnel	660	727	731	725	658	687	661	Neutral
Overtime paid (\$000)	\$28	\$35	\$17	\$14	\$12	\$12	\$0	Down
Capital commitments (\$000,000)	\$5.5	\$1.7	\$1.2	\$3.1	\$2.5	\$22.2	\$21.0	Down
Human services contract budget (\$000,000)	\$225.0	\$244.9	\$264.3	\$288.6	\$322.3	\$302.2	\$276.3	Up

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

## SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$27.3	\$29.4	
001 - Executive and Administrative Management	\$13.0	\$13.8	All
002 - Community Programs	\$14.3	\$15.5	All
Other Than Personal Services - Total	\$306.2	\$347.3	
003 - Community Programs	\$304.5	\$345.3	All
004 - Executive and Administrative Management	\$1.7	\$2.1	All
Agency Total	\$333.5	\$376.7	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.      <sup>2</sup> City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds.      <sup>3</sup>Refer to agency goals listed at front of chapter.  
 "NA" Not Available      \* None

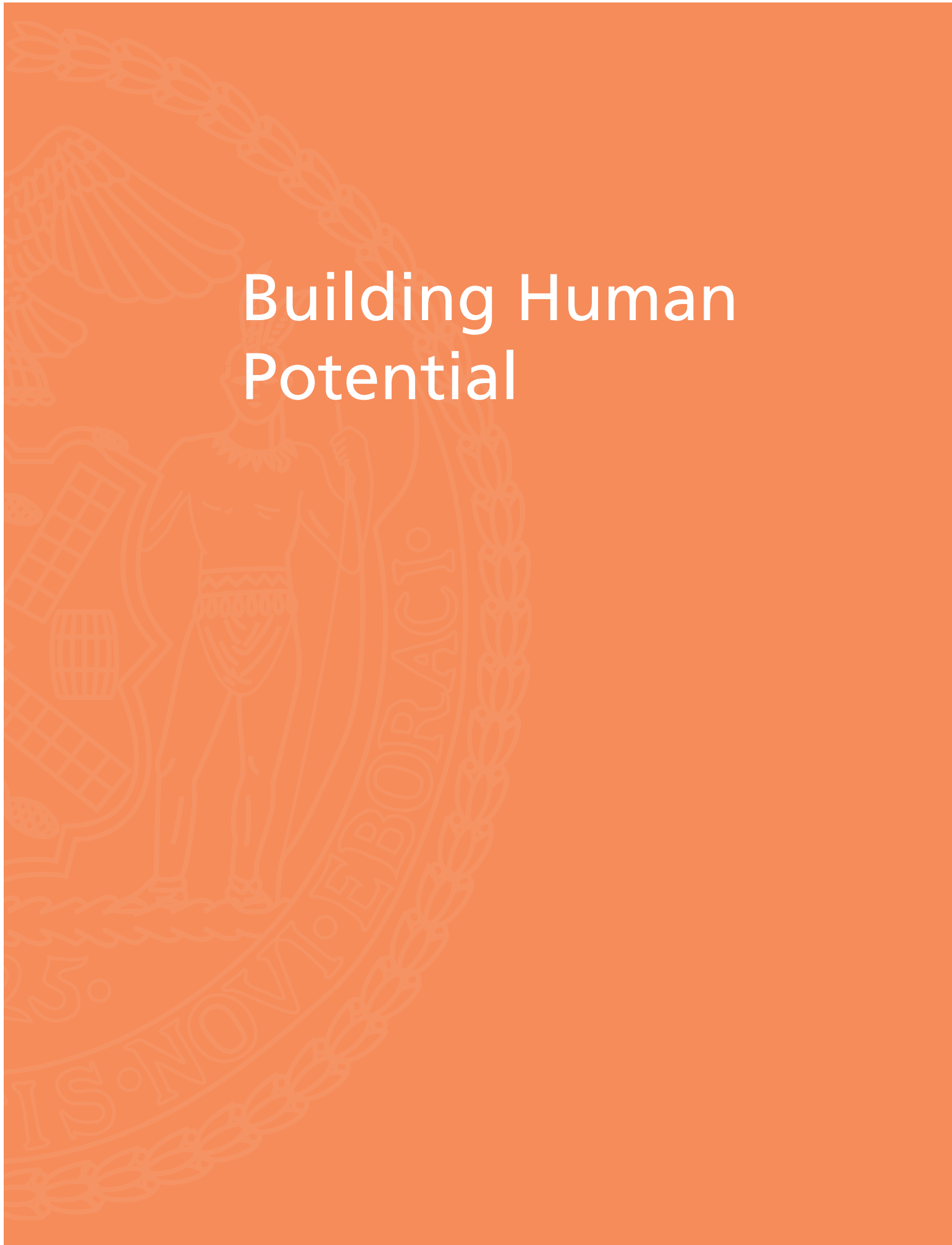
## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- DFTA is now reporting the indicator 'Senior Center Services Utilization Rate (%)' in goal 1b. DFTA is no longer reporting the indicator 'Senior center utilization (%)' and will introduce a new nutrition services utilization measure in the Preliminary Fiscal 2019 Mayor's Management Report.

## ADDITIONAL RESOURCES

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

# Building Human Potential



# Building Human Potential



Department of Education

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City University of New York

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School Construction Authority

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Department of Small Business Services

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Department of Youth and Community Development

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Department of Veterans' Services

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Public Libraries

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## 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 79,000 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. Equity and Excellence for All is 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. Efforts to create more diverse and inclusive classrooms are also central to this work. Together, the Equity and Excellence for All initiatives are creating a pathway for every student to receive a world-class education and have the opportunity to reach their full potential.

## OUR SERVICES AND GOALS

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

- Goal 1a Improve academic achievement.
- Goal 1b Promote parental involvement in education.

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### 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.

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### 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.

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### SERVICE 4 Maintain and enhance the City's educational facilities.

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

# HOW WE PERFORMED IN FISCAL 2018

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

### Goal 1a Improve academic achievement.

For the 2016-17 School Year, 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. These measures improved across ethnic groups and in all boroughs, supporting the goals of equity, equality and opportunity for all New York City residents. The Department has enacted reforms to improve instruction and raise achievement as part of its Equity and Excellence for All agenda. The City has made strengthening instruction through high-quality, Common Core-aligned professional development and educator resources a priority, including strengthening foundational instruction through the Universal Literacy and Algebra for All initiatives, adding 80 minutes of high-quality professional development each week for teachers across all subjects, and now investing in anti-bias and culturally responsive education training for all educators.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Student enrollment as of October 31 in grades pre-kindergarten to 12 (000)	1,104.5	1,122.8	1,134.0	1,141.2	1,135.3	*	*	Neutral	*
Student Enrollment as of October 31 in full day pre-kindergarten	19,287	53,120	68,547	69,510	67,881	*	*	Up	*
★ Average daily attendance (%)	91.1%	91.7%	91.9%	91.7%	91.4%	93.7%	93.4%	Neutral	Up
– Elementary/middle (%)	93.1%	93.6%	93.8%	93.5%	93.2%	95.3%	95.2%	Neutral	Up
– High school (%)	86.6%	87.5%	87.4%	87.5%	87.3%	89.9%	89.3%	Neutral	Up
Students with 90% or better attendance rate (%)	73.0%	75.1%	75.5%	74.7%	73.2%	76.2%	75.2%	Neutral	Up
★ Students in grades 3 to 8 meeting or exceeding standards - English language arts (%)	28.4%	30.4%	38.0%	40.6%	NA	42.6%	42.6%	NA	Up
★ – Math (%)	34.2%	35.2%	36.4%	37.8%	NA	39.8%	39.8%	NA	Up
Students in grades 3 to 8 scoring below standards progressing into a higher level - English language arts (%)	28.0%	29.5%	38.3%	34.7%	NA	*	*	NA	Up
– Math (%)	27.9%	23.3%	24.0%	22.3%	NA	*	*	NA	Up
Students in grades 3 to 8 progressing from below standards to meeting standards - English language arts (%)	11.0%	12.2%	18.4%	16.9%	NA	*	*	NA	Up
– Math (%)	12.7%	9.7%	9.9%	9.7%	NA	*	*	NA	Up
Students in grades 1 to 9 promoted (%)	94.7%	96.0%	96.3%	96.7%	97.0%	98.0%	98.0%	Neutral	Up
Students in the graduating class taking required Regents examinations (%)	76.7%	77.3%	76.5%	76.9%	NA	77.9%	78.9%	NA	Up
Students passing required Regents examinations (%)	68.8%	70.1%	69.8%	69.7%	NA	70.7%	71.7%	NA	Up
Students in graduating class with a 65 to 100 passing score on the Regents Examination - English (%)	75.7%	78.4%	79.1%	80.1%	NA	81.1%	82.1%	NA	Up
– Math (%)	77.6%	78.5%	79.1%	78.1%	NA	79.1%	80.1%	NA	Up
– United States history and government (%)	70.8%	72.4%	71.4%	71.5%	NA	72.5%	73.5%	NA	Up
– Global history (%)	69.2%	69.4%	67.9%	67.5%	NA	68.5%	69.5%	NA	Up
– Science (%)	73.8%	74.8%	74.7%	74.9%	NA	75.9%	76.9%	NA	Up
★ Students in cohort graduating from high school in 4 years (%) (NYSED)	68.4%	70.5%	73.0%	74.3%	NA	74.1%	75.8%	NA	Up
★ Students in cohort graduating from high school in 6 years (%) (NYSED)	76.6%	77.7%	NA	NA	NA	↑	↑	NA	Up
★ Students in cohort dropping out from high school in 4 years (%) (NYSED)	9.7%	9.0%	8.5%	7.8%	NA	6.8%	6.8%	NA	Down
Students in cohort dropping out from high school in 6 years (%) (NYSED)	15.2%	14.3%	NA	NA	NA	*	*	NA	Down
★ Average class size - Kindergarten	22.8	22.9	22.6	22.0	21.8	21.0	20.8	Neutral	Down
★ – Grade 1	25.1	24.9	24.9	24.5	24.2	23.5	23.2	Neutral	Down
★ – Grade 2	25.3	25.3	25.2	25.1	24.6	24.1	23.6	Neutral	Down
★ – Grade 3	25.5	25.6	25.7	25.4	25.1	24.4	24.1	Neutral	Down
★ – Grade 4	25.9	26.1	26.1	26.1	25.6	25.1	24.6	Neutral	Down

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ – Grade 5	26.0	26.0	26.3	26.1	26.1	25.1	25.1	Neutral	Down
★ – Grade 6	26.6	26.4	26.7	26.8	26.6	25.8	25.6	Neutral	Down
★ – Grade 7	27.1	27.3	27.1	27.0	27.2	26.0	26.2	Neutral	Down
★ – Grade 8	27.8	27.3	27.4	27.4	27.4	26.4	26.4	Neutral	Down
★ Critical Indicator	“NA” Not Available		⇕ Directional Target	* None					

**Goal 1b** Promote parental involvement in education.

Parent coordinators connect families to their school communities and create opportunities for family empowerment. Throughout the year, parent coordinators facilitate parent workshops, support the resolution of individual issues, and keep families informed with news from the school, DOE, and the City. During the 2017-18 School Year, the number of phone calls responded to by a parent coordinator increased by 22 percent, from almost 6.5 million to 7.9 million. At the same time, the number of consultations between parent coordinators and parents increased nearly 7 percent, from 1.64 million to 1.75 million. Parent coordinators continue to both increase and diversify learning opportunities available for parents as they share information from their citywide and district-wide trainings with parents.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Phone calls responded to by parent coordinator or parent engagement designee (000)	3,910	5,458	6,060	6,473	7,911	5,000	5,000	Up	Up
In-person consultations with parents by PC or parent engagement designee (000)	1,275	1,450	1,593	1,637	1,750	1,400	1,400	Up	Up
School-based workshops offered to parents (000)	31	39	41	41	43	37	37	Up	Up
Parents attending school-based workshops (000)	785	976	1,036	1,102	1,139	1,037	1,037	Up	Up
Parents attending Fall and Spring Parent-Teacher Conferences (000)	1,437	1,910	1,983	2,021	1,894	1,984	1,984	Up	Up
★ 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.

In the 2017-18 School Year, the number of English Language Learners (ELLs) declined slightly from 160,000 to 159,000. The percentages of English Language Learners testing out of ELL programs for the 2017-18 School Year will be reported in the Preliminary Fiscal 2019 Mayor’s Management Report.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Students enrolled as English Language Learners (000)	154	150	151	160	159	*	*	Neutral	*
English Language Learners testing out of ELL Programs (%)	17.4%	18.2%	12.8%	15.6%	NA	16.6%	16.6%	NA	Up
★ English Language Learners testing out of ELL programs within 3 years (%)	53.0%	61.3%	57.7%	55.5%	NA	56.5%	56.5%	NA	Up
★ Critical Indicator	“NA” Not Available		⇕ Directional Target	* None					

**Goal 2b**

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

During the 2017-18 school year, overall enrollment of students receiving special education services increased by 1.8 percent compared to the previous year. The largest increase in special education enrollment occurred in public preschool settings.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Students with disabilities in cohort graduating from high school in 4 years (%) (NYSESED)	40.5%	41.1%	45.3%	46.7%	NA	48.7%	48.7%	NA	Up
★ Students with disabilities in cohort graduating from high school in 6 years (%) (NYSESED)	50.8%	50.1%	NA	NA	NA	↑	↑	NA	Up
★ Students with disabilities in cohort dropping out from high school in 4 years (%) (NYSESED)	15.8%	15.4%	14.4%	13.8%	NA	12.8%	12.8%	NA	Down
Students with disabilities in cohort dropping out from high school in 6 years (%) (NYSESED)	24.4%	24.5%	NA	NA	NA	*	*	NA	Down
Students receiving special education services (preliminary unaudited)	260,791	270,722	283,017	292,065	297,314	*	*	Up	*
Special education enrollment - School-age	230,928	239,619	251,755	260,482	265,769	*	*	Up	*
– Public school	192,110	200,259	206,839	212,121	216,105	*	*	Up	*
– Non-public school	38,818	39,360	44,916	48,361	49,664	*	*	Up	*
Special education enrollment - Pre-school	29,863	31,103	31,262	31,583	31,545	*	*	Neutral	*
– Public school	1,502	1,420	2,124	2,524	2,812	*	*	Up	*
– Non-public school	28,361	29,683	29,138	29,059	28,733	*	*	Neutral	*
Students recommended for special education services	27,651	28,995	29,179	29,410	29,899	*	*	Neutral	*
Students no longer in need of special education services	5,464	5,726	5,864	7,276	7,238	*	*	Up	*
★ Students in special education scoring below standards progressing into a higher level - English Language Arts (%)	6.7%	16.4%	21.7%	23.6%	NA	24.6%	24.6%	NA	Up
★ – Math (%)	11.4%	13.5%	14.7%	14.3%	NA	15.3%	15.3%	NA	Up
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target	* None					

**SERVICE 3 Prepare children to become productive, engaged adults.**

**Goal 3a**

Increase the percentage of high school graduates enrolling in post-secondary education or training.

The Department is committed to ensuring that all students graduate ready for future success in college and careers. Post-secondary enrollment is at a record high of 56.7 percent for the cohort that graduated in the 2015-16 school year. SAT participation has reached a record high as the exam was made available to all high school juniors free of charge during the school day. To meet New York City’s College Readiness Index, students must achieve target scores in mathematics and English on the Regents, SAT, ACT or CUNY assessments. During the 2016-17 school year, the percentage of students meeting the standard rose to 47.5 percent, a gain of 10.3 percentage points over the previous year. The increase was partially driven by changes to CUNY math remediation requirements and New York State math Regents exams. The City is continuing to build on this progress through the Equity and Excellence for All agenda, including the Algebra for All, College Access for All, and AP for All initiatives. Data for the 2017-18 school year and post-secondary enrollment data for the 2016-17 school year will be reported in the Preliminary Fiscal 2019 Mayor’s Management Report.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Percent of high school cohort taking the SAT at least once in 4 years of high school	58.1%	59.4%	60.7%	65.9%	NA	80.0%	80.0%	NA	Up
Percent of high school cohort who graduate ready for college and careers	32.6%	34.6%	37.2%	47.5%	NA	48.1%	48.8%	NA	Up
Percent of high school cohort who graduated from high school and enrolled in a college or other post-secondary program within 6 months	53.0%	54.7%	56.7%	NA	NA	58.7%	59.7%	NA	Up
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target	* None					

**Goal 3b**

Increase the percentage of elementary, middle and high school students taking coursework that prepares them for future success.

New York City college readiness and enrollment measures are at record highs, including Advanced Placement (AP) participation and performance. During the 2016-17 school year, the percentage of students in the 9th grade cohort who took at least one AP exam in four years of high school increased 2.3 percentage points from the prior year to 33.4 percent. During the same period, the percentage of students in the 9th grade cohort passing at least one AP exam in four years of high school increased 1.0 percentage points to 18.1 percent. In its first full year, AP for All contributed to record high participation and performance, particularly among Black and Hispanic students. The initiative, part of the Equity and Excellence for All agenda, supported new AP classes at 63 schools in the 2016-17 school year, including 30 that had offered no AP courses in the previous year. Through AP for All, 75 percent of high school students now have access to at least five AP classes as of Fall 2018 and all high school students will have access by Fall 2021. Data for the 2017-18 school year will be reported in the Preliminary Fiscal 2019 Mayor’s Management Report.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Percent of high school cohort taking at least 1 AP exam in 4 years of high school	27.0%	28.7%	31.1%	33.4%	NA	36.4%	36.4%	NA	Up
Percent of high school cohort passing at least 1 AP exam in 4 years of high school	15.4%	15.9%	17.1%	18.1%	NA	21.1%	21.1%	NA	Up
Percent of students who successfully completed approved rigorous courses or assessments	46.0%	46.0%	47.4%	48.9%	NA	50.9%	50.9%	NA	Up
★ Critical Indicator	“NA” Not Available		⬆️⬇️ Directional Target		* None				

**SERVICE 4 Maintain and enhance the City’s educational facilities.**

**Goal 4a**

Work with SCA to design, construct, modernize and repair durable, functional and attractive educational facilities, on schedule and within budget.

SCA completed 5,032 new seats during the 2017-18 school year, 42 percent fewer than last year but exceeded its annual target. The number of schools constructed and seats created varies year-to-year based on the capital plan. School capacity and condition data for the 2017-2018 school year will appear in the Preliminary Fiscal 2019 Mayor’s Management Report.

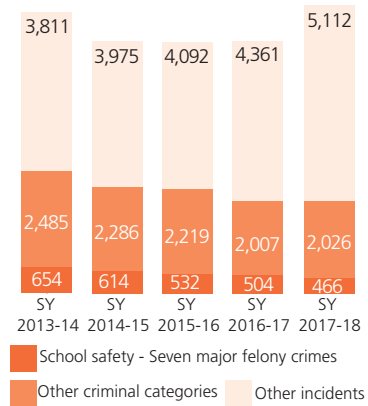
Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Schools that exceed capacity - Elementary schools (%)	33.0%	65.0%	59.0%	57.0%	NA	*	*	NA	Down
– Middle schools (%)	13.0%	24.5%	22.0%	22.0%	NA	*	*	NA	Down
– High schools (%)	31.0%	48.7%	36.0%	36.0%	NA	*	*	NA	Down
Students in schools that exceed capacity - Elementary/middle schools (%)	31.0%	54.0%	54.0%	53.0%	NA	*	*	NA	Down
– High schools (%)	44.0%	48.7%	47.0%	46.0%	NA	*	*	NA	Down
Total new seats created	5,380	15,210	6,241	8,676	5,032	4,484	3,093	Down	*
Hazardous building violations total backlog	119	109	94	88	138	*	*	Neutral	Down
★ School building ratings - Good condition (%)	0.6%	0.7%	1.1%	1.3%	NA	⬆️	⬆️	NA	Up
★ – Fair to good condition (%)	43.8%	49.2%	50.5%	49.6%	NA	⬆️	⬆️	NA	Up
★ – Fair condition (%)	55.6%	50.0%	48.3%	49.0%	NA	*	*	NA	*
★ – Fair to poor condition (%)	0.0%	0.1%	0.1%	0.0%	NA	⬇️	⬇️	NA	Down
– Poor condition (%)	0.0%	0.0%	0.0%	0.1%	NA	*	*	NA	Down
★ Critical Indicator	“NA” Not Available		⬆️⬇️ Directional Target		* None				



## AGENCY-WIDE MANAGEMENT

The Department has a long-established collaborative partnership with the NYPD's School Safety Division, which works to provide a safe and secure learning environment in every school building. DOE's work with the School Safety Division includes establishing safety protocols and procedures in schools, developing school safety and emergency preparedness plans and maintaining a safe environment for students and staff. In addition, the Department's Office of Safety and Youth Development works closely with schools to provide a safe, supportive and inclusive environment by investing in and expanding successful school climate programs – including restorative trainings, mental health programs and social-emotional supports. In Fiscal 2018, the NYPD reported fewer felony school safety incidents as felony incidents declined from 504 to 466. At the same time, incidents in other criminal categories remained stable. The number of non-criminal incidents increased by 17.2 percent from 4,361 to 5,112.

School Safety Incidents



Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ School safety - Seven major felony crimes	654	614	532	504	466	↓	↓	Down	Down
★ – Other criminal categories	2,485	2,286	2,219	2,007	2,026	↓	↓	Down	Down
★ – Other incidents	3,811	3,975	4,092	4,361	5,112	↓	↓	Up	Down
Average lunches served daily	614,698	619,718	599,920	584,439	610,138	*	*	Neutral	Up
Average breakfasts served daily	224,377	226,572	244,666	268,286	271,601	*	*	Up	Up
Average expenditure per student (\$)	\$20,814	\$21,667	\$23,560	\$24,533	NA	*	*	NA	*
– Elementary school (\$)	\$20,398	\$21,328	\$23,332	\$24,402	NA	*	*	NA	*
– Middle school (\$)	\$20,107	\$21,022	\$22,718	\$23,614	NA	*	*	NA	*
– High school (\$)	\$18,658	\$19,206	\$20,685	\$21,362	NA	*	*	NA	*
– Full-time special education (District 75) (\$)	\$85,549	\$89,887	\$96,607	\$99,737	NA	*	*	NA	*
Average direct services to schools expenditure per student (\$)	\$17,615	\$18,365	\$19,840	\$20,724	NA	*	*	NA	*
Teachers	74,103	74,922	76,351	77,446	78,598	*	*	Neutral	*
Teachers with 5 or more years teaching experience (%)	75.3%	71.2%	68.5%	66.9%	66.5%	*	*	Down	*
Teachers hired to fill projected vacancies (%)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	Neutral	*
Principals with 4 or more years experience as principal (%)	59.5%	60.0%	59.9%	63.2%	66.5%	*	*	Up	Up
Teachers absent 11 or more days (%)	15.9%	14.1%	13.6%	13.0%	14.8%	*	*	Neutral	Down
Collisions involving City vehicles	45	55	52	54	54	*	*	Up	Down
Workplace injuries reported	2,986	3,120	2,997	3,102	3,150	*	*	Neutral	Down
Accidents in schools - students	40,025	41,235	42,314	40,005	45,081	*	*	Neutral	Down
Accidents in schools - public	631	669	730	725	733	*	*	Up	Down

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

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	32,267	49,922	54,626	87,795	115,769	*	*	Up	*
Letters responded to in 14 days (%)	79%	75.1%	72.5%	71.3%	72%	72.3%	73%	Neutral	Up
E-mails responded to in 14 days (%)	62%	64.3%	60.4%	60.1%	69.5%	61.1%	70.5%	Neutral	Up
CORE facility rating	97	94	94	91	94	90	90	Neutral	Up
Parents completing the NYC School Survey	485,696	459,929	497,331	506,778	507,180	*	*	Neutral	*
Customers rating service good or better (%) (as applicable)	95%	95%	95%	95%	95%	90%	90%	Neutral	Up

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

# AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$20,085.3	\$20,999.4	\$22,421.6	\$23,508.0	\$25,019.5	\$24,399.2	\$25,593.2	Up
Revenues (\$000,000)	\$88.8	\$77.6	\$75.6	\$148.0	\$54.9	\$51.7	\$52.7	Neutral
Personnel	134,426	137,078	141,311	144,740	146,134	145,459	146,748	Neutral
Overtime paid (\$000,000)	\$16.6	\$19.2	\$20.7	\$24.0	\$19.8	\$18.1	\$15.6	Up
Human services contract budget (\$000,000)	\$762.9	\$765.9	\$786.6	\$742.4	\$900.6	\$865.1	\$1,017.3	Up

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

# SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
<b>Personal Services - Total</b>	\$14,565.2	\$15,541.9	
401 - General Ed. Instruction and School Leadership	\$6,107.5	\$6,596.2	1a, 1b, 2a, 2b, 3a, 3b
403 - Special Ed. Instruction and School Leadership	\$1,660.2	\$1,793.2	1a, 1b, 2a, 2b, 3a, 3b
407 - Universal Pre-K	\$432.5	\$471.9	1a, 1b, 2a, 2b
409 - Early Childhood Programs <sup>4</sup>	NA	\$8.3	1a, 1b, 2a, 2b
415 - School Support Organization	\$278.4	\$297.2	1a, 1b, 2b
421 - Citywide Special Ed. Instr. and School Leadership	\$1,007.1	\$1,104.4	1a, 2b
423 - Special Education Instructional Support	\$324.6	\$324.4	1a, 2b
435 - School Facilities	\$221.1	\$171.7	1a, 2b, 4a
439 - School Food Services	\$229.0	\$236.1	1a, 2b
453 - Central Administration	\$191.0	\$208.7	All
461 - Fringe Benefits	\$3,127.3	\$3,316.0	All
481 - Categorical Programs	\$986.4	\$1,014.0	All
<b>Other Than Personal Services - Total</b>	\$8,942.9	\$9,477.6	
402 - General Ed. Instruction and School Leadership	\$819.7	\$858.4	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	\$1,914.9	All
408 - Universal Pre-K	\$416.9	\$422.6	1a, 1b, 2a, 2b
410 - Early Childhood Programs <sup>4</sup>	NA	\$3.4	1a, 1b, 2a, 2b
416 - School Support Organization	\$28.8	\$33.2	1a, 1b, 2b
422 - Citywide Special Ed. Instr. and School Leadership	\$18.7	\$22.2	1a, 2b
424 - Special Education Instructional Support	\$250.9	\$285.5	1a, 2b
436 - School Facilities	\$964.7	\$951.8	1a, 2b, 4a
438 - Pupil Transportation	\$1,200.5	\$1,208.8	1a, 2b
440 - School Food Services	\$261.6	\$277.9	1a, 2b
442 - School Safety	\$345.3	\$388.7	1a, 2b
444 - Energy and Leases	\$480.6	\$526.4	All
454 - Central Administration	\$163.2	\$167.4	All
470 - Special Education Pre-K Contract Payments	\$706.4	\$796.0	1a, 2b
472 - Charter & Contract Schools and Foster Care Placements	\$807.4	\$818.5	All

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
474 - NPS and FIT Payments	\$74.8	\$79.2	All
482 - Categorical Programs	\$724.6	\$717.3	All
Agency Total	\$23,508.0	\$25,019.5	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds. <sup>2</sup> City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter. <sup>4</sup>This UA originated in Fiscal 2018.  
 "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Class size targets for Fiscal 2019 (2018-19 school year) have been revised to reflect updated enrollment projections.
- The Department has revised the calculation method for the attendance indicators 'Elementary/Middle School attendance (%)' and 'High School attendance.' Average daily attendance is now calculated at the grade level rather than at the school level. Previously reported figures have been revised.
- The Department has revised the calculation method for the attendance indicator 'Students with 90% or better attendance (%)'. Citywide chronic absenteeism is now calculated on a citywide basis rather than on a per-school basis. Previously reported figures have been revised.
- The Department revised its Fiscal 2019 targets for correspondence response to letter and emails.
- Fiscal 2019 targets for all four attendance indicators were revised to reflect updated projections.
- The Fiscal 2019 target for the indicator 'Students in cohort graduating from high school in 4 years (%) (NYSED)' was revised to reflect updated projections.

## ADDITIONAL RESOURCES

For additional information, go to:

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

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



## WHAT WE DO

The School Construction Authority (SCA) is the agency accountable for new school construction and major renovations to older schools. SCA is responsible for all capital planning, budgeting, design and operations. SCA coordinates the development of the Department of Education's Five-Year Capital Plan, selects and acquires sites for new schools, leases buildings for schools and supervises conversion of administrative space for classroom use.

## FOCUS ON EQUITY

SCA is committed to designing and constructing safe, attractive and environmentally sound public schools for children throughout all of the City's communities. SCA has set its priorities, including reducing overcrowding, upgrading schools and improving access to technology to reflect this commitment. The Fiscal 2015-2019 Capital Plan creates tens of thousands of new seats in areas projected for enrollment growth, directly addressing overcrowding and the goal of creating additional high-quality, full-day pre-kindergarten seats for neighborhoods throughout the City. Furthermore, the Capital Plan calls for much-needed improvements to aging infrastructure throughout the five boroughs.

## OUR SERVICES AND GOALS

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

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

# HOW WE PERFORMED IN FISCAL 2018

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

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

SCA completed construction of fewer seats in Fiscal 2018 compared to Fiscal 2017, but the number of new seats created surpassed the 2018 target. The number of schools constructed and seats created varies year- to-year based on the capital plan.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Total new seats created	5,380	15,210	6,241	8,676	5,032	4,484	3,093	Down	*
★ New schools and additions constructed	11	52	29	25	15	13	8	Down	*
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

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

Construction costs remained stable between Fiscal 2017 and Fiscal 2018. To manage costs, SCA continuously reviews and revises the construction building standards to ensure cost effectiveness, durability and ease of maintenance. There were no new school projects completed for early childhood, intermediate and high schools in Fiscal 2018.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Construction bid price for school capacity projects per square foot (\$)	\$630	\$771	\$752	\$753	\$745	\$700	\$700	Up	Down
Average new school construction cost per square foot - Early childhood (\$)	NA	NA	NA	NA	NA	*	*	NA	Down
- Elementary (\$)	\$552	\$631	\$657	\$732	\$737	*	*	Up	Down
- Intermediate (\$)	\$604	NA	\$573	\$777	NA	*	*	NA	Down
- High school (\$)	NA	\$498	NA	\$817	NA	*	*	NA	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

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

On-time and within budget performance of capital improvement projects declined in Fiscal 2018. The percent of projects constructed on time or early decreased by seven percentage points. The percent of capital improvement projects constructed within budget decreased by nine percentage points.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
New schools and additions - construction funds committed as a percent of initial authorized budget (%)	92.6%	92.9%	93.0%	91.6%	92.1%	100.0%	100.0%	Neutral	Up
★ Scheduled new seats constructed on time (%)	100%	100%	96%	100%	100%	100%	100%	Neutral	Up
★ Capital improvement projects constructed on time or early (%)	72%	72%	86%	72%	65%	80%	80%	Neutral	Up
★ Capital improvement projects constructed within budget (%)	80%	83%	73%	85%	76%	80%	80%	Neutral	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

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

The projected costs of individual claims have increased from 3.5 percent to 5.7 percent from Calendar 2016 to Calendar 2017 based on preliminary actuarial information. As insurance claims mature, more relevant data will become available.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Ultimate cost of insurance losses as % of construction value (per calendar year)	4.66%	6.62%	3.47%	5.67%	NA	*	*	NA	Down
★ Critical Indicator      "NA" Not Available      ⬆️⬇️ Directional Target      * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Personnel	671	677	741	796	809	865	909	Up
Capital commitments (\$000,000)	\$2,086.7	\$2,884.4	\$2,568.0	\$3,061.7	\$3,544.3	\$4,242.6	\$3,786.1	Up
<sup>1</sup> Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at <a href="http://nyc.gov/mmr">nyc.gov/mmr</a> for details. <sup>2</sup> Authorized Budget Level      "NA" - Not Available      *None								

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Prior-year data for the indicator 'Ultimate cost of insurance losses as % of construction value (per calendar year)' has been revised to reflect SCA's most recent actuarial information. This data is based on an actuarial report prepared by SCA's insurance program manager that calculates SCA's projected ultimate cost of insurance losses for the year-end financial statements.

## ADDITIONAL RESOURCES

For more information on the agency, please visit: [www.nyc.gov/sca](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 70,000 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 New York City Housing Authority (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 women, girls, and transgender and gender non-conforming individuals.

## OUR SERVICES AND GOALS

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

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

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### **SERVICE 2 Increase youth capacity for economic independence through programs that provide work-related education, skills training and employment opportunities.**

- Goal 2a Young people will complete DYCD-funded training and employment programs at high levels.
- Goal 2b Young people engaged in DYCD-funded training and employment programs will achieve success targeted by these programs.

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### **SERVICE 3 Support programs that provide participants with the services needed to increase and tap their capacity to strengthen and revitalize the communities of New York City.**

- Goal 3a Maximize participation in and effectiveness of community anti-poverty initiatives for youth, adults and seniors in lower income neighborhoods, including Neighborhood Development Area (NDA) and Mayor's Office for Economic Opportunity (NYC Opportunity) programs.
- Goal 3b Maximize participation and success in programs improving English literacy skills among adults, adolescents, children and recent immigrants.
- Goal 3c Maximize the number of New York City immigrants receiving services that improve language and employment skills that help families successfully integrate into their new communities.



# HOW WE PERFORMED IN FISCAL 2018

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

### Goal 1a

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

In Fiscal 2018, DYCD programs served 337,199 New York City youth in a broad variety of educational, social, cultural, athletic and employment-related programs, compared with 324,667 youth served in Fiscal 2017, an increase of approximately four percent. Overall, the Comprehensive After-School System of NYC (COMPASS NYC) programs served 126,203 youth in Fiscal 2018, close to a two percent increase from the 124,258 youth served in Fiscal 2017 and well above the Fiscal 2018 target of 110,000. There was an eight percentage point decrease in the percent of COMPASS NYC summer programs meeting target enrollment from 81 percent in Fiscal 2017 to 73 percent in Fiscal 2018; this was largely due to challenges stemming from transition to a new data system and enrollment delays for elementary students mandated to attend summer school for whom afterschool slots were set aside. The percentage of COMPASS NYC school-year programs meeting target enrollment remained steady at 96 percent in Fiscal 2018. The percentage of SONYC middle school, school-year programs meeting target enrollment also remained steady at 95 percent in Fiscal 2018, exceeding the 85 percent target set for this key component of COMPASS NYC. Beacon programs continue to meet expected targets. In Fiscal 2018, 100 percent of Beacon programs met their annual minimum enrollment target. In Fiscal 2018, Cornerstone programs at NYCHA facilities served 5,253 adults and 20,856 youth, meeting 144 percent of their minimum enrollment targets.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Number of young people involved in DYCD-funded programs	247,705	288,767	317,341	324,667	337,199	*	*	Up	Up
Comprehensive After School System of NYC (COMPASS NYC) enrollment	71,585	112,600	122,792	124,258	126,203	110,000	110,000	Up	*
★ COMPASS NYC programs meeting target enrollment (school year) (%)	95%	96%	94%	96%	96%	85%	85%	Neutral	Up
★ COMPASS NYC programs meeting target enrollment - SONYC/ middle school (school year) (%)	92%	95%	91%	95%	95%	85%	85%	Neutral	Up
★ COMPASS NYC programs meeting target enrollment - elementary (school year) (%)	99%	100%	99%	99%	99%	90%	90%	Neutral	Up
★ COMPASS NYC programs meeting target enrollment (summer) (%)	95%	92%	80%	81%	73%	80%	80%	Down	Up
Beacon programs' enrollment as a percentage of the minimum annual target (%)	110%	110%	100%	100%	100%	100%	100%	Down	Up
Beacon programs active	80	80	80	80	91	*	*	Up	*
Youth served in Beacon programs	69,811	69,374	72,346	75,107	76,872	*	*	Up	*
Adults served in Beacon programs	65,675	64,052	68,757	72,995	63,273	*	*	Neutral	*
Cornerstone programs' enrollment as a percentage of the minimum annual target (%)	NA	NA	194%	191%	144%	100%	100%	NA	Up
Cornerstone programs active	70	70	94	94	94	*	*	Up	Up
Youth served in Cornerstone programs	13,278	23,078	27,432	27,012	20,856	*	*	Up	Up
Adults served in Cornerstone programs	NA	NA	7,402	8,128	5,253	*	*	NA	Up
Calls to Youth Connect	34,191	47,281	55,538	55,306	69,304	60,000	60,000	Up	Up
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target			* None				

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

DYCD-funded programs for runaway and homeless youth (RHY) served 31,250 youth in Fiscal 2018 through residential programs, drop-in centers and street outreach. In Fiscal 2018, 2,267 RHY were served through crisis beds, representing a three percent decrease from the previous year. The number of youth served through Transitional Independent Living (TIL) beds increased by 27 percent, rising from 659 in Fiscal 2017 to 837 in Fiscal 2018, well above the target of 600 youth. These trajectories are largely due to an increase in the number of certified residential beds at DYCD-funded facilities from 465 in Fiscal 2017 to 557 in Fiscal 2018. The percentage of youth reunited with family or placed in suitable environments from crisis services was 73 percent in Fiscal 2018, slightly below the Fiscal 2018 target of 75 percent. The percentage of youth reunited with family or placed in suitable environments from Transitional Independent Living Centers (TILs) was 84 percent in Fiscal 2018, just below the 85 percent target set for Fiscal 2018.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Youth reunited with family or placed in a suitable environment from crisis services (%)	83%	88%	76%	77%	73%	75%	75%	Down	Up
★ Youth reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) centers (%)	93%	92%	88%	87%	84%	85%	85%	Neutral	Up
Certified residential beds for runaway or homeless youth	329	337	441	465	557	*	*	Up	*
Runaway and homeless youth served - crisis beds	1,744	2,193	2,539	2,340	2,267	2,400	2,400	Up	*
Runaway and homeless youth served - transitional independent living beds	355	361	519	659	837	600	600	Up	*
★ Utilization rate for crisis beds (%)	98%	99%	96%	92%	90%	90%	90%	Neutral	Up
★ Utilization rate for transitional independent living beds (%)	94%	96%	91%	93%	89%	90%	90%	Neutral	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

**SERVICE 2** Increase youth capacity for economic independence through programs that provide work related education, skills training and employment opportunities.

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

The number of youth served through the Summer Youth Employment Program (SYEP) continues to grow. During the summer of 2017 (Fiscal 2018), 69,716 youth participated in SYEP, representing a 16 percent increase from the previous year's 60,113. SYEP expanded to 12,064 diverse worksites, representing an 11 percent increase from the 10,850 diverse work sites in the previous year. The percentage of private sector worksites also increased; in the summer of 2017, 45 percent of approved worksites were private sector sites, an increase of five percent from the summer of 2016. The number of vulnerable youth (defined as foster care, justice-involved, runaway/homeless, and/or receiving Administration for Children's Services Preventive Services) and youth with disabilities served by SYEP is also increasing. Compared to the previous year, the summer of 2017 experienced a four percent growth in the number of vulnerable youth served (3,170 youth in Fiscal 2018 versus 3,050 youth in Fiscal 2017) and close to a nine percent increase in the number of youth with disabilities served (3,400 in Fiscal 2018 versus 3,127 in Fiscal 2017). The number of Ladders for Leaders internships increased by 21 percent from the previous year.

Participation in DYCD-funded Workforce Innovation and Opportunity Act (WIOA) programs reported for Fiscal 2018 is lower due to multiple factors: introduction of an enhanced, more costly program model; fewer in-school youth entering the program as "carry-overs" from prior contracts and a new federal requirement limiting funding for in-school youth (as opposed to out-of-school youth) to 25 percent of the program total; and decreased funding for NYC due to a distribution formula that takes the health of our local economy into account.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Summer Youth Employment Program (SYEP) participants	35,957	47,126	54,263	60,113	69,716	65,000	75,000	Up	*
Number of Summer Youth Employment Program contracts	98	98	100	100	98	*	*	Neutral	*
Value of Summer Youth Employment Program contracts (\$000)	\$15,036	\$17,145	\$18,563	\$21,712	\$24,903	*	*	Up	*
Participants in Workforce Innovation and Opportunity Act (WIOA) funded Out-of-School Youth program	1,721	1,800	2,265	2,132	1,687	*	*	Neutral	*
Participants in WIOA-funded In-School Youth program	2,527	2,678	2,766	2,980	1,638	*	*	Down	*
★ 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.

Data on DYCD’s federally funded youth workforce development programs are preliminary for the purposes of the Mayor’s Management Report (MMR). This is due to revisions mandated by the U.S Department of Labor’s required cohort time frames for Workforce Innovation Opportunity Act (WIOA) programs. To align with statutory mandates and required outcomes timeframes, DYCD has also revised MMR WIOA outcomes indicators, and Fiscal 2018 indicators are not comparable to previously reported indicators, which have now been phased out. In Fiscal 2018, 69 percent of out-of-school youth who attended a DYCD-funded training or employment program, attained a recognized post-secondary credential, secondary school diploma, or its recognized equivalent, during or within one year after exit from the program. Additionally in Fiscal 2018, 74 percent of in-school youth who attended a DYCD-funded training program attained a recognized post-secondary credential, secondary school diploma, or its recognized equivalent, during the program or within a year after exit.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Youth who are out-of-school, attend a DYCD-funded training or employment program, and are placed in post-secondary education, employment, or advanced training in the 2nd quarter after exiting the program (%)	NA	NA	NA	NA	48%	↑	↑	NA	Up
Youth who attend a training program while in school and are placed in post-secondary education, employment, or advanced training during the 2nd quarter after exiting the program (%)	NA	NA	NA	NA	75%	*	*	NA	Up
Youth who are out-of-school, attend a DYCD-funded training or employment program, and attain a recognized post-secondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year after exiting from the program (%)	NA	NA	NA	NA	69%	*	*	NA	Up
Youth who attend a DYCD-funded training program while in school, and attain a recognized post-secondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year after exiting from the program (%)	NA	NA	NA	NA	74%	*	*	NA	Up
★ Critical Indicator	"NA" Not Available		⇅ Directional Target	* None					

### SERVICE 3 Support programs that provide participants with the services needed to increase and tap their capacity to strengthen and revitalize the communities of New York City.

**Goal 3a** Maximize participation in and effectiveness of community anti-poverty initiatives for youth, adults and seniors in lower income neighborhoods, including Neighborhood Development Area (NDA) and Mayor’s Office for Economic Opportunity (NYC Opportunity) programs.

In Fiscal 2018, 58 percent of participants in Community Development anti-poverty programs achieved their designated outcomes, close to the annual 60 percent target for this portfolio. The number of participants decreased to 16,721 in Fiscal 2018, largely reflecting the administrative decision to integrate and consolidate literacy programs within one DYCD program area.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Community anti-poverty program participants achieving target outcomes designated for clients in each program area (%)	61%	67%	64%	64%	58%	60%	60%	Neutral	Up
Participants in community anti-poverty programs	23,403	19,128	19,480	18,928	16,721	*	*	Down	*
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None					

### Goal 3b

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

The number of participants in DYCD's English literacy programs increased to 10,792 participants in Fiscal 2018 from the 8,664 participants in Fiscal 2017.

DYCD-funded Adult Basic Education (ABE) programs continue to grow. The number of ABE programs more than doubled from 11 in Fiscal 2017 to 32 in Fiscal 2018. The number of students served in ABE programs grew by 110 percent, increasing from 1,592 students in Fiscal 2017 to 3,346 in Fiscal 2018. There was also a five percent increase in the total number of students served by English for Speakers of Other Languages (ESOL) programs, from 7,072 students in Fiscal 2017 to 7,446 students in Fiscal 2018. The number of students served in DYCD-funded Adolescent Literacy Programs also increased by 24 percent in Fiscal 2018 (195) compared to the previous year (157). In Fiscal 2018, additional increases in baseline funding for literacy programs supported program expansion, allowing more students to be served through such programs.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Participants in DYCD-funded English literacy programs	4,306	4,068	6,003	8,664	10,792	10,250	10,380	Up	*
★ Participants in DYCD-funded English literacy programs meeting federal standards of improvement in their ability to read, write, and speak English (%)	54%	52%	54%	59%	54%	55%	55%	Neutral	Up
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None					

### Goal 3c

Maximize the number of New York City immigrants receiving services that improve language and employment skills that help families successfully integrate into their new communities.

The number of participants served by DYCD's immigration assistance programs decreased to 3,111 participants in Fiscal 2018 from the 3,351 participants served in Fiscal 2017. The percentage achieving positive outcomes in immigrant services programs was 63 percent in Fiscal 2018, which was above the Fiscal 2018 target of 60 percent.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Participants achieving positive outcomes in immigrant services programs (%)	58%	59%	58%	64%	63%	60%	60%	Up	Up
Participants in immigrant services programs	5,422	7,058	3,505	3,351	3,111	*	*	Down	*
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None					

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Contracts terminated	4	2	13	3	8	0	0	Up	*
★ Agency assessments completed as a percent of total agency contracts (%)	91%	56%	90%	22%	NA	70%	70%	NA	Up
Fiscal audits conducted	305	290	344	345	343	345	345	Up	*
Expenditure report reviews	25,352	21,687	25,433	23,369	24,078	*	*	Neutral	*
★ Programmatic reviews/contract monitoring	11,008	14,622	16,832	17,003	18,609	*	*	Up	*
Agency assessments completed	1,579	732	1,356	244	NA	*	*	NA	*
Contracts funded	2,691	3,046	2,502	2,995	3,007	*	*	Neutral	*
Value of agency contracts (\$000)	\$328,301	\$478,784	\$548,747	\$585,339	\$647,923	*	*	Up	*
Value of intracity agreements (\$000)	\$5,366	\$9,460	\$6,945	\$6,940	\$7,115	*	*	Neutral	*

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

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Customer Experience									
Completed customer requests for interpretation	1,515	1,986	2,380	1,705	1,222	*	*	Down	*
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
Calls answered in 30 seconds (%)	94%	47%	48%	43%	51%	*	*	Down	Up

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

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$404.4	\$581.9	\$664.7	\$719.2	\$836.7	\$836.3	\$872.1	Up
Personnel	426	503	525	526	532	554	517	Up
Overtime paid (\$000)	\$134	\$167	\$111	\$118	\$154	\$154	\$154	Neutral
Human services contract budget (\$000,000)	\$318.1	\$463.2	\$523.2	\$561.1	\$624.2	\$623.5	\$714.4	Up

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

## SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$39.9	\$40.2	
002 - Executive and Administrative	\$18.2	\$18.6	All
311 - Program Services	\$21.7	\$21.6	All
Other Than Personal Services - Total	\$679.4	\$796.5	
005 - Community Development	\$71.2	\$78.1	3a, 3b, 3c
312 - Other than Personal Services	\$608.2	\$718.4	All
Agency Total	\$719.2	\$836.7	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds. <sup>2</sup> City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter.  
“NA” Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- DYCD re-named the metric ‘Youth reunited with family or placed in a suitable environment from crisis shelters (%)’ to ‘Youth reunited with family or placed in a suitable environment from crisis services (%)’.
- DYCD revised the definition of ‘Youth reunited with family or placed in a suitable environment from crisis services (%)’ and ‘Youth reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) centers (%)’ to reflect known discharges, including hospitalization, returning to families, other known living arrangements (such as own apartment or living with friends), supportive housing, and placements at other shelters, foster homes, hotels and in residential care. DYCD has removed placements in correctional facilities as part of the reunification indicators ‘Youth reunited with family or placed in a suitable environment from crisis services (%)’ and ‘Youth reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) centers (%)’.
- DYCD added seven new indicators: ‘Beacon programs active,’ ‘Youth served in Beacon programs,’ ‘Adults served in Beacon programs,’ ‘Cornerstone programs’ enrollment as a percentage of the minimum annual target (%),’ ‘Cornerstone programs active,’ ‘Youth served in Cornerstone programs,’ and ‘Adults served in Cornerstone programs.’
- While DYCD program managers have completed Fiscal 2018 site visits and assessments, DYCD is actively working with Mayor’s Office of Contract Services to capture the performance evaluations in the City’s new PASSPort system. A system bridge is now being developed to allow DYCD to export performance evaluation results into the City’s new PASSPort system. Neither ‘Agency assessments completed as a percent of total agency contracts (%)’ or ‘Agency assessments completed’ have data available to report in the Fiscal 2018 MMR. For additional information regarding the agency’s total programmatic reviews and contract monitoring, please see indicators under Agency-Wide Management in this report.
- DYCD set new Fiscal 2019 targets for ‘Summer Youth Employment Program (SYEP) participants’ and ‘Participants in DYCD-funded English literacy programs.’

## 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

Susan Marcinek, Chair – Brooklyn Public Library System

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

Judith E. Bergtraum, Chair – Queens Borough Public Library System



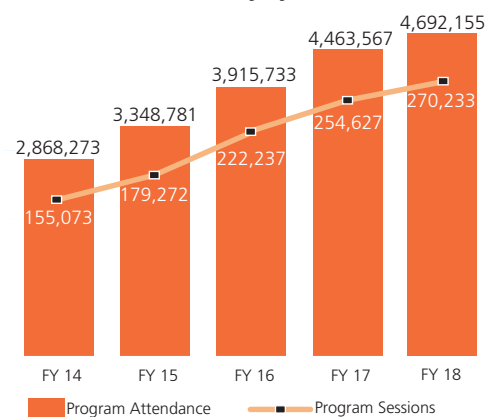
## WHAT WE DO

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 and streaming 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, for which the average age is 61 years (Manhattan's average library age is 84). The three systems maintain robust and diverse collections in multiple languages and provide computers and other technology for the public, serving as a critical link for disconnected or low-income households. In response to the changing technology needs of their patrons, the three library systems promote equitable access to mobile technology with widespread Wi-Fi and lending of tablets and laptops. They have also expanded their offerings of educational programs and services in nearly every branch, with early child literacy development and after school initiatives, English for Speakers of Other Language classes, High School Equivalency test preparation, computer skills training and job seeker services. The libraries also provided offerings aligned with the Mayor and Chancellor's Equity and Excellence initiatives, including collections that support Pre-K for All and literacy provider training. As part of the City's vision to serve communities most in need of the valuable services libraries provide, the City's public libraries continued to expand their services offered to incarcerated New Yorkers and to the homeless in each borough. Services expanded include Video Visitation, allowing incarcerated people to communicate with their loved ones at the library through video conferencing, and the opening of a second permanent library space with the Department of Correction. The libraries have also expanded literacy programs in shelters and continue to partner with the Department of Homeless Services to better serve the homeless community.

Program Attendance and Program Sessions at Library Systems





## BROOKLYN PUBLIC LIBRARY

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Average weekly scheduled hours	42.0	45.0	49.3	49.3	49.3	49.3	49.3	Up	Up
Libraries open seven days per week (%)	3%	3%	8%	8%	8%	8%	8%	Up	Up
★ Libraries open six days per week (%)	38%	65%	100%	100%	100%	100%	100%	Up	Up
★ Circulation (000)	15,731	15,205	14,585	14,109	13,733	14,400	13,870	Down	Up
Reference queries (000)	4,053	4,406	4,008	4,106	3,801	4,103	3,880	Neutral	Up
Electronic visits to website (000)	10,748	11,391	11,161	10,567	9,346	10,675	9,534	Down	Up
Computers for public use	1,436	1,436	1,633	1,772	2,602	2,600	2,991	Up	Up
Computer sessions (000)	2,152	2,188	2,164	1,920	1,763	1,900	1,764	Down	Up
Wireless sessions	412,437	424,463	466,319	518,008	508,250	582,692	513,333	Up	Up
Program sessions	41,094	47,100	60,532	63,246	69,248	73,408	71,346	Up	Up
★ Program attendance	782,805	928,740	991,199	977,147	1,097,001	1,027,346	1,206,701	Up	Up
★ Library card holders (000)	1,243	1,362	1,523	1,631	1,687	1,650	1,721	Up	Up
Active library cards (000)	761	696	630	646	638	*	*	Down	*
New library card registrations	205,089	192,156	126,082	122,670	127,222	*	*	Down	*
★ Total library attendance (000)	8,432	8,699	8,686	8,382	7,943	8,466	8,022	Neutral	Up
★ Critical Indicator	"NA" Not Available		↕↔ Directional Target		* None				

## NEW YORK PUBLIC LIBRARY - BRANCH

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Average weekly scheduled hours	46.6	46.6	50.0	50.0	50.0	50.0	49.0	Neutral	Up
Libraries open seven days per week (%)	4%	4%	8%	8%	8%	8%	8%	Up	Up
★ Libraries open six days per week (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
★ Circulation (000)	24,722	23,296	22,723	23,778	23,984	23,500	19,900	Neutral	Up
Reference queries (000)	8,446	9,047	9,141	9,023	8,661	8,460	7,850	Neutral	Up
Electronic visits to website (000)	32,722	30,852	29,849	28,015	26,948	26,000	26,000	Down	Up
Computers for public use	4,180	4,530	4,647	4,660	4,875	5,150	4,900	Up	Up
Computer sessions (000)	3,306	3,287	3,214	3,141	2,862	2,800	2,600	Down	Up
Wireless sessions	2,424,966	1,644,366	2,650,115	3,045,409	3,248,300	3,000,000	3,090,000	Up	Up
Program sessions	65,842	77,823	91,281	108,291	110,390	105,000	102,900	Up	Up
★ Program attendance	1,209,148	1,443,213	1,713,362	1,983,369	1,976,390	1,900,000	1,750,000	Up	Up
★ Library card holders (000)	2,302	2,230	2,060	2,031	2,229	2,020	2,000	Neutral	Up
Active library cards (000)	902	1,320	729	706	1,289	*	*	Neutral	*
New library card registrations	366,357	483,103	277,641	315,137	296,419	*	*	Down	*
★ Total library attendance (000)	13,971	14,014	13,867	13,666	12,736	12,260	11,600	Neutral	Up
★ Critical Indicator	"NA" Not Available		↕↔ Directional Target		* None				

## NEW YORK PUBLIC LIBRARY - RESEARCH

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Average weekly scheduled hours	46.8	46.8	51.3	51.3	53.3	53.7	53.3	Up	Up
Libraries open seven days per week (%)	25%	25%	25%	25%	25%	25%	25%	Neutral	Up
★ Libraries open six days per week (%)	75%	100%	100%	100%	100%	100%	100%	Up	Up
Reference queries (000)	467	506	514	517	521	480	521	Neutral	Up
★ Program attendance	70,192	92,206	100,330	101,554	102,481	75,100	102,000	Up	Up
★ Total library attendance (000)	3,630	3,679	3,744	3,637	4,146	4,000	4,100	Up	Up
Program sessions	1,501	1,953	2,060	2,209	2,885	2,200	3,000	Up	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target		* None				

## QUEENS BOROUGH PUBLIC LIBRARY

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Average weekly scheduled hours	39.6	40.2	46.3	44.8	46.0	45.6	44.8	Up	Up
Libraries open seven days per week (%)	5%	3%	3%	3%	3%	3%	3%	Down	Up
★ Libraries open six days per week (%)	33%	33%	100%	100%	100%	100%	100%	Up	Up
★ Circulation (000)	15,759	13,587	13,091	12,784	12,413	13,500	13,500	Down	Up
Reference queries (000)	4,351	2,955	3,443	3,705	3,854	4,200	4,900	Neutral	Up
Electronic visits to website (000)	6,926	7,854	7,725	7,297	7,347	8,500	8,500	Neutral	Up
Computers for public use	1,904	1,963	1,967	9,494	7,741	12,000	12,100	Up	Up
Computer sessions (000)	3,211	2,985	3,040	2,957	2,908	3,500	3,500	Neutral	Up
Wireless sessions	346,782	453,555	477,230	NA	480,078	525,000	555,000	NA	Up
Program sessions	46,636	52,396	68,364	80,881	87,532	84,000	90,000	Up	Up
★ Program attendance	806,128	884,622	1,110,842	1,401,497	1,516,283	1,470,000	1,600,000	Up	Up
★ Library card holders (000)	929	972	841	1,400	1,484	1,400	1,500	Up	Up
Active library cards (000)	929	972	841	806	795	*	*	Down	*
New library card registrations	198,626	171,677	103,457	101,914	110,070	*	*	Down	*
★ Total library attendance (000)	11,191	11,287	11,247	11,223	11,411	12,360	12,360	Neutral	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target		* None				

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$241.9	\$326.3	\$364.3	\$374.7	\$382.8	\$377.7	\$387.7	Up
Personnel	3,709	3,705	4,142	4,141	4,002	4,294	4,228	Up
Capital commitments (\$000,000)	\$42.2	\$39.9	\$42.4	\$18.5	\$235.6	\$340.5	\$506.8	Up
<sup>1</sup> Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. <sup>2</sup> Authorized Budget Level <sup>3</sup> Expenditures include all funds "NA" - Not Available    *None								

## SPENDING AND BUDGET INFORMATION

Agency expenditures and planned resources by budgetary unit of appropriation.

Unit of Appropriation	Expenditures FY17 <sup>2</sup> (\$000,000)	Modified Budget FY18 <sup>3</sup> (\$000,000)
Brooklyn Public Library, 001 - Lump Sum Appropriation (OTPS) <sup>1</sup>	\$103.7	\$106.0
New York Public Library - Branch, Agency Total <sup>1</sup>	\$138.0	\$140.1
003 - Lump Sum - Borough of Manhattan (OTPS)	\$26.0	\$26.0
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	\$78.2
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	\$28.2
Queens Public Library, 001 - Lump Sum Appropriation (OTPS) <sup>1</sup>	\$105.2	\$108.5

<sup>1</sup>These figures are limited to the City's contribution and planned contribution respectively, to these agencies. <sup>2</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds. <sup>3</sup>City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- New York Public Library (NYPL) capital projects that are currently underway, or that will start later in Fiscal 2019, feature a major renovation of the Mid-Manhattan Library, the system's central circulating branch. This branch, which received approximately 1.7 million visits and circulated about 2 million items annually, closed in August 2017 and is scheduled to reopen in 2020. Despite adding a temporary circulating library in the Stephen A. Schwarzman Building to accommodate its patrons, this closure has impacted NYPL metrics and is expected to continue through Fiscal 2019 and Fiscal 2020. Several other branch improvement projects across the system will cause temporary closures that are also projected to impact Fiscal 2019 metrics, including closures at the Grand Concourse and Jefferson Market Libraries. To account for the anticipated impact of the capital work to take place during the year, NYPL reduced 10 of its Fiscal 2019 targets from Fiscal 2018 levels.
- NYPL found that there was an incorrect reporting of renewals by its IT vendor in Fiscal 2018. NYPL reports that this issue has now been rectified, but also finds that the revision must be included in its projection of the Fiscal 2019 circulation volume. Taken together with the impact of numerous branch closings for capital projects, NYPL is reducing its indicator target for circulation from 23.5 million in Fiscal 2018 to 19.9 million in Fiscal 2019.
- Brooklyn Public Library (BPL) has decreased Fiscal 2019 target values from Fiscal 2018 levels for seven of its indicators. Six of the seven indicators had decreased volume in Fiscal 2018 and none met its target for the year. The adjusted Fiscal 2019 BPL targets are greater than or equal to actual Fiscal 2018 indicator results, and the Library has based its revisions on those results and anticipated Fiscal 2019 activity.
- Brooklyn Public Library has updated its circulation numbers for Fiscal 2016 and 2017 to correct technical reporting errors by its vendor. BPL revised its wireless sessions (WiFi) figures for Fiscal 2016 and 2017 to correct double counting errors.

## ADDITIONAL RESOURCES

For more information on these libraries, please visit:

- Brooklyn Public Library: [www.bklynlibrary.org](http://www.bklynlibrary.org).
- New York Public Library: [www.nypl.org](http://www.nypl.org).
- Queens Borough Public Library: [www.queenslibrary.org](http://www.queenslibrary.org).



## WHAT WE DO

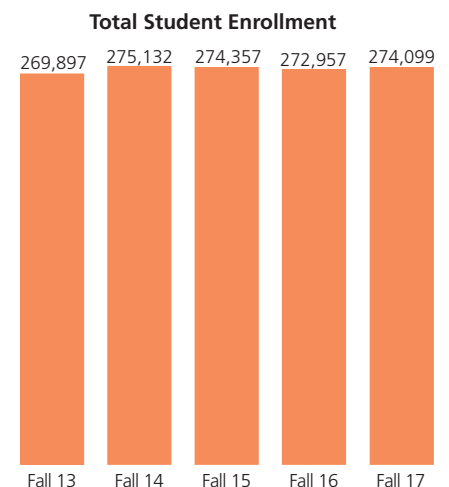
The City University of New York (CUNY) provides higher education to more than 274,000 degree and non-degree seeking students and about 270,000 adult and continuing education students. CUNY consists of 25 institutions: eleven senior colleges, seven community colleges, the CUNY Graduate Center, the CUNY Graduate School of Journalism, the CUNY School of Public Health and Health Policy, the CUNY School of Law, the CUNY School of Professional Studies, the Macaulay Honors College, and the newly opened CUNY School of Labor and Urban Studies. These graduate, honors and professional schools offer more than 30 doctoral programs. CUNY enrolls students in over 1,700 academic programs, as well as adult and continuing education programs. Courses are taught by approximately 7,200 full-time faculty and 11,600 part-time faculty. In the academic year 2017-2018, CUNY granted an estimated 8,800 graduate and professional degrees, 24,500 baccalaureate degrees, 17,400 associate degrees, 170 certificates and 740 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. Six CUNY colleges are among the top 10 nationwide in promoting social mobility, moving lower-income students into the middle class and beyond with excellent jobs. 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; 35 percent of CUNY students were born outside the U.S. mainland, over 50 percent report an annual household income of less than \$30,000 and seven in ten attend CUNY for free. Last spring, over 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 serving 4,000 students in academic year 2014-2015 to 25,000 students by the academic year 2018-2019. Since its 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 2017-2018, CUNY ASAP enrolled 21,514 (11,790 new) students and is on track to enroll 25,000 (12,420 new) students in 2018-2019. 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: the program is 44 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 close to or above 50 percent. In addition, ASAP serves as an important entry point to CUNY's senior colleges with close to 60 percent of students transferring to a baccalaureate program within six years of entering ASAP.



# HOW WE PERFORMED IN FISCAL 2018

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ CUNY courses offered partly or totally online (%)	4.9%	5.7%	6.8%	8.0%	9.2%	8.0%	8.0%	Up	Up
Instructional full-time equivalents (FTEs) taught by full-time faculty (%) - Senior Colleges	41.4%	42.9%	42.4%	40.8%	39.2%	*	*	Neutral	Up
Instructional full-time equivalents (FTEs) taught by full-time faculty (%) - Community Colleges	50.8%	53.4%	53.6%	52.8%	52.8%	*	*	Neutral	Up
Student/faculty ratio - Overall	27:1	27:1	27:1	28:1	29:1	*	*	Neutral	Down
Student/faculty ratio - Community Colleges	33:1	33:1	32:1	32:1	32:1	*	*	Neutral	Down
Student/faculty ratio - Senior Colleges	25:1	25:1	26:1	27:1	28:1	*	*	Up	Down
Number of full-time faculty employed by CUNY community colleges	2,011	2,092	2,165	2,182	2,284	*	*	Up	Up
Number of associate degrees awarded at community colleges	11,678	12,724	13,529	14,108	14,675	*	*	Up	Up
Students earning Grade C or better in Freshman Composition Courses (%)	84.9%	83.8%	84.1%	84.1%	83.8%	*	*	Neutral	Up
Students earning Grade C or better in Math Gateway Courses (%)	68.9%	68.6%	68.4%	67.4%	69.3%	*	*	Neutral	Up
★ One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY associate degree programs	67.1%	67.9%	66.3%	66.0%	66.4%	68.0%	68.0%	Neutral	Up
★ One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY baccalaureate degree programs	84.8%	87.3%	86.8%	86.9%	86.5%	88.0%	88.0%	Neutral	Up
★ Three-year systemwide graduation rate (%) - CUNY Accelerated Study in Associate Programs (ASAP) students	44.5%	57.1%	55.4%	57.6%	54.6%	50.0%	50.0%	Up	Up
★ Six-year systemwide graduation rate (%) - community college students in STEM disciplines	29.5%	28.2%	28.7%	30.7%	31.2%	30.0%	30.0%	Neutral	Up
★ Six-year systemwide graduation rate (%) - CUNY associate degree students	31.7%	30.5%	31.8%	32.2%	33.1%	33.0%	33.0%	Neutral	Up
★ Six-year systemwide graduation rate (%) - CUNY baccalaureate students	52.6%	52.7%	53.9%	54.8%	56.6%	55.0%	55.0%	Neutral	Up
Students passing the National Council Licensure Examination for Registered Nurse (%)	74.8%	76.4%	80.1%	86.3%	86.5%	*	*	Up	Up
★ CUNY associate degree recipients who transfer to a CUNY baccalaureate program within one year (%)	51.5%	54.0%	54.8%	54.9%	54.9%	56.0%	56.0%	Neutral	Up
CUNY community college graduates from career and technical education programs who are employed within six months of graduation (%)	72.0%	77.2%	74.4%	77.1%	78.6%	*	*	Neutral	Up
CUNY associate degree recipients who continue their education or are working (%)	92.5%	95.3%	92.3%	94.2%	92.2%	*	*	Neutral	Up
High school students participating in college preparation program (College Now)	30,025	30,606	31,855	31,445	33,623	*	*	Up	*
Total headcount enrollment	269,897	275,132	274,357	272,957	274,099	*	*	Neutral	*
Total full-time equivalent enrollment (FTEs)	199,958	203,996	204,418	204,337	205,860	*	*	Neutral	*
Total headcount enrollment at CUNY community colleges	97,751	99,958	99,045	96,865	95,951	*	*	Neutral	*
★ Enrollment in STEM disciplines at CUNY community colleges	13,452	14,446	14,698	15,053	15,186	15,000	15,000	Up	Up
Total students served in CUNY Accelerated Study in Associate Programs (ASAP)	3,205	4,352	8,016	15,473	21,514	*	*	Up	Up
Enrollment of first-time freshmen in CUNY community colleges	17,742	19,322	19,022	18,506	18,098	*	*	Neutral	*
Enrollment of first-time freshmen in CUNY senior colleges	17,880	18,053	18,413	18,397	20,064	*	*	Up	*
Enrollment of first-time freshmen in CUNY community colleges who are recent graduates of NYC public high schools	12,758	13,790	13,769	13,589	13,344	*	*	Neutral	*
Annual tuition at CUNY community colleges (full-time NYS resident)	\$4,500	\$4,800	\$4,800	\$4,800	\$4,800	*	*	Neutral	*
Annual tuition at CUNY senior colleges (full-time NYS resident)	\$6,030	\$6,330	\$6,330	\$6,530	\$6,730	*	*	Up	*
Expenditures per student (full-time equivalent) at CUNY community colleges	\$11,818	\$12,058	\$12,443	\$13,611	\$14,950	*	*	Up	*
Percentage of CUNY community college students receiving federal financial aid (Pell) (%)	63.1%	64.0%	61.9%	60.8%	63.4%	*	*	Neutral	*
Percentage of community college students receiving Tuition Assistance Program (TAP) grants (%)	34.0%	34.1%	36.4%	35.9%	36.6%	*	*	Neutral	*

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

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$891.9	\$955.1	\$1,018.7	\$1,158.5	\$1,274.8	\$1,265.9	\$1,196.3	Up
Revenues (\$000,000)	\$363.5	\$383.0	\$401.1	\$404.8	\$383.1	\$415.3	\$415.3	Neutral
Personnel	8,633	8,749	8,979	9,184	9,414	9,899	10,102	Neutral
Overtime paid (\$000,000)	\$7.0	\$7.6	\$7.3	\$8.0	\$5.8	\$5.7	\$1.6	Down

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

## SPENDING AND BUDGET INFORMATION

Agency expenditures and planned resources by budgetary unit of appropriation.

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget FY18 <sup>2</sup> (\$000,000)
Personal Services - Total	\$790.9	\$797.7
002 - Community College	\$772.3	\$781.4
004 - Hunter Schools	\$18.6	\$16.3
Other Than Personal Services - Total	\$367.6	\$477.0
001 - Community College	\$366.5	\$440.7
003 - Hunter Schools	\$1.1	\$1.4
012 - Senior College	\$0.0	\$35.0
Agency Total <sup>3</sup>	\$1,158.5	\$1,274.8

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds. <sup>2</sup>City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds. <sup>3</sup>These figures are limited to the City's contribution and planned contribution respectively.  
 "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- CUNY changed its methodology in Fiscal 2018 for calculating student/faculty ratios, affecting three of its MMR indicators: 'Student/faculty ratio – Overall', 'Student/faculty ratio – Community Colleges' and 'Student/faculty ratio – Senior Colleges.' They are now ratios of student full-time equivalencies (FTEs) to faculty full-time employees. Previously they were ratios of student FTEs to faculty FTEs. CUNY made this change to be consistent with the method and ratios in its Performance Management Process (PMP) report. The student/faculty ratios for Fiscal 2014, 2015, 2016 and 2017 have been revised to reflect the change.

## 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 also oversees certification and capacity building services for Minority and Women-owned Business Enterprises (M/WBE), reaching a new high in the number of certified M/WBEs in Fiscal 2018.

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.

## OUR SERVICES AND GOALS

### **SERVICE 1 Help businesses start, operate and expand in New York City.**

- Goal 1a Ensure that businesses and entrepreneurs have easy access to a variety of high quality support services.
- Goal 1b Retain jobs and businesses in New York City by administering incentive programs for facility renovation and promoting retention of NYC businesses and relocation of businesses to NYC.

### **SERVICE 2 Match businesses in need of workers with qualified applicants.**

- Goal 2a Ensure that businesses have timely access to qualified job applicants.

### **SERVICE 3 Provide financial support and technical assistance for New York City's commercial districts throughout the five boroughs.**

- Goal 3a Strengthen and expand New York City's Business Improvement District (BID) program and other local economic development organizations.

### **SERVICE 4 Help minority and women-owned businesses identify and compete for City contracts.**

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



# HOW WE PERFORMED IN FISCAL 2018

## SERVICE 1 Help businesses start, operate and expand in New York City.

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

In Fiscal 2017, 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) which now manages all the free services that help businesses start faster, operate, and expand in New York City. In Fiscal 2018, DBS served 19,842 unique customers and small businesses across the five boroughs. The eight percent increase from the prior year is due to the launch of new programs. Similarly, the increase in Fiscal 2017 is largely due to the launch of new programs at the end of Fiscal 2016 such as the Women Entrepreneurs NYC (WE NYC) Initiative as well as the Worker Cooperative Business Development Initiative (WCBDI). In the same reporting period, DBS helped small businesses obtain 1,074 financing awards that totaled \$54.2 million, an increase of almost two-thirds in number and almost a quarter in value compared to the prior year. The increase in the number of awards is driven by both the launch of new programs including WE Fund: Crowd, which helps women entrepreneurs secure crowdfunding and the performance of existing programs such as Business Pathways programs, which help New York City Housing Authority residents launch businesses. The increase in value is driven by the Contract Financing Loan Program, which launched at the end of Fiscal 2017, and several large loans to individual businesses.

The number of unique businesses served by programs that help navigate government decreased five percent, compared to Fiscal 2017, to 5,230. Due to successful implementation of the Mayor's Small Business First (SB1) initiative, processes that are currently counted toward the 'Unique businesses served by programs that help navigate government' indicator are transitioning back to the Department of Health and Mental Hygiene (DOHMH), the Department of Buildings (DOB), and the New York City Fire Department (FDNY). This indicator is anticipated to continue to decrease as a result of SB1's success.

In Fiscal 2018, 537 businesses opened with assistance from SBS, down from 867 in Fiscal 2017. This decrease is partly due to a process change where some services have been transitioned back to DOHMH, and temporarily diminished team capacity.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Unique customers and businesses served	NA	NA	14,128	18,352	19,842	*	*	NA	Up
★ Unique businesses receiving financial awards (facilitated or disbursed)	440	735	432	593	825	470	470	Up	Up
★ Financial awards to businesses (facilitated or disbursed)	518	805	567	658	1,074	540	540	Up	Up
Value of financial awards to businesses (facilitated or disbursed) (\$000)	\$44,811	\$64,799	\$44,983	\$45,701	\$54,234	*	*	Neutral	Up
★ Businesses opened with assistance from SBS	757	854	915	867	537	↑	↑	Down	Up
Projected number of hires by businesses opened with assistance from SBS	13,090	12,037	12,759	10,096	5,204	*	*	Down	Up
Unique customers served by programs that help navigate government	NA	NA	3,861	5,484	5,230	*	*	NA	*

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

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

The Energy Cost Savings Program (ECSP) and its companion program, the Lower Manhattan Energy Program (LMEP), help retain and attract eligible businesses by reducing energy costs associated with relocation or capital improvements. Lower energy costs are a significant incentive to promote business retention for firms seeking to move, modernize and/or expand. The programs save businesses up to 45 percent on eligible utility costs.

The Energy Cost Savings Program (ECSP) was scheduled to expire at the end of Fiscal 2017, which led to a spike in application in that year. Since then the program has been extended until June 2020. During Fiscal 2018 ECSP approved 48

businesses for benefits representing slightly more than 3,400 jobs. The reduced number of approved projects contributed to the reduction in jobs created or retained by the program. Additionally, the participants during Fiscal 2018 were smaller businesses, with both fewer employees and lower energy costs, which contributed to a lower value of ECSP savings (\$678,000), as savings is a percentage of annual energy costs.

The Lower Manhattan Energy Program (LMEP) was scheduled to expire at the end of Fiscal 2018 but has been extended until June 2020. The LMEP, measured on a cumulative basis, saved 463 commercial businesses tenants \$6.1 million in energy costs during Fiscal 2018. These decreases from the prior year are expected and are part of the program design. The LMEP has a finite number of potentially eligible buildings for the program and the majority have applied and are completing their benefit schedules.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Value of Energy Cost Savings Program savings for businesses (\$000)	\$176	\$841	\$878	\$2,003	\$678	*	*	Up	*
Jobs created or retained by Energy Cost Savings Program	361	5,164	1,060	9,753	3,403	*	*	Up	*
Value of Lower Manhattan Energy Program savings for active commercial tenants (cumulative) (\$000)	\$14,546	\$12,433	\$10,028	\$7,905	\$6,105	*	*	Down	*
Commercial tenants active in Lower Manhattan Energy Program	1,059	1,152	1,007	784	463	*	*	Down	*
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

## SERVICE 2 Match businesses in need of workers with qualified applicants.

**Goal 2a** Ensure that businesses have timely access to qualified job applicants.

In Fiscal 2018 the Workforce1 Career Center system served 102,357 jobseekers and facilitated 25,534 placements and promotions, surpassing its goal of 25,000 for the sixth consecutive year. Since Fiscal 2013 the share of placements that are full-time jobs has doubled from 45 percent to 90 percent and average hourly wages of those connected to jobs increased from \$10.92 to \$14.45. The number of Workforce1 Career Centers grew to 21 with the addition of the Workforce1 Industrial and Transportation Career Center satellite location in Long Island City, Queens. In Fiscal 2019, SBS will continue to work on enhancing indicators related to hires so that they align with the City's efforts to develop Common Metrics for workforce programs (see the Career Pathways chapter for more information).

SBS offers a variety of training programs to Workforce1 customers that were designed with employer input. These industry-informed programs support New Yorkers in obtaining the skills and professional experience needed to access and advance on career pathways in key sectors like healthcare, technology, manufacturing, construction, transportation and food service. These programs include trainings with a single provider, employer-based trainings and individual training grants. In Fiscal 2018, SBS enrolled 3,756 customers in training programs, an eight percent increase from the prior year.

Due to the six-month redesign of the On the Job Training program, fewer businesses were awarded funding for employer based training in Fiscal 2018. With the redesign complete, SBS expects awards in Fiscal 2019 to return to levels of previous years.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Workforce1 systemwide job placements and promotions	36,097	26,952	28,455	28,170	25,534	25,000	25,000	Down	*
New jobseekers registered through the Workforce1 Career Center system	82,619	55,133	55,647	54,816	52,285	*	*	Down	*
Walk-in traffic at Workforce1 Centers	367,695	266,663	273,753	271,573	275,137	*	*	Down	*
★ Customers enrolled in training	NA	NA	3,649	3,464	3,756	↑	↑	NA	Up
Unique customers served	NA	NA	104,715	104,239	102,357	*	*	NA	Up
★ Businesses awarded funding for employer-based training	NA	NA	57	54	15	*	*	NA	*
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

## SERVICE 3 Provide financial support and technical assistance for New York City's commercial districts throughout the five boroughs.

**Goal 3a** Strengthen and expand New York City's Business Improvement District (BID) program and other local economic development organizations.

In Fiscal 2018, SBS awarded 10 community-based organizations (CBOs) nearly \$8.5 million to revitalize commercial corridors in six neighborhoods across the five boroughs through the Neighborhood 360° initiative. The funding will address unique local needs identified through SBS' collaborative work with CBOs on the completion of Commercial District Needs Assessments (CDNAs) in East New York, Downtown Staten Island, Jerome Avenue, Downtown Flushing, Inwood and East Harlem. Moving forward, SBS will continue to implement CDNAs as a comprehensive planning tool to help identify the needs and opportunities for local neighborhood revitalization, with recommendations for merchant organizing, public programming, district marketing and branding, streetscape enhancements, business support services, and other improvements that will be funded by the Neighborhood 360° grants.

SBS continued to build the City's Business Improvement District (BID) program by assisting local organizations merchants' associations interested in creating a BID with the planning, outreach and legislative phases of BID formation. This included oversight of the legislative approval of one new BID, Morris Park, in the Bronx, and boundary expansions for the existing Hudson Square BID. In addition, the formation of a new BID, Throgs Neck, in the Bronx, has reached the City Planning Commission (CPC) for approval. SBS also continued to provide technical assistance training, capacity building workshops, commercial revitalization grants, as well as support oversight to the City's 75 existing BIDs, the most comprehensive network of its kind in the country.

The Avenue NYC Program has provided more than \$1.02 million in grant awards to community-based development organizations (CBDOs) to boost underserved neighborhoods through community development projects. The awards were used to build the capacity of CBDOs including business improvement districts (BIDs), local development corporations, merchant's associations and others operating in low- to moderate-income neighborhoods to execute commercial revitalization initiatives. This is the first year that Avenue NYC is awarding grants for multi-year program commitments in an aim to enhance the capacity of CBDOs to understand local neighborhood needs and deliver impactful community development projects.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ City block faces receiving supplemental sanitation services through BIDs	1,480	3,562	3,600	4,044	4,065	3,800	3,800	Up	Up
★ Average acceptably clean BID sidewalk ratings (%)	96.5%	96.1%	96.8%	97.8%	98.4%	97.0%	97.0%	Neutral	Up
Value of AvenueNYC local development corporations funding (\$000,000)	\$1.38	\$1.38	\$1.30	\$1.30	\$1.02	*	*	Down	*
★ 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.

In Fiscal 2018, SBS continued to take on several initiatives to achieve the goal of increasing the number of City-certified M/WBEs. SBS, in partnership with the Mayor's Office of Minority and Women-owned Business Enterprises increased its outreach and marketing to minority and women-owned businesses to encourage them to become certified with the City. There were 2,770 M/WBEs certified and recertified in Fiscal 2018, increasing the total number of City-certified M/WBEs to 6,829, an increase of 33 percent from the prior year. The M/WBE recertification rate increased to 80 percent in Fiscal 2018, exceeding the annual target of 60 percent and improving on the rate of 62 percent in the prior year.

The number of M/WBEs that were awarded City contracts increased by almost a quarter, to 1,396, compared to the prior year. Additionally, the number of M/WBEs that were awarded City contracts after receiving direct assistance from SBS rose 18 percent to 976, compared to the previous year.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Total Minority and Women-owned Business Enterprises certified	3,783	4,115	4,516	5,122	6,829	6,200	9,000	Up	Up
★ Minority and Women-owned Business Enterprises awarded City contracts	684	902	1,011	1,131	1,396	1,165	1,223	Up	Up
★ M/WBEs awarded contracts after receiving procurement and capacity building assistance	472	613	723	824	976	849	891	Up	Up
★ Annual M/WBE recertification rate	60.4%	60.4%	53.4%	61.8%	79.6%	60.0%	60.0%	Up	Up
Newly certified and recertified businesses in M/WBE Program	923	1,003	1,030	1,675	2,770	*	*	Up	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Customer Experience									
CORE customer experience rating (0-100)	95	95	98	96	93	*	*	Neutral	Up
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
Completed customer requests for interpretation	NA	2,351	7,327	6,652	7,259	*	*	NA	*
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$202.3	\$273.5	\$282.5	\$260.0	\$328.1	\$327.1	\$284.9	Up
Revenues (\$000,000)	\$94.8	\$55.6	\$54.9	\$0.4	\$0.4	\$0.2	\$0.2	Down
Personnel	258	257	302	325	304	416	418	Up
Overtime paid (\$000)	\$59	\$34	\$30	\$65	\$65	\$65	\$65	Up
Human services contract budget (\$000,000)	\$27.1	\$28.6	\$31.9	\$29.8	\$40.4	\$28.7	\$20.9	Up
<sup>1</sup> Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at <a href="http://nyc.gov/mmr">nyc.gov/mmr</a> for details. <sup>2</sup> Authorized Budget Level <sup>3</sup> Expenditures include all funds "NA" - Not Available      *None								

## SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$22.9	\$27.7	
001 - Department of Business	\$15.5	\$17.1	All
004 - Contract Compliance and Bus. Opportunity	\$2.5	\$3.2	1a, 1b, 2a, 4a
010 - Workforce Investment Act	\$4.9	\$7.4	1a, 4a
Other Than Personal Services - Total	\$237.1	\$300.4	
002 - Department of Business	\$63.6	\$85.6	All
005 - Contract Compliance and Bus. Opportunity	\$4.5	\$5.3	1a, 1b, 2a, 4a
006 - Economic Development Corporation	\$77.4	\$98.8	Refer to table in EDC chapter
011 - Workforce Investment Act	\$51.8	\$70.9	1a, 4a
012 - Trust for Gov.'s Island and NYC & Co.	\$39.8	\$39.8	1b
Agency Total	\$260.0	\$328.1	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds. <sup>2</sup> City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter.  
 "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- In the Fiscal 2018 PMMR, the indicator 'Unique customers and businesses served' was added to reflect the merger of the division that managed NYC Business Solutions Centers and the division which operated under the NYC Business Acceleration brand. Since then data for Fiscal 2016 has been revised from 14,185 to 14,128 and Fiscal 2017 has been revised from 13,973 to 18,352, to correct previous reporting errors. Data for Fiscal 2014 and Fiscal 2015 is not reported because the program make-up was significantly different in those years.
- In the Fiscal 2018 PMMR, the indicator 'Site consultations by NYC Business Acceleration inspectors' was 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. Since then, data for Fiscal 2016 has been revised from 3,064 to 3,861 and Fiscal 2017 has been revised from 2,525 to 5,484, to correct previous reporting errors. The Compliance Advisor program, a significant contributor to this indicator, began at the end of Fiscal 2015 and ramped up in Fiscal 2016.
- The Fiscal 2018 data for 'Minority and Women-owned Business Enterprises awarded City contracts' and 'M/WBEs awarded contracts after receiving procurement and capacity building assistance' is based on preliminary data.

## 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 and 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

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### **SERVICE 1 Provide supportive services to veterans and their families.**

Goal 1a Mitigate and prevent homelessness for veterans.

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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.

# HOW WE PERFORMED IN FISCAL 2018

## SERVICE 1 Provide supportive services to veterans and their families.

**Goal 1a** Mitigate and prevent homelessness for veterans.

DVS housed 169 homeless veterans through the Veteran Peer Coordinator (VPC) program, an innovative new model of veterans helping fellow veterans navigate the challenging process of finding and securing housing. The VPC program is DVS' contribution to a network of local, state and federal agencies and nonprofit and private sector partners collaborating to end veteran homelessness. The DVS Housing and Support Services team administered homelessness prevention assistance to 466 veterans during the reporting period. This number reflects requests for assistance via phone or in-house visits, as well as proactive aftercare calls to formerly homeless veterans housed through the VPC program.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Homeless veterans who received housing through DVS Vet Peer Coordinator program	NA	NA	NA	NA	169	*	*	NA	*
Veterans receiving homelessness prevention assistance from DVS	NA	NA	NA	NA	466	*	*	NA	*
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None						

## SERVICE 2 Assist veterans and their families with accessing eligible resources.

**Goal 2a** Ensure veterans have information about and are connected with appropriate resources.

DVS is dedicated to engaging and informing veterans, their families and the broader community on available resources and opportunities within the areas of benefit eligibility assistance, education, employment, and entrepreneurship; as well as community-based approaches to achieving and sustaining a robust state of enduring mental, physical and spiritual health. The areas responsible for these outreach efforts are the Whole Health & Community Resilience team (WHCR) and the City Employment, Education, Entrepreneurship, Events & Engagement (CE5) team. These teams maintain a presence in each of the five boroughs with the intent of meeting veterans and their families in their communities. CE5 borough outreach specialists provide vetted resources, one-on-one assistance and information about events assisting and honoring veterans. Additionally, as part of the pioneering ThriveNYC mental health initiative, WHCR engages with veterans, military caregivers and their families to enhance overall mental wellness. Through this multipronged approach, DVS engaged 7,521 veterans and their family members during Fiscal 2018. From these interactions, DVS assisted a total of 2,791 veterans and their family members with access to resources. In the lead up to Fleet Week and Memorial Day during the months of April and May 2018, DVS Outreach engaged and assisted twice the monthly average of veterans and family members. As the agency matures, it continues to collaborate and partner with more organizations to assist veterans and their family members.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Veterans and their families engaged by DVS	NA	NA	NA	NA	7,521	*	*	NA	*
Veterans and their families given assistance to access resources	NA	NA	NA	NA	2,791	*	*	NA	*
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None						



## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	NA	NA	NA	\$2.5	\$4.1	\$4.5	\$5.1	NA
Personnel	NA	NA	NA	32	35	41	44	NA
Overtime paid (\$000)	NA	NA	NA	\$11	\$23	\$23	\$0	NA

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

## SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$2.2	\$3.3	All
002 - Other Than Personal Services	\$0.2	\$0.8	All
Agency Total	\$2.5	\$4.1	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds. <sup>2</sup> City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter.  
 "NA" Not Available \* None

## 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

	Department of Environmental Protection	p 259		Department of Buildings	p 275
	Department of Transportation	p 267		Department of Design and Construction	p 283

# 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

The Department of Environmental Protection has the critical mission to enrich the environment and protect public health for all New Yorkers by providing high quality drinking water, managing wastewater and stormwater, and reducing air, noise, and hazardous materials pollution. 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 (MWAP), which provides a credit to eligible multifamily buildings that conserve water and enter into an agreement to keep rents affordable. In addition, the Water Board provided a one-time \$183 credit to 664,000 water customers. In Fiscal 2019, DEP will continue both the freeze of the minimum charge and other affordability bill credits, including a credit benefiting senior homeowners and MWAP.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Ensure the sufficiency, quality and security of the City's drinking water supply.**

- Goal 1a Comply with all federal and State drinking water quality standards.
- Goal 1b Assure the integrity of the drinking water supply and distribution systems.

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### **SERVICE 2 Maintain the City's water delivery and sewer collection systems.**

- Goal 2a Resolve emergencies and perform preventive maintenance and required repairs to the water distribution and wastewater collection systems in a timely manner.

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### **SERVICE 3 Treat wastewater and sewage to protect water quality in the receiving waters surrounding the City.**

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

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### **SERVICE 4 Bill and collect revenue for water and sewer usage.**

- Goal 4a Ensure that customer billing is accurate, transparent and fair.
- Goal 4b Meet revenue targets established by the NYC Water Board.

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### **SERVICE 5 Enforce City laws relating to air pollution, noise pollution and hazardous materials.**

- Goal 5a Investigate complaints in a timely manner.

# HOW WE PERFORMED IN FISCAL 2018

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

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

By regularly collecting water samples at nearly 1,000 water quality sampling stations throughout the City and conducting analyses for a broad spectrum of microbiological, chemical and physical measures of quality, the Department ensures that all federal and State standards for drinking water, including those for coliform bacteria, are consistently met. In Fiscal 2018, DEP collected more than 37,000 samples from the City's distribution system and performed over 413,000 analyses, meeting all State and federal monitoring requirements. Additionally, approximately 198,000 analyses were performed on more than 13,000 samples, and over 1.4 million robotic monitoring measurements were recorded from the upstate water supply watershed.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Samples testing positive for coliform bacteria (%)	0.3%	0.3%	0.5%	0.3%	0.4%	*	*	Up	Down
★ In-City samples meeting water quality standards for coliform bacteria (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
Acres of land solicited in watershed area	44,316	32,865	45,569	34,475	20,742	*	*	Down	*
★ Critical Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    * None									

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

The number of security checks performed by DEP Police was five percent lower than last year, due to higher than anticipated attrition, which has been exacerbated by officers taking positions in police forces in other municipalities. At the end of the fiscal year, 37 new officers graduated from the Staff Sgt. Robert H. Dietz DEP Police Academy in Kingston, NY, and are now on patrol. The Department anticipates that with the addition of these new officers, the number of security checks performed will return to the levels of previous years.

There were 1,377 enforcement activities in the reporting period, 27 percent fewer, compared to the prior year. 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.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Water supply - Critical equipment out of service (%)	1.4%	1.3%	1.0%	0.9%	0.7%	*	*	Down	Down
★ Facility security checks	289,759	278,439	293,199	286,589	270,831	275,000	275,000	Neutral	Up
Overall enforcement activity	1,207	1,206	1,658	1,893	1,377	*	*	Up	*
★ Critical Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    * None									

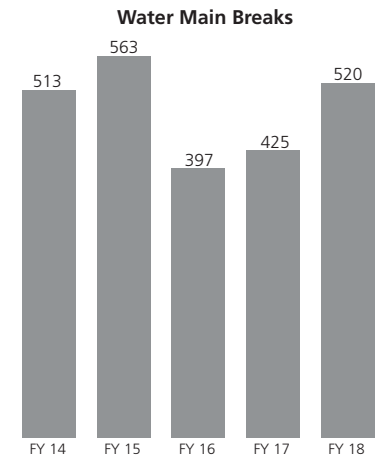
## SERVICE 2 Maintain the City's water delivery and sewer collection systems.

**Goal 2a** Resolve emergencies and perform preventive maintenance and required repairs to the water distribution and wastewater collection systems in a timely manner.

Sewer backup complaints reduced by seven percent compared to last year. At the same time, confirmed sewer backup complaints on City infrastructure declined by ten percent. The Department's continued programmatic activities to systematically inspect and clean targeted areas of the City that have a history of recurring backups have contributed to these decreases.

This past winter, erratic weather led to 57 freeze-thaw cycles compared to 40 in the previous year. This increase in the number of freeze-thaw cycles contributed to a 22 percent increase in water main breaks. Water main breaks are influenced by the weather and year-to-year fluctuations are to be expected. Despite the bad weather, and the increase in water main breaks, the average time to restore water to customers was below the 6-hour target at 4.5 hours.

As of Fiscal 2017, coinciding with the effective date of Local Law 48, the frequency of catch basin inspections increased from once every three years to once each year, resulting in a significant increase in the total number of catch basin cleanings required. During the current reporting period, demand for cleanings returned to levels more consistent with historic trends. At the same time, the number of complaints related to clogged catch basins declined by almost 14 percent, and the proportion of catch basin cleanings in response to complaints dropped from almost one-third of the total cleanings in Fiscal 2015 to 10 percent during the current reporting period. This decrease in complaint based cleanings is indicative of the effectiveness of the Department's inspection and programmatic cleaning program in reducing the number of complaints and complaint based cleanings. The Department continued to meet its time-target for resolving these complaints.



The number of complaints received for leaks on City infrastructure increased 10 percent due to the increased number of freeze-thaw cycles experienced this winter. Leaking joints were the cause of 58 percent of these leaks. Despite the increase in leaks, the Department continued to resolve the complaints more quickly than the target level.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Sewer backup complaints received	11,637	11,435	10,469	12,133	11,303	*	*	Neutral	*
Sewer backup complaints resolved - Confirmed (on City infrastructure)	3,224	2,846	2,503	2,649	2,389	*	*	Down	Down
– Unconfirmed (not on City infrastructure or unfounded)	8,417	8,589	7,960	9,489	8,904	*	*	Neutral	*
★ Sewer backup resolution time (hours)	3.9	3.9	3.7	3.8	3.7	7.0	7.0	Neutral	Down
Street segments with confirmed sewer backup in the last 12 months (% of total segments)	1.4%	1.2%	1.1%	1.2%	1.0%	*	*	Down	Down
★ Street segments with recurring confirmed sewer backups in the last 12 months (% of total segments)	0.4%	0.3%	0.3%	0.3%	0.3%	0.6%	0.6%	Down	Down
Street cave-in complaints received	3,737	4,073	4,174	3,847	3,773	*	*	Neutral	Down
Average time to respond to street cave-in complaints and make safe (days)	2.5	2.5	4.6	1.9	1.9	*	*	Down	Down
Water main breaks	513	563	397	425	520	*	*	Neutral	Down
Water main breaks per 100 miles of main in the last 12 months	7.3	8.0	5.7	6.1	7.3	*	*	Down	Down
★ Average time to restore water to customers after confirming breaks (hours)	4.4	5.1	4.2	4.4	4.5	6.0	6.0	Neutral	Down
★ Broken and inoperative hydrants (%)	0.44%	0.50%	0.52%	0.54%	0.41%	1.00%	1.00%	Neutral	Down
★ Average time to repair or replace high-priority broken or inoperative hydrants (days)	3.1	2.5	2.9	2.5	2.9	7.0	7.0	Neutral	Down
Catch basin complaints received	8,576	8,851	8,020	8,943	7,689	*	*	Neutral	Down
★ Catch basin backup resolution time (days)	3.9	3.1	4.0	5.0	6.9	9.0	9.0	Up	Down
Catch basins surveyed/inspected (%)	31.0%	31.4%	31.7%	98.3%	99.4%	100.0%	100.0%	Up	*
Catch basins cleaned	29,730	31,086	30,778	52,006	38,500	*	*	Up	*
★ Backlog of catch basin repairs (% of system)	0.3%	0.4%	0.7%	1.8%	3.9%	1.0%	1.0%	Up	Down
Leak complaints received	3,601	3,622	3,642	3,673	4,373	*	*	Up	*
★ Leak resolution time (days) (City infrastructure only)	9.8	9.3	10.2	10.0	10.2	12.0	12.0	Neutral	Down
★ Critical Indicator	"NA" Not Available		↕↔ Directional Target		* None				

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

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

In order to better identify maintenance and replacement cycles and increase equipment reliability on wastewater treatment equipment, the Department utilizes predictive maintenance methods, such as measuring mechanical wear on equipment parts and using thermographic cameras to examine electrical systems. In Fiscal 2018, the percent of critical equipment out-of-service below the minimum continued to improve and remained well below the target of five percent.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Wastewater treatment plant (WWTP) effluent meeting federal standards (%)	99.6%	99.5%	99.5%	99.8%	99.7%	100.0%	100.0%	Neutral	Up
Harbor survey stations meeting the fishable standard of 5mg/L for dissolved oxygen (%)	91%	94%	90%	92%	92%	89%	89%	Neutral	Up
★ WWTPs - Critical equipment out-of-service (% below minimum)	1.9%	2.5%	2.1%	1.8%	1.5%	5.0%	5.0%	Down	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

### SERVICE 4 Bill and collect revenue for water and sewer usage.

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

Effective collection tools and accurate billing based upon actual usage help the Department to meet or exceed the revenue targets established by the NYC Water Board. In Fiscal 2018, DEP collected \$3.6 billion in revenue. More than 60 percent of the billed amount was collected in 30 days.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Estimated bills (%)	3.7%	3.2%	3.0%	2.8%	3.0%	4.0%	4.0%	Down	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

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

In Fiscal 2018, DEP collected \$3.62 billion in revenue, which was within 0.2 percent of the target established by the NYC Water Board.

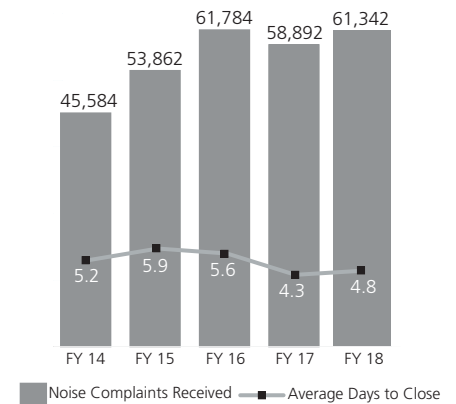
Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Total revenue collected (\$000,000)	\$3,612.3	\$3,808.9	\$3,852.6	\$3,852.0	\$3,602.3	\$3,608.6	\$3,773.8	Neutral	Up
★ Total revenue as percent of target (%)	105.2%	105.3%	104.5%	104.3%	99.8%	100.0%	100.0%	Neutral	Up
Accounts receivable - Total balance (\$000,000)	\$1,750	\$1,640	\$1,666	\$1,633	\$1,709	*	*	Neutral	Down
Billed amount collected in 30 days (%)	56.7%	61.8%	63.1%	60.8%	60.5%	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

## SERVICE 5 Enforce City laws relating to air pollution, noise pollution and hazardous materials.

### Goal 5a Investigate complaints in a timely manner.

The average time it took the Department to close asbestos complaints rose by approximately a third of a day to 0.7 of a day, as the Department adjusted to new electronic inspection and reporting software. The Department also hired additional inspectors toward the end of the reporting period and expects performance to return to historical levels in the coming year.

**Noise Complaints Received and Average Days to Close**



Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Air complaints received	7,896	8,776	9,858	8,807	8,276	*	*	Neutral	*
Air complaints responded to within seven days (%)	98%	95%	95%	96%	97%	85%	85%	Neutral	Up
★ Average days to close air quality complaints	3.8	4.3	4.0	2.5	4.2	9.0	9.0	Neutral	Down
Noise complaints received	45,584	53,862	61,784	58,892	61,342	*	*	Up	*
★ Average days to close noise complaints	5.2	5.9	5.6	4.3	4.8	9.0	9.0	Down	Down
Noise complaints not requiring access to premises responded to within seven days (%)	99%	97%	97%	98%	99%	85%	85%	Neutral	Up
Asbestos complaints received	1,414	1,674	1,855	1,425	1,338	*	*	Neutral	*
★ Average days to close asbestos complaints	0.26	0.37	0.34	0.34	0.74	1.00	1.00	Up	Down
Asbestos complaints responded to within three hours (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
★ Critical Indicator      "NA" Not Available      ⬆️⬇️⬆️ Directional Target      * None									

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Total violations issued	14,077	15,284	14,753	16,149	12,851	*	*	Neutral	*
Violations admitted to or upheld at the Environmental Control Board (%)	89.7%	90.9%	93.8%	92.8%	91.4%	*	*	Neutral	Up
Collisions involving City vehicles	301	337	380	413	398	*	*	Up	Down
Workplace injuries reported	493	478	352	359	252	*	*	Down	Down
★ Critical Indicator      "NA" Not Available      ⬆️⬇️⬆️ Directional Target      * None									



## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Customer Experience									
E-mails responded to in 14 days (%)	88%	86%	93%	100%	100%	95%	95%	Up	Up
Letters responded to in 14 days (%)	97%	99%	99%	99%	99%	95%	95%	Neutral	Up
Calls answered in 30 seconds (%)	79%	68%	73%	79%	72%	76%	76%	Neutral	Up
Average customer in-person wait time (minutes)	7	6	5	4	4	5	5	Down	Down
Completed customer requests for interpretation	13,870	12,976	13,685	13,783	13,848	*	*	Neutral	*
Visitors rating customer service at borough centers as good or better (%)	93.0%	93.0%	95.0%	93.0%	95.0%	90.0%	90.0%	Neutral	Up
CORE customer experience rating (0-100)	95	95	100	97	95	90	90	Neutral	Up
★ Critical Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    * None									

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Response to 311 Service Requests (SRs)									
Percent meeting time to first action - Sewer Maintenance - Catch Basin Clogged/Flooding (6 days)	90%	93%	91%	89%	86%	85%	85%	Neutral	*
Percent meeting time to first action - Sewer Maintenance - Sewer Backup (0.25 days)	86%	89%	90%	88%	89%	85%	85%	Neutral	*
Percent meeting time to first action - Water Maintenance - Hydrant Running (2 days)	86%	85%	85%	86%	82%	85%	85%	Neutral	*
Percent meeting time to first action - Water Maintenance - Hydrant Running Full (1 day)	87%	88%	88%	89%	86%	85%	85%	Neutral	*
Percent meeting time to first action - Water Maintenance - Leak (0.7 days)	80%	80%	79%	81%	77%	85%	85%	Neutral	*
★ Critical Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$1,192.6	\$1,216.1	\$1,267.2	\$1,435.9	\$1,487.9	\$1,505.9	\$1,387.9	Up
Revenues (\$000,000) <sup>4</sup>	\$29.7	\$26.6	\$27.3	\$26.3	\$29.3	\$24.8	\$24.7	Neutral
Personnel	5,708	5,727	5,946	6,011	6,099	6,539	6,505	Neutral
Overtime paid (\$000,000)	\$37.2	\$42.9	\$40.6	\$49.9	\$22.0	\$22.2	\$21.4	Down
Capital commitments (\$000,000)	\$1,160.0	\$2,102.8	\$1,590.1	\$2,490.6	\$1,919.8	\$3,270.7	\$2,845.4	Up
<sup>1</sup> Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at <a href="http://nyc.gov/mmr">nyc.gov/mmr</a> for details. <sup>2</sup> Authorized Budget Level <sup>3</sup> Expenditures include all funds <sup>4</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. "NA" - Not Available    *None								

## SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$549.7	\$537.0	
001 - Executive and Support	\$36.1	\$36.7	All
002 - Environmental Management	\$29.5	\$31.6	5a
003 - Water Supply and Wastewater Collection	\$210.6	\$204.8	1a, 1b, 2a, 3a, 5a
007 - Central Utility	\$76.5	\$77.6	1a, 4a, 4b
008 - Wastewater Treatment	\$197.0	\$186.3	2a, 3a
Other Than Personal Services - Total	\$886.2	\$950.9	
004 - Utility	\$622.2	\$654.2	1a, 1b, 2a, 3a, 5a
005 - Environmental Management	\$206.9	\$229.1	1a, 1b, 2a, 3a, 5a
006 - Executive and Support	\$57.1	\$67.6	All
Agency Total	\$1,435.9	\$1,487.9	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds. 2018. Includes all funds.

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

<sup>2</sup> City of New York Adopted Budget for Fiscal 2018, as of June

"NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

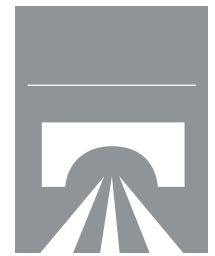
- The Fiscal 2018 target for 'Total revenue collected (\$000,000)' was adjusted on January 26th, 2018 by the NYC Water Board. This adjustment was made after the Water Board prevailed in a lawsuit that allowed for issuance of \$183 credits to the owners of one and two family homes. The revised revenue target of \$3,609 million reflects the issuance of those credits.

## 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).





## 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, 793 bridges and tunnels and nine boats for the Staten Island Ferry program. DOT operates over 13,100 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 1,195 miles of the cycling network, including over 108 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, 112.5 miles of Select Bus Service (SBS) routes have been installed citywide, bringing fast and reliable service to residents living in transit-dependent neighborhoods, such as Tremont, the Bronx; Bedford–Stuyvesant, Brooklyn; Jamaica, Queens; and East Harlem, Manhattan. From project inception through implementation, each route is developed via a comprehensive community-based planning process that includes extensive public input and feedback. SBS routes improve the quality and performance of transit and, in turn, improve mobility and access in the neighborhoods that they serve.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Maintain the City's transportation infrastructure.**

- Goal 1a Manage the City's bridge inventory to achieve a high state of good repair.
- Goal 1b Maintain a state of good repair for the City's streets, sidewalks and highways.
- Goal 1c Ensure timely repairs of the City's street lights, traffic signs and signals.

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### **SERVICE 2 Provide a safe transportation network.**

- Goal 2a Improve safety for pedestrians, motorists and bus and bike riders.
- Goal 2b Ensure passenger safety on the Staten Island Ferry.

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### **SERVICE 3 Design and build transportation alternatives.**

- Goal 3a Increase mobility and accessibility throughout the City.

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### **SERVICE 4 Design public space to facilitate livability.**

- Goal 4a Enhance quality of life through streetscape improvements.

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### **SERVICE 5 Deliver projects on time.**

- Goal 5a Complete capital bridge projects on schedule.

# HOW WE PERFORMED IN FISCAL 2018

## SERVICE 1 Maintain the City's transportation infrastructure.

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

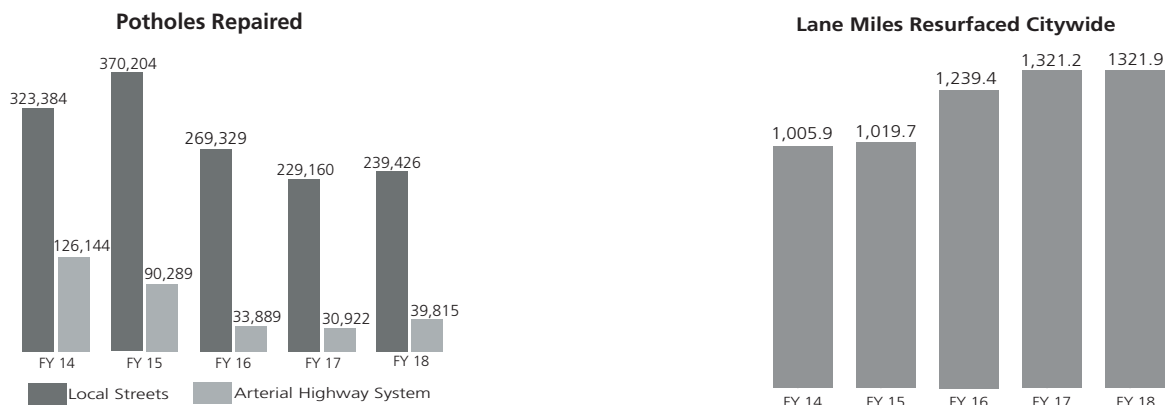
As part of DOT's bridge maintenance strategy, the agency allocates resources to increase the number of bridges rated fair or better. To achieve this goal, the Department focuses on eliminating poor conditions first and preventing other, less serious conditions from worsening. In Fiscal 2018 both the Harlem River Drive Ramp to the George Washington Bridge over the Harlem River Drive Southbound and the 51st Avenue Pedestrian Bridge in Long Island City, Queens were rated poor. These are capital projects currently underway. A poor rating signifies that there are structural components of the bridge that must be addressed to avert failure or potentially imminent failure; it does not mean the bridge is unsafe. Additional information about the City's bridges is available in DOT's annual [Bridges and Tunnels Condition Report](#).

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Bridges rated - Good or very good (%) (calendar year)	42.0%	42.1%	41.9%	41.8%	41.9%	40.7%	40.7%	Neutral	Up
- Fair (%)	57.9%	57.9%	58.1%	58.2%	57.8%	*	*	Neutral	Down
- Poor (%)	0.1%	0.0%	0.0%	0.0%	0.3%	*	*	Up	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

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

In Fiscal 2018 streets maintained with a pavement rating of good improved to 71.5 percent, surpassing its target for the first time since Fiscal 2012. DOT continues its focus on street repairs as part of a \$1.6 billion investment announced in 2015 to expand road repaving citywide.

DOT repaired a total of 279,241 potholes (local streets and arterials), seven percent more than Fiscal 2017. The average time to close a work order increased by half a day to 3.5 days, along with a slight rise in pothole work orders, reflecting the Department's response to more conditions requiring individual attention and too difficult to resurface because of traffic considerations. The same crews are responsible for both pothole repairs and resurfacing. The number of lane miles resurfaced in-house increased slightly to 1,322, the highest output since the resurfacing program was established. The Department surpassed its internal goal to resurface at least 1,300 lane miles for the second year in a row.



Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Streets maintained with a pavement rating of - Good (%)	69.3%	70.0%	68.8%	69.8%	71.5%	71.0%	71.0%	Neutral	Up
- Fair (%)	30.0%	29.3%	30.4%	29.6%	28.0%	*	*	Neutral	Down
- Poor (%)	0.7%	0.7%	0.8%	0.6%	0.6%	*	*	Down	Down
★ Average time to close a pothole work order where repair was done (calendar days)	5.6	5.6	3.2	3.0	3.5	5.0	5.0	Down	Down
Pothole work orders	54,667	60,809	50,085	49,687	51,833	*	*	Down	Down
Potholes repaired - Arterial highway system	126,144	90,289	33,889	30,922	39,815	*	*	Down	*
- Local streets	323,384	370,204	269,329	229,160	239,426	*	*	Down	*
Lane miles resurfaced citywide (in-house)	1,005.9	1,019.7	1,239.4	1,321.2	1,321.9	*	*	Up	Up
Average cost per lane mile resurfaced citywide (\$)	\$169,201	\$160,759	\$149,102	\$152,192	NA	*	*	NA	Down
Average in-house cost of asphalt per ton (\$)	\$61.25	\$56.72	\$51.77	\$44.91	NA	*	*	NA	Down
Average vendor cost of asphalt per ton (\$)	\$63.24	\$58.67	\$55.43	\$57.25	NA	*	*	NA	Down
Construction permits issued	418,245	471,688	549,495	597,358	646,079	*	*	Up	Up
Inspections of permitted street work	641,061	574,467	708,276	707,330	595,665	*	*	Neutral	Up
- Street work rated satisfactory (%)	76%	75%	76%	78%	70%	75%	75%	Neutral	Up
Post-audit inspections for completed street work	329,664	292,453	374,075	375,133	316,572	*	*	Neutral	Up
- Completed street work that passed inspection (%)	75%	75%	77%	79%	70%	*	*	Neutral	Up
Adopt-A-Highway adoption rate (%)	76.8%	81.5%	80.7%	83.9%	84.8%	75.0%	75.0%	Neutral	Up
Adopted highway miles that receive a service rating of good (%)	98.9%	94.3%	95.1%	100.0%	98.7%	*	*	Neutral	Up
★ Muni-meters that are operable (%)	99.3%	99.2%	99.2%	99.1%	99.1%	98.0%	98.0%	Neutral	Up
Total violations issued	33,843	34,266	67,065	46,285	48,937	*	*	Up	*
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	92.0%	91.0%	92.0%	92.0%	91.0%	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None						

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

Average response time to high priority traffic signal defects increased by 10 minutes, largely due to inclement weather conditions causing electrical problems that increased the volume of defects, but remained faster than the performance target for the fourth year in a row. Repair time for priority regulatory signs edged up to 1.8 days, once again surpassing its target of three business days. The overall average repair time for street lights (both ConEd and DOT) was almost one day shorter than last year.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Average time to respond to high priority traffic signal defect and make safe (hours:minutes)	2:05	1:47	1:50	1:47	1:57	2:00	2:00	Neutral	Down
★ Average time to repair priority regulatory signs after notification (business days)	1.8	1.8	1.8	1.7	1.8	3.0	3.0	Neutral	Down
Average time to repair street lights - by DOT (calendar days)	2.5	2.3	2.9	3.0	2.7	*	*	Up	Down
Average time to repair street lights - by ConEd (calendar days)	14.9	15.6	14.4	14.3	13.7	*	*	Neutral	Down
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None						

## SERVICE 2 Provide a safe transportation network.

### Goal 2a Improve safety for pedestrians, motorists and bus and bike riders.

There were 209 traffic fatalities in Fiscal 2018, two fewer than the prior year, while the number of crashes decreased slightly. Fatalities rose by 29 percent for motorists and passengers, while fatalities dropped by 14 percent for bicyclists and pedestrians.

In Fiscal 2018, as part of its commitment to advance the Vision Zero Action Plan, DOT completed 113 street improvement projects; installed a record 409 speed humps and 29.1 million linear feet of pavement safety markings; and installed 749 Leading Pedestrian Intervals. The Department also installed 119 left-turn traffic calming treatments, which reduce turning speeds and include elements such as temporary curbing, plastic bollards and road markings.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Overall traffic crashes	205,066	209,729	225,318	228,283	227,766	↓	↓	Up	Down
★ Citywide traffic fatalities	285	249	236	211	209	↓	↓	Down	Down
– Bicyclists/pedestrians	172	159	152	148	128	*	*	Down	Down
– Motorists/passengers	113	90	84	63	81	*	*	Down	Down
Collisions involving DOT vehicles	461	344	370	497	480	*	*	Up	Down
★ Speed humps installed	274	382	395	365	409	250	250	Up	Up
★ Pavement safety markings installed (000,000) (linear feet)	28.4	45.2	45.2	45.0	29.1	↑	↑	Neutral	Up
Intersections with accessible pedestrian signals installed	30	18	52	116	51	75	75	Up	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

### Goal 2b Ensure passenger safety on the Staten Island Ferry.

During Fiscal 2018 the customer accident injury rate (CAIR) for the Staten Island Ferry dropped to 0.99 per million passengers, its lowest rate since Fiscal 2016. In total, there were 22 passenger injuries in Fiscal 2018 compared to 37 injuries reported in Fiscal 2017. The CAIR represents all passenger injuries where professional medical treatment was requested, and does not necessarily mean each passenger suffered an injury requiring treatment. The CAIR is recognized by local and State transportation agencies as an industry standard measure and is utilized to examine safety practices and evaluate performance.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Staten Island Ferry - Customer accident injury rate (per million passengers)	1.51	1.48	0.81	1.54	0.99	1.34	1.34	Down	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

## SERVICE 3 Design and build transportation alternatives.

### Goal 3a Increase mobility and accessibility throughout the City.

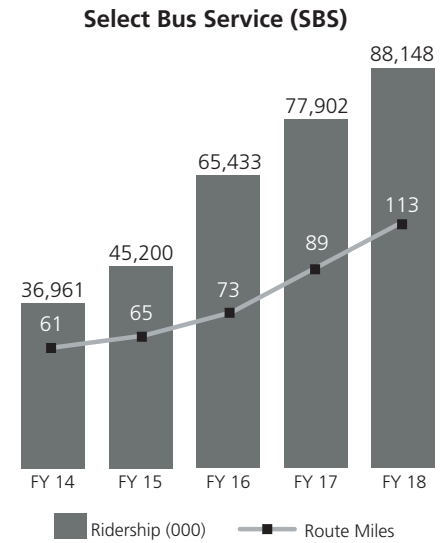
Staten Island Ferry ridership rose to 24.5 million, a two percent increase over last year, while the average cost per passenger increased by 23 cents to \$5.39. The ferry provides free, around-the-clock service between the South Ferry Terminal in Manhattan and St. George Terminal in Staten Island. Generally, the ferry runs every fifteen minutes during rush hour, and every half hour or hour during nights and weekends. On-time ferry service changed slightly to 92.4 percent.

Private ferry ridership increased 23 percent to reach 13.8 million riders, largely due to the continued growth on existing NYC Ferry routes, operated by Hornblower, and the inception of its new Astoria route which connects the growing residential and business communities of Western Queens and Roosevelt Island. The ferry routes help reduce overcrowding on subways and buses, offer reliable transportation to underserved communities, and expand the use of our waterways as an essential component of the City's transportation network.

During Fiscal 2018 users of the Bike Share Program activated 150,493 annual memberships, including renewals, 12 percent higher than last year. Further expansion of Citi Bike took place into neighborhoods such as Prospect Heights and Crown Heights in Brooklyn and up to 130th Street in Manhattan, bringing the total number of stations to 750. Trips taken by all users, annual and short-term, grew 15 percent to approximately 17.2 million.

DOT added over 70 lane miles to the City's bicycle network, including a record 24 miles of protected bike paths. Completed bicycle projects include Park Row in Lower Manhattan, which connects the Brooklyn Bridge bicycle path north into Chinatown and Two Bridges and south into the Financial District, as well as bike network expansion into neighborhoods such as Briarwood and Kew Gardens Hills in Queens Community District 8 and Williamsbridge and Edenwald in Bronx Community District 12.

New York City's Select Bus Service expanded to 113 route miles in Fiscal 2018, serving over 88.1 million passengers, a 13 percent increase over last year. In July 2017 the Bx6 SBS 161st Street service began operating in the Bronx, followed by the Q52/Q53 SBS in November 2018, which runs from the Rockaways to Rego Park/Woodside in Queens. There are now 17 SBS routes citywide operating on 15 corridors. DOT and the Metropolitan Transportation Authority continue to work together to implement this cost-effective approach to improve bus speed, bus reliability and convenience.



Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Staten Island Ferry - Trips that are on time (%)	91.1%	92.1%	92.3%	92.8%	92.4%	90.0%	90.0%	Neutral	Up
- Ridership (000)	21,068	21,911	23,067	23,920	24,497	*	*	Up	Up
- Average cost per passenger per trip (\$)	\$5.75	\$5.87	\$5.87	\$5.16	\$5.39	*	*	Neutral	Down
Private ferry service - Total ridership (000)	9,656	9,830	10,883	11,202	13,827	*	*	Up	Up
- Number of permanent routes	21	21	21	23	22	*	*	Neutral	Up
Citi Bike annual membership	92,560	73,057	114,779	134,583	150,493	*	*	Up	Up
- Trips (000)	9,409	8,765	12,234	14,981	17,176	*	*	Up	Up
Bicycle lane miles installed	65.9	51.2	53.9	82.9	70.5	50.0	50.0	Up	Up
Bicycle racks installed	3,656	2,408	1,300	2,018	804	1,500	1,500	Down	Up
★ NYC adults who bike regularly (annual) (calendar year)	759,000	778,000	NA	828,000	793,000	↑	↑	NA	Up
Select Bus Service ridership (000) (annual)	36,961	45,200	65,433	77,902	88,148	*	*	Up	Up
- Route miles (cumulative)	61	65	73	89	113	*	*	Up	Up
Average travel speed (miles per hour) - Manhattan Central Business District	8.7	7.7	7.4	7.1	7.1	*	*	Down	Up
Crossing points with pedestrian ramps installed (%)	97.2%	97.0%	96.8%	97.2%	98.1%	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target		* None				



## SERVICE 4 Design public space to facilitate livability.

**Goal 4a** Enhance quality of life through streetscape improvements.

The Department installed 353,968 square feet of pedestrian space during Fiscal 2018, 29 percent less than last year's record level, but the second highest total in five years. Pedestrian space includes, but is not limited to, plazas, curb extensions, sidewalks, safety islands and triangles. Notable street improvement projects completed include Shore Front Parkway in Queens, Park Row and Frankfort Street to Chatham Square in Manhattan, Van Duzer and Targee Streets and Saint Paul's Avenue on Staten Island and Safe Routes to Schools projects, which improve safety near schools via neckdowns and sidewalk extensions.

The NYC Plaza Program continues to thrive, helping to ensure all New Yorkers live within a ten-minute walk of high-quality open spaces. Plazas enhance local economic vitality, pedestrian mobility, access to public transit and safety for all street users. There are currently 74 plazas citywide that have either been completed or are in some phase of planning, design, or construction. Of these, 59 plazas are now open to the public. Plazas recently completed include Diversity Plaza in Jackson Heights, Queens; Corona Plaza in Corona, Queens; and Fowler Square Plaza in Fort Greene, Brooklyn.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Pedestrian volume index	111.1	112.7	118.3	113.7	110.9	*	*	Neutral	*
Pedestrian space installed (square feet)	297,408	230,956	353,439	499,025	353,968	*	*	Up	Up
Existing newsstands converted to new model (%)	93.7%	94.0%	95.9%	97.4%	97.5%	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

## SERVICE 5 Deliver projects on time.

**Goal 5a** Complete capital bridge projects on schedule.

The Department completed 10 bridge structure projects in Fiscal 2018; all were completed on schedule. Completed projects include work on the Belt Parkway Bridge over Gerritsen Inlet, East 180th Street over the Bronx River, Houston Street over the FDR Drive, Riverside Drive over West 138th Street; and Forest Avenue over Clove Lakes Park Stream. DOT is working to accelerate capital projects, through partnerships with federal, State and local partner agencies. Accelerated scheduling is designed to help reduce the costs and the time it takes to deliver completed projects to the public.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Bridge projects (structural work) substantially completed on schedule (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Cases commenced against the City in state and federal court	1,919	2,173	2,209	2,234	2,237	*	*	Up	*
Payout (\$000)	\$63,272	\$50,636	\$62,940	\$95,495	\$89,300	*	*	Up	Down
Workplace injuries reported	448	426	371	456	474	*	*	Neutral	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Customer Experience									
E-mails responded to in 14 days (%)	89%	95%	98%	97%	99%	95%	95%	Neutral	Up
Letters responded to in 14 days (%)	90%	95%	98%	97%	94%	95%	95%	Neutral	Up
Calls answered in 30 seconds (%)	47%	61%	21%	12%	68%	*	*	Neutral	Up
Average customer in-person wait time (minutes)	NA	3	4	3	3	*	*	NA	Down
Completed customer requests for interpretation	798	1,261	1,415	2,209	1,890	*	*	Up	*
CORE customer experience rating (0-100)	97	95	98	100	99	95	95	Neutral	Up
★ Critical Indicator      "NA" Not Available      ⇅ Directional Target      * None									

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Response to 311 Service Requests (SRs)									
Percent meeting time to close - Street Condition - Pothole (30 days)	97%	98%	100%	100%	100%	98%	98%	Neutral	*
Percent meeting time to first action - Street Light Condition - Street Light Out (10 days)	93%	99%	98%	98%	99%	98%	98%	Neutral	*
Percent meeting time to first action - Traffic Signal Condition - Controller (0.1 days)	72%	73%	74%	75%	71%	80%	80%	Neutral	*
Percent meeting time to first action - Street Condition - Failed Street Repair (10 days)	92%	92%	92%	89%	91%	85%	85%	Neutral	*
Percent meeting time to close - Broken Muni Meter - No Receipt (14 days)	96%	98%	68%	92%	90%	90%	90%	Neutral	*
★ Critical Indicator      "NA" Not Available      ⇅ Directional Target      * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$860.6	\$885.0	\$910.3	\$957.9	\$996.8	\$1,001.2	\$1,042.7	Up
Revenues (\$000,000)	\$357.5	\$368.8	\$381.5	\$388.2	\$396.9	\$386.1	\$389.2	Up
Personnel	4,796	4,861	5,315	5,502	5,549	5,567	5,615	Up
Overtime paid (\$000,000)	\$62.9	\$70.4	\$62.1	\$81.4	\$52.3	\$52.4	\$48.7	Neutral
Capital commitments (\$000,000)	\$836.9	\$1,360.9	\$1,151.7	\$1,602.9	\$2,055.7	\$2,670.0	\$2,367.0	Up
<sup>1</sup> Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at <a href="http://nyc.gov/mmr">nyc.gov/mmr</a> for details. <sup>2</sup> Authorized Budget Level <sup>3</sup> Expenditures include all funds "NA" - Not Available      *None								

## SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$468.9	\$471.7	
001 - Exec. Admin. and Planning Management	\$56.0	\$56.6	All
002 - Highway Operations	\$172.8	\$174.5	1b, 2a, 3a, 4a
003 - Transit Operations	\$61.3	\$62.1	2a, 2b, 3a, 4a
004 - Traffic Operations	\$105.4	\$105.7	1b, 1c, 3a, 4a
006 - Bureau of Bridges	\$73.5	\$72.9	1a, 5a
Other Than Personal Services - Total	\$489.0	\$525.1	
007 - Bureau of Bridges	\$26.0	\$32.2	1a, 5a
011 - Executive and Administration	\$65.3	\$63.7	All
012 - Highway Operations	\$111.3	\$119.5	1b, 2a, 3a, 4a
013 - Transit Operations	\$37.3	\$49.4	2a, 2b, 3a, 4a
014 - Traffic Operations	\$249.0	\$260.4	1b, 1c, 3a, 4a
Agency Total	\$957.9	\$996.8	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds. June 2018. Includes all funds. <sup>2</sup>City of New York Adopted Budget for Fiscal 2018, as of June 2018. <sup>3</sup>Refer to agency goals listed at front of chapter.  
 "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Fiscal 2018 data for the three indicators that report data on the average cost of asphalt (in-house and vendor) and roadway resurfacing is not yet available and will be reported in the Fiscal 2019 Preliminary Mayor’s Management Report.
- DOT corrected Fiscal 2017 data for Collisions involving DOT vehicles from 465 to 497.
- The indicator ‘Roadway safety markings installed’ was renamed ‘Pavement safety markings installed.’ DOT also changed the performance target of 50 MLF to a directional target of “up” and will propose a revised target once the ongoing review of the program is completed.
- DOT recalculated previously reported data for fiscal year 2014 to 2017 for the indicator ‘Citi Bike annual membership.’ Due to a change in the usage feature by Motivate, the Department was able to refine its methodology. Data was adjusted as follows: Fiscal 2014 data from 92,598 to 92,560, Fiscal 2015 from 73,369 to 73,057, Fiscal 2016 from 114,779 to 112,415, and Fiscal 2017 from 198,858 to 134,583.
- DOT corrected previously reported data for fiscal year 2014 to 2017 for indicator ‘Workplace injuries reported.’ Data was adjusted as follows: Fiscal 2014 data from 359 to 448, Fiscal 2015 from 390 to 426, Fiscal 2016 from 371 to 427 and Fiscal 2017 from 331 to 456.

## ADDITIONAL RESOURCES

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

- 2017 NYC DOT Bridges & Tunnels Annual Condition Report  
[http://www.nyc.gov/html/dot/downloads/pdf/dot\\_bridgereport17.pdf](http://www.nyc.gov/html/dot/downloads/pdf/dot_bridgereport17.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 45,000 active construction sites under its jurisdiction 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 construction accidents, with the goal of improving safety at construction sites throughout the City. The Department has strengthened its educational outreach and enforcement efforts to remind construction professionals, licensees, 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 customer 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 improving service levels and 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 FISCAL 2018

## SERVICE 1 Facilitate safe and compliant development.

### Goal 1a Improve processing efficiency.

Fiscal 2018 reporting incorporates DOB NOW volumes for job filings, initial building permits and building permit renewals. DOB NOW will eventually replace the Building Information System (BIS) as the Department's public-facing application portal, allowing the public to conduct all business with DOB fully online. DOB NOW volumes are reported separately from their BIS counterparts. The agency classifies DOB NOW filings by work type (such as plumbing, sprinkler, antenna and supported scaffold) and not by the new building, major renovation and minor renovation job type classifications used in BIS. Separating filings this way in DOB NOW allows construction applications to be reviewed and approved more quickly, creating a much better service experience for customers. Total filings increased by 3.2 percent from the prior fiscal year to approximately 95,500. Of these total filings, 13.9 percent came in online through DOB NOW.

The average in-person wait time at borough offices/specialized units was 21 minutes, down from 27 in the prior fiscal year. The average time for customers to complete transactions in-person was five minutes, down from seven minutes in the prior fiscal year.

The Department issued 111,185 initial building construction permits and 62,297 renewal permits, increases of 1.3 percent and 10.9 percent, respectively, from the previous year.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Filings (DOB NOW)	NA	NA	3	19	13,244	*	*	NA	*
Jobs filed (BIS)	82,551	91,933	93,130	92,569	82,286	*	*	Neutral	*
★ Average customer in-person transaction time (minutes)	NA	NA	NA	7	5	↓	↓	NA	Down
Average customer in-person wait time (minutes)	NA	NA	NA	27	21	*	*	NA	Down
Work permits issued - Initial (DOB NOW)	NA	NA	NA	NA	11,239	*	*	NA	*
Work permits issued - Renewals (DOB NOW)	NA	NA	NA	NA	3,439	*	*	NA	*
Building permits issued - Initial (BIS)	98,302	104,087	109,277	109,724	99,946	*	*	Neutral	*
Building permits issued - Renewals (BIS)	44,538	44,774	52,244	56,183	58,858	*	*	Up	*
Certificates of Occupancy issued	5,694	5,289	5,893	6,427	6,032	*	*	Up	*
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

### Goal 1b Promptly review initial construction plans.

DOB completed 90,635 plan reviews, a 4.3 percent increase from the previous year. 77,391 of these reviews were for applications filed in BIS and the remaining 13,244 were for applications filed online through DOB NOW.

The average time to complete first plan reviews for new buildings at the Borough Offices increased by 1.8 percent, from 5.6 to 5.7 days and for major renovations decreased from 5.8 to 5.5 days. For jobs filed through the Development Hub, average plan review times for new buildings decreased from 4.9 to 4.2 days and for major renovations went from 5.1 to 4.3 days. Average plan review times for minor renovations at the Borough Offices increased from 1.5 to 1.7 days and remained at 0.1 days for the Full Service and Self Service Hubs.

The percent of jobs professionally certified reached 61 percent. Of these jobs, 19 percent were audited. 38 percent of audited jobs were issued a revocation notice, requiring applicants to propose corrective measures within 15 calendar days of the notice's issuance.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
First plan reviews completed	76,669	84,449	88,542	86,878	77,391	*	*	Neutral	*
★ Average days to complete first plan review (Borough offices) - New buildings	8.8	14.9	11.1	5.6	5.7	12.0	12.0	Down	Down
★ Average days to complete first plan review (Borough offices) - Major renovation (Alteration I)	11.3	15.2	12.2	5.8	5.5	10.0	10.0	Down	Down
Average days to complete first plan review (Borough offices) - Minor renovation (Alterations II and III)	3.8	4.1	3.2	1.5	1.7	4.0	4.0	Down	Down
Average days to complete first plan review (Hub projects) - New buildings	12.7	17.9	9.9	4.9	4.2	*	*	Down	Down
Average days to complete first plan review (Hub projects) - Major renovation (Alteration I)	11.9	16.2	9.0	5.1	4.3	*	*	Down	Down
Average days to complete first plan review (Hub projects) - Minor renovation (Alterations II and III)	1.1	2.6	2.7	0.1	0.1	*	*	Down	Down
Jobs professionally certified (%)	57.8%	58.8%	61.9%	64.1%	61.2%	*	*	Neutral	Up
Jobs professionally certified that were audited (%)	NA	20.6%	20.3%	23.0%	19.1%	*	*	NA	Up
Of eligible audited jobs, the percent of audits that resulted in revocation notices (%)	NA	NA	34.3%	42.0%	37.9%	*	*	NA	Up
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target			* None				

**Goal 1c** Promptly schedule development inspections.

The average wait time for a construction inspection decreased from 2.7 days to 2.4 days on 37,382 inspections. Average wait times for plumbing and electrical inspections also decreased to 2.1 days on 34,552 inspections and 3.9 days on 80,173 inspections, respectively.

The Department has continued to rely on DOB NOW: Inspections, which allows for online inspection scheduling, tracking and notification. In addition to providing secure online accounts, the system has made it easier for DOB customers to make inspection requests and check the status of their requests.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Average days between construction inspection request and inspection	3.4	3.6	3.8	2.7	2.4	↓	↓	Down	Down
★ Average days between electrical inspection request and inspection	6.1	5.2	6.4	6.5	3.9	↓	↓	Down	Down
★ Average days between plumbing inspection request and inspection	4.5	4.5	3.8	3.4	2.1	↓	↓	Down	Down
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target			* None				

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

**Goal 2a** Promptly address complaints.

As one example of its commitment to customer service, the Department again made progress in decreasing its backlog of nonemergency complaints at the same time as it reduced overall complaint response time. Resources were allocated to prioritize the oldest complaints in the backlog.

The Department responded to 3.4 percent more Priority B complaints than in the prior fiscal year. At the same time, the average time to respond to Priority B complaints decreased from 38.2 to 13.2 days. The Department expects average response times to B complaints to remain below this 40-day target.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Priority A (emergency) complaints received	14,654	15,827	17,629	16,591	16,989	*	*	Up	*
Priority B (nonemergency) complaints received	70,089	63,160	70,661	74,240	78,526	*	*	Up	*
Priority A complaints responded to	14,468	15,420	16,927	15,981	16,463	*	*	Up	*
Priority B complaints responded to	63,215	54,688	60,716	72,848	75,326	*	*	Up	*
★ Average time to respond to Priority A complaints (days)	0.7	0.7	0.8	0.6	0.4	1.0	1.0	Down	Down
★ Average time to respond to Priority B complaints (days)	34.6	38.4	42.8	38.2	13.2	40.0	40.0	Down	Down
★ Residential illegal conversion complaints where access was obtained (%)	44.1%	40.5%	38.4%	36.4%	38.2%	44.0%	44.0%	Down	Up
– Access obtained and violations were written (%)	44.7%	37.4%	40.4%	39.8%	42.3%	*	*	Neutral	*
Work without a permit complaints where access was obtained and violations were written (%)	32.7%	33.3%	29.5%	29.9%	29.6%	*	*	Down	*
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

**Goal 2b** Rigorously enforce building and zoning laws.

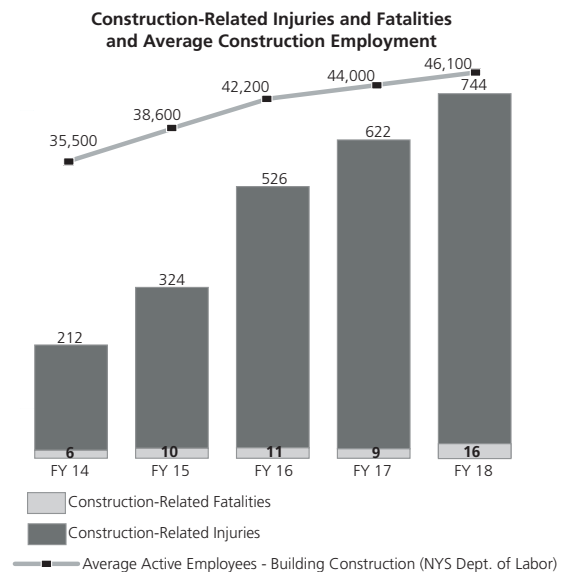
In furtherance of its mandate to protect the safety of the public, DOB issued 82,228 Office of Administrative Trials and Hearings violations, 23.9 percent more than a year ago. Of these violations issued, nearly 79 percent were upheld, which is slightly below the target of 80 percent.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Construction inspections completed	142,222	139,323	148,162	156,508	188,221	140,000	140,000	Up	Up
Construction inspections resulting in violations (%)	19.1%	18.6%	24.9%	24.6%	26.0%	*	*	Up	*
DOB violations issued	82,753	65,215	61,393	89,430	79,422	*	*	Neutral	*
Office of Administrative Trials and Hearings violations issued	47,768	52,315	55,121	66,399	82,228	*	*	Up	*
★ Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	82.1%	84.5%	85.2%	81.7%	79.1%	80.0%	80.0%	Neutral	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

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

Compared to the prior fiscal year, construction-related accidents rose from 611 to 729 and construction-related injuries increased from 622 to 744, while fatalities increased from nine to 16. In order to reduce such incidents, the Department is actively 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 to prevent construction accidents causing serious or fatal injuries.

Enhancements to the Construction Superintendent Rule, promulgated in August 2016, expanded the universe of jobs that require a Construction Superintendent. On the enforcement side, in addition to issuing Stop Work Orders, the Department vigorously seeks to suspend or revoke DOB-issued licenses or registrations of licensees involved in unsafe construction practices



The Department continues to strengthen its education and outreach programs by working with industry professionals to raise awareness about best safety practices at construction sites throughout the City. As part of its ongoing multilingual safety campaign, Experience Is Not Enough, the Department distributes educational flyers at hundreds of construction sites across the City and, in Fiscal 2017, expanded outreach to include safety workshops for day laborer groups. Additionally, the annual [Build Safe | Live Safe Conference](#) is a daylong series of seminars where Department experts discuss industry trends and highlight safe construction operations.

Finally, the Department is working diligently to implement Local Law 196 of 2017, which will require a minimum of 40 hours of construction safety training as early as 2019 for thousands of construction workers on construction sites that present the greatest safety risk to workers and the public. The Department has prepared and released the training curriculum and has performed outreach to well over 1,000 industry professionals on the requirements of the law.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Construction-related incidents	459	736	979	1,170	1,052	*	*	Up	Down
– Construction-related accidents	207	314	500	611	729	*	*	Up	Down
★ Construction-related injuries	212	324	526	622	744	↓	↓	Up	Down
★ – Construction-related fatalities	6	10	11	9	16	↓	↓	Up	Down
Incident inspections resulting in violations (%)	75.2%	70.4%	63.1%	64.3%	72.7%	*	*	Neutral	*
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target	* None					

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Collisions involving City vehicles	33	41	44	98	81	*	*	Up	Down
Workplace injuries reported	15	12	10	21	20	*	*	Up	Down
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target	* None					

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Customer Experience									
E-mails responded to in 14 days (%)	65%	51%	60%	63%	50%	57%	57%	Down	Up
Letters responded to in 14 days (%)	49%	69%	30%	60%	47%	57%	57%	Down	Up
Calls answered in 30 seconds (%)	NA	NA	NA	NA	70%	*	*	NA	Up
Completed customer requests for interpretation	17	66	68	63	100	*	*	Up	*
CORE customer experience rating (0-100)	91	90	91	90	90	85	85	Neutral	Up
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target	* None					



Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Response to 311 Service Requests (SRs)									
Percent meeting time to first action - Elevator - Defective/Not Working (60 days)	51%	48%	57%	92%	100%	50%	50%	Up	*
Percent meeting time to first action - General Construction/ Plumbing - Contrary/Beyond Approved Plans/Permits (60 days)	80%	81%	78%	62%	88%	72%	72%	Neutral	*
Percent meeting time to first action - General Construction/ Plumbing - Failure to Maintain (60 days)	79%	81%	93%	80%	63%	77%	77%	Down	*
Percent meeting time to first action - Illegal Conversion of Residential Building/Space (60 days)	62%	65%	56%	53%	91%	57%	57%	Up	*
Percent meeting time to first action - No Permit - Construction, Plumbing, Cranes & Derricks, Building/Use, Elevator (60 days)	72%	63%	85%	93%	98%	77%	77%	Up	*
★ Critical Indicator      "NA" Not Available      ↑↓ Directional Target      * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$98.7	\$108.7	\$134.7	\$150.4	\$167.3	\$192.9	\$204.8	Up
Revenues (\$000,000)	\$246.1	\$291.8	\$301.9	\$303.3	\$328.4	\$310.7	\$301.2	Up
Personnel	1,073	1,156	1,361	1,551	1,633	1,826	1,880	Up
Overtime paid (\$000,000)	\$6.4	\$7.1	\$8.3	\$7.9	\$3.3	\$3.4	\$3.0	Down
<sup>1</sup> Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at <a href="http://nyc.gov/mmr">nyc.gov/mmr</a> for details. <sup>2</sup> Authorized Budget Level <sup>3</sup> Expenditures include all funds *NA" - Not Available      *None								

## SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$116.1	\$130.2	All
002 - Other Than Personal Services	\$34.2	\$37.1	All
Agency Total	\$150.4	\$167.3	
<sup>1</sup> Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds. <sup>2</sup> City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds. <sup>3</sup> Refer to agency goals listed at front of chapter. *NA" Not Available      * None			

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- DOB added three new indicators to incorporate applications submitted online through DOB NOW rather than the Building Information System. 'Filings (DOB NOW),' 'Work permits issued – Initial (DOB NOW),' and 'Work permits issued – Renewals (DOB NOW)' are reported separately from their BIS counterparts. The Department classifies DOB NOW filings by work type (such as plumbing, sprinkler, antenna, and supported scaffold) and not by the new building, major renovation, and minor renovation job type classifications used for BIS. Separating filings this way in DOB NOW allows construction applications to be reviewed and approved more quickly, creating a much better service experience for customers.

## 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

Lorraine Grillo, Commissioner



## WHAT WE DO

The Department of Design and Construction (DDC) works with 29 City agencies to deliver high-quality public buildings and infrastructure for New York City in an expeditious and cost effective manner while meeting standards for environmental sustainability and resiliency. DDC supplies a full range of design and construction management services for projects such as new and upgraded libraries, firehouses and police precincts, or water mains, sewers, roads and public plazas throughout the City. In Fiscal 2018, the Department's portfolio included more than 800 active projects (excluding projects in the planning or project close-out phases) 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 comfort station in Brighton Beach 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 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 5,500 Minority and Women-owned Business Enterprises (M/WBE's) through hosting or attending events, workshops and seminars that enhance technical and business capacity. DDC has also restructured procurements to create opportunities for small M/WBE's. This work has established DDC as a leading agency in contract awards and payments to M/WBE firms.

DDC's commitment to equity is also exemplified through its work to help the City meet its long-term environmental goals. In every neighborhood, DDC ensures that its projects are built to higher standards for resiliency and sustainability. One such example in Fiscal 2018 was the implementation of electrical energy efficiency measures within the Brooklyn Central Library to help comply with the City's "80 x 50" initiative.

DDC also educates students about careers in science, technology, engineering, architecture/art and mathematics through its STEAM program which provides workforce development for students from middle school through high school and college. Through STEAM's educational, mentorship and internship programs, DDC has provided over 2,550 students in targeted high schools and Title 1 middle 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.

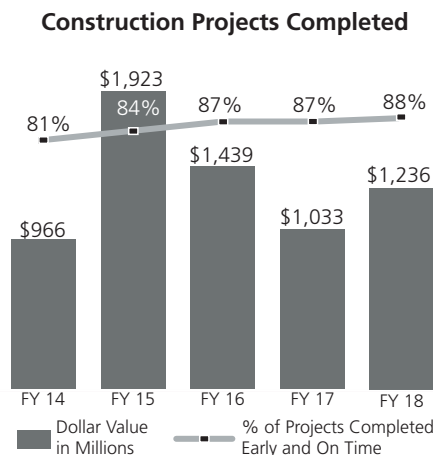
# HOW WE PERFORMED IN FISCAL 2018

## SERVICE 1 Design and build quality public buildings and infrastructure.

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

In Fiscal 2018, DDC completed 136 design projects and 132 construction projects, exceeding annual targets for both categories. Completed construction projects include the restoration of the historic 120th Precinct Stationhouse in Staten Island, and the extensive renovation of the Chelsea Sexual Health Clinic, meeting LEED Gold standards for energy efficiency.

The agency delivered 93 percent of all design projects and 88 percent of all construction projects on or ahead of schedule compared to annual targets of 88 percent and 82 percent, respectively. A project is considered on time if it is completed no more than 30 days behind schedule, excluding delays caused by factors beyond the agency's control. For infrastructure projects, on-time performance was 96 percent for design and 87 percent for construction, both above target. For public buildings projects, on-time performance increased from 88 to 89 percent for design, and from 86 to 88 percent for construction. Overall, the percent of construction projects completed within budget was 83 percent.



In Fiscal 2018, the percentage of active design projects on or ahead of schedule increased from 83 to 85 percent, compared to the prior year, but remained below the target of 88 percent. For active construction projects, 87 percent of projects were on or ahead of schedule, exceeding the target of 82 percent. As of June 30th 2018, DDC's portfolio consisted of 81 projects in initiation, 296 projects in design, 136 projects in procurement and 308 projects in construction.

DDC works mostly with DEP and DOT to upgrade the City's infrastructure, and in Fiscal 2018 added 26 miles of new or rebuilt sewers, 93 miles of new and replacement water mains and 25 lane miles of reconstructed roadway. Completed infrastructure work included Fowler Plaza in Fort Greene, Brooklyn; the installation of storm sewers and rehabilitation of streets at Hook Creek Boulevard in Southeast Queens; and the completion of the first mid-Island Bluebelt system in Staten Island, which included over a half-mile of sewers and water mains in surrounding communities. On-time performance for each category of work exceeded their respective targets.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Design projects completed	128	179	181	138	136	97	111	Neutral	*
Total design projects completed early/on time (%)	86%	84%	87%	90%	93%	88%	88%	Neutral	Up
★ – Completed early/on time: Infrastructure (%)	85%	84%	87%	100%	96%	88%	88%	Up	Up
★ – Completed early/on time: Public buildings (%)	87%	84%	87%	88%	89%	88%	88%	Neutral	Up
Construction projects completed	122	125	135	147	132	103	114	Up	*
Total construction projects completed early/on time (%)	81%	84%	87%	87%	88%	82%	82%	Neutral	Up
★ – Completed early/on time: Infrastructure (%)	87%	88%	87%	90%	87%	82%	82%	Neutral	Up
★ – Completed early/on time: Public buildings (%)	76%	83%	85%	86%	88%	82%	82%	Up	Up
★ Construction projects completed within budget (%)	NA	NA	NA	83%	83%	↑	↑	NA	Up
Lane miles reconstructed	42.6	20.4	16.7	52.0	25.0	20.0	38.0	Neutral	*
– Construction completed on schedule (%)	85%	93%	89%	88%	82%	82%	82%	Neutral	Up
Sewers constructed (miles)	12.8	9.8	11.4	10.6	18.2	4.0	11.0	Up	*
– Construction completed on schedule (%)	84%	85%	84%	94%	100%	82%	82%	Up	Up
Sewers reconstructed (miles)	6.7	6.1	4.6	12.0	7.4	8.0	15.0	Up	*

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

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
- Construction completed on schedule (%)	86%	84%	89%	99%	100%	82%	82%	Up	Up
Water mains (new and replaced) (miles)	31.8	34.6	34.3	62.5	92.6	30.0	62.0	Up	*
- Construction completed on schedule (%)	88%	92%	91%	85%	100%	82%	82%	Neutral	Up
★ Active design projects: Early/on time (%)	86%	88%	84%	83%	85%	88%	88%	Neutral	Up
★ Active construction projects: Early/on time (%)	88%	84%	90%	88%	87%	82%	82%	Neutral	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

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

As part of DDC’s ongoing effort to keep the public, its employees and contractors safe, trained safety inspectors conduct random, unannounced inspections at every eligible DDC construction site. Using a standardized checklist to ensure consistency, inspectors evaluate compliance with contract requirements, safety plans, and City, State and federal regulatory codes. DDC continues to exceed the 95 percent target for quality assurance/site safety inspections with 100 percent of the 348 eligible projects inspected at least once during the reporting period by DDC inspectors.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Projects audited (%)	100%	100%	100%	100%	100%	95%	95%	Neutral	Up
Construction-related accidents on DDC-managed construction sites	NA	NA	NA	NA	32	*	*	NA	Down
★ Construction-related injuries on DDC-managed construction sites	NA	NA	NA	NA	32	↓	↓	NA	Down
★ Construction-related fatalities on DDC-managed construction sites*	NA	NA	NA	NA	0	↓	↓	NA	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

**Goal 1c** Improve customer satisfaction ratings.

To obtain feedback on its work, DDC sends satisfaction surveys on completed construction projects to its client agencies, and to elected officials and randomly selected residents and businesses in areas near street construction. In Fiscal 2018, DDC solicited feedback for 36 eligible projects. Of the 435 surveys that were sent, 51 were completed and returned; 90 percent of the respondents gave an overall rating of “satisfied” or “more than satisfied” for both the outcome of projects and the way they were managed.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Eligible projects with completed post-construction surveys (%)	47%	28%	56%	53%	39%	*	*	Neutral	Up
Post-construction satisfaction - Surveys returned	46	27	54	41	51	*	*	Up	Up
★ Respondents rating a completed project as adequate or better (%)	93%	85%	91%	91%	90%	90%	90%	Neutral	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Customer Experience									
E-mails responded to in 14 days (%)	94%	95%	86%	90%	99%	90%	90%	Neutral	Up
Letters responded to in 14 days (%)	96%	94%	88%	86%	98%	90%	90%	Neutral	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$127.3	\$160.3	\$399.3	\$505.6	\$553.8	\$526.2	\$162.3	Up
Revenues (\$000)	\$152	\$62	\$49	\$106	\$20	\$150	\$150	Down
Personnel	1,241	1,254	1,437	1,396	1,389	1,584	1,505	Up
Overtime paid (\$000,000)	\$1.9	\$2.2	\$2.7	\$3.0	\$2.0	\$2.1	\$2.1	Up
Capital commitments (capital projects managed for client agencies) (\$000,000)	\$1,301.3	\$1,439.2	\$1,584.7	\$2,224.5	\$2,152.8	\$1,975.3	\$2,054.0	Up

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

## SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$115.6	\$118.7	All
002 - Other Than Personal Services	\$390.0	\$435.1	All
Agency Total	\$505.6	\$553.8	

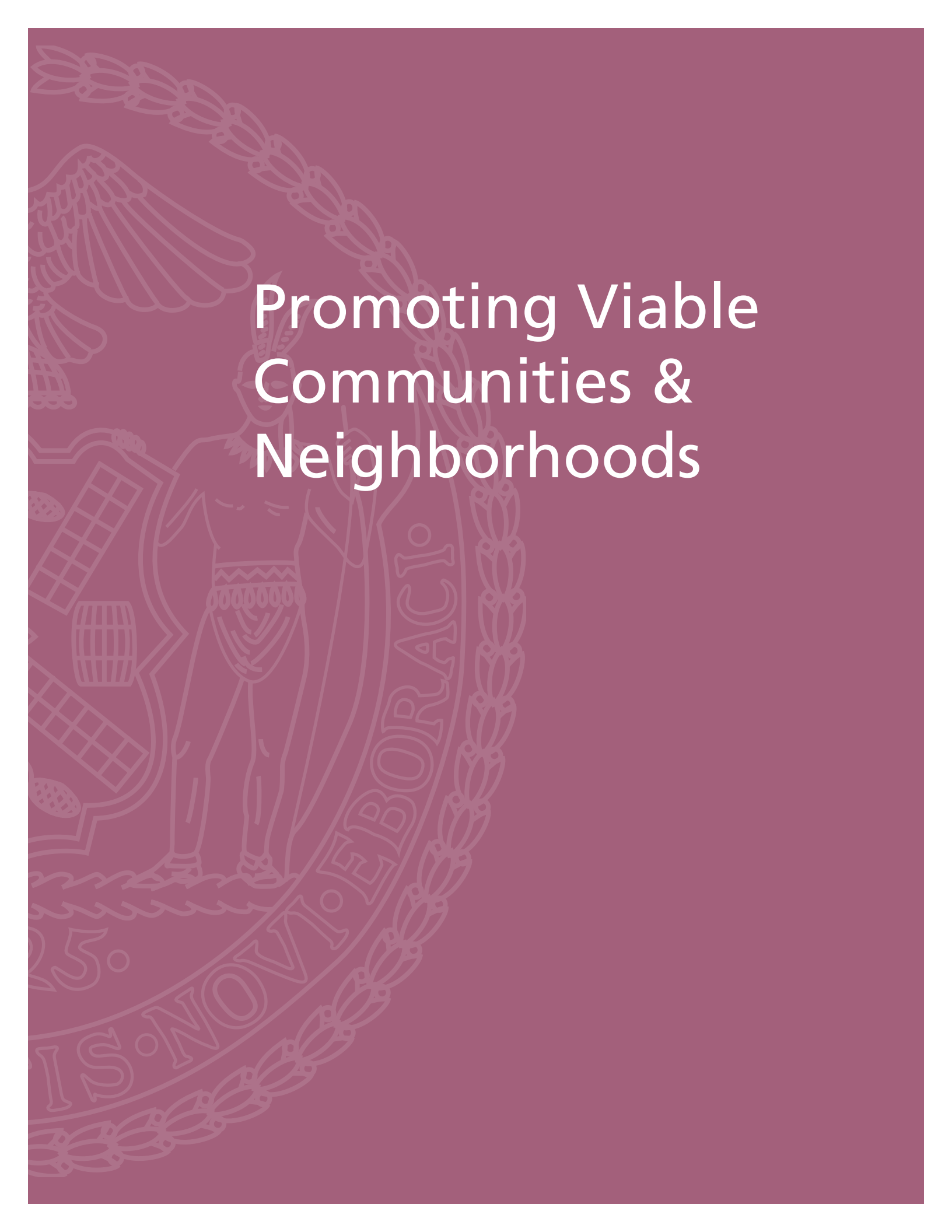
<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds. <sup>2</sup> City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter.  
 "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- During the reporting period of Fiscal 2018, Ana Barrio was Acting Commissioner of the agency; Lorraine Grillo was named Commissioner on July 16, 2018.
- The Department developed annual targets for the number of projects it expects to complete in Fiscal 2019. These targets were developed following the release of the Preliminary Mayor's Management Report, after client agencies have had the opportunity to review and revise their capital plans to reflect changes necessitated by the February Financial Plan, and first appear in the in the Mayor's Management Report.
- Beginning in Fiscal 2018, DDC added the following indicators: 'Construction-related accidents on DDC-managed construction sites'; 'Construction-related injuries on DDC-managed construction sites'; 'Construction-related fatalities on DDC-managed construction sites'.

## 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



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# DEPARTMENT OF CITY PLANNING

Marisa Lago, Director/Chair



## WHAT WE DO

The Department of City Planning (DCP) plans for New York City's overall strategic growth and development. It works with communities and elected officials to build healthier and more equitable neighborhoods, develops land use policies and zoning regulations, and shares perspectives on growth and community needs with its sister agencies and in collaboration with the Office of Management and Budget (OMB). The agency's work builds New York City's greatest strength, its unparalleled diversity, and works to ensure investments, including private investments, benefit the city as a whole.

DCP's six strategic objectives include: (a) catalyzing long-term neighborhood improvement through integrated planning and targeted public investments; (b) encouraging housing production, affordability and quality; (c) promoting economic development and job growth; (d) enhancing resiliency and sustainability of neighborhoods; (e) ensuring integrity, timeliness and responsiveness in land use reviews; and (f) supplying objective data and expertise to a broad range of planning functions and stakeholders.

Central to its mission, DCP supports the City Planning Commission in its annual review of approximately 450 land use applications. DCP also works closely with OMB in developing the Ten-Year Capital Strategy and helping administer the \$1 billion Neighborhood Development Fund, geared toward ensuring growing neighborhoods undergoing rezoning have accompanying infrastructure investments.

## FOCUS ON EQUITY

DCP works to create a more equitable City by promoting housing production and affordability, fostering economic development that enhances New York's status as a global city, maintaining neighborhood livability and ensuring a high quality of life. In conjunction with [Housing New York 2.0](#), 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, make it easier to build affordable senior housing and reduce parking requirements. Through inclusive community development initiatives with public and private stakeholders—such as the [Jerome Avenue Neighborhood Plan](#) adopted in March 2018 as part of the Mayor's Housing New York Plan—DCP stimulates housing production and expands access to quality jobs and services in traditionally underserved neighborhoods. In order to meaningfully engage communities on planning and budgeting decisions, 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 residents, 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, in turn, improves planning outcomes.

## OUR SERVICES AND GOALS

### **SERVICE 1 Shape the use and development of land in the City's neighborhoods, business districts and waterfront through participatory planning and zoning changes.**

- Goal 1a Advance land use projects and proposals for public review that promote housing and affordability, economic development, sustainability and neighborhood quality of life.

### **SERVICE 2 Prepare information and policy analysis for the public, other government agencies and elected officials.**

- Goal 2a Provide quality technical and strategic planning expertise to the public, other City agencies and elected officials to support decision making.

### **SERVICE 3 Manage land use and environmental review processes to facilitate public and private development citywide.**

- Goal 3a Conduct timely and thorough review of land use and environmental review projects subject to City Planning Commission review to ensure project submissions are technically complete and adhere to all applicable requirements and procedures.

# HOW WE PERFORMED IN FISCAL 2018

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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.

Furthering its objectives of expanding housing and economic development opportunities in all five boroughs and fostering more livable, equitable and resilient neighborhoods through community planning, DCP advanced and presented 99 land use proposals and initiatives to the public during Fiscal 2018, an increase from 73 in Fiscal 2017. This increase was largely due to citywide public presentations of the [M1 Hotel Text Amendment](#).

In Fiscal 2018, DCP advanced several major initiatives in support of [Housing New York 2.0](#). The [East Harlem Initiative](#) in Manhattan was adopted in November 2017 and is expected to facilitate the creation of nearly 2,700 new homes beyond what was previously permitted, a substantial proportion of which are expected to be permanently affordable through the [Mandatory Inclusionary Housing](#) (MIH) program. The rezoning is also projected to spur development of commercial, office and industrial space. The [Jerome Avenue Neighborhood Plan](#), focused on supporting the growth and vitality of a two-mile stretch along Jerome Avenue in the Bronx and its east-west commercial corridors, was adopted in March 2018. The Plan includes commitments to support new and preserved affordable housing, including the creation of as many as 3,250 affordable homes in a 92-block area, a significant portion of which must be permanently affordable under MIH. The Plan also provides economic development opportunities and significant capital investments, including new park land and safer, more walkable streets.

[Gowanus: A Framework for a Sustainable, Inclusive, Mixed-Use Neighborhood](#) was released in June 2018 as part of the [Gowanus Neighborhood Planning Study](#) in Brooklyn, complemented by an Open House comprised of over 200 community members and stakeholders. The Framework, developed by DCP and its sister agencies through a robust planning process, includes recommended land use changes that will serve as a roadmap for a forthcoming rezoning proposal and the implementation of the overall Gowanus Neighborhood Plan.

DCP continued engagement with community and stakeholder groups to advance the [Bay Street Corridor Neighborhood Plan](#) in Staten Island. The plan aims to create a new mixed-use, pedestrian-oriented community in Staten Island's North Shore Downtown with new commercial and residential opportunities, including permanently affordable housing, and foster improved connections to open spaces, surrounding communities and the waterfront.

DCP held a June 2018 Open House for the [Southern Boulevard Neighborhood Study](#) in the Bronx, to present information on the study process and gather community input, building on initial community engagement efforts in 2017. The study will identify opportunities to protect and increase affordable housing, strengthen retail and local businesses, increase pedestrian safety and walkability and improve community resources to support the long-term sustainability of the area.

DCP also formed a collaborative core interagency team (DCP, EDC, DOT, and MTA/Metro-North) and held briefings with community members and stakeholders in June 2018, to prepare for a public launch of [Bronx Metro-North Study](#) in July 2018. The study will build on work that has laid the groundwork for new Metro-North service in the Bronx, including major infrastructure investments in Midtown Manhattan via the East Side Access Project. The Study seeks to ensure that the new service is a positive and transformational force in the lives of Bronx residents and in their economy.

As part of DCP's effort to support and enhance economic development, DCP proposed the [M1 Hotel Text Amendment](#) to require a City Planning Commission Special Permit for new hotels within light manufacturing (M1) districts citywide. This proposal would limit the potential for conflicts between uses, as well as achieve a balanced mix of uses and jobs in neighborhoods, by ensuring opportunities for industrial, commercial, and institutional growth.

In September 2017, the City Council adopted the [East Shore Special Coastal Risk District and Rezoning](#) to place appropriate limits on development in this highly vulnerable area of Staten Island. The goal of this rezoning is to reduce flood risks as well as protect sensitive natural areas and to ensure that new development is consistent with open space and infrastructure plans. These zoning and land use changes aim to support neighborhood vitality and help residents and businesses withstand and recover quickly from future storms and flooding.

Additionally, DCP conducted extensive public outreach with community members and property owners across the City's floodplain to inform the development of [Zoning for Flood Resiliency](#). This future citywide zoning text amendment will create permanent rules for development in the floodplain, in support of the City's [OneNYC](#) plan to make our neighborhoods, economy, and public services ready to withstand and to emerge stronger from the impacts of climate change. DCP also held a number of community briefings related to the development of the [Staten Island/Bronx Special Districts Zoning Text Amendment](#). The amendment aims to establish a modernized and consistent approach that balances natural resource preservation with neighborhood development in certain ecologically sensitive areas of the Bronx and Staten Island.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Economic development and housing proposals completed and presented to the public	10	29	42	45	74	*	*	Up	Up
Neighborhood enhancement proposals completed and presented to the public	8	30	14	28	25	*	*	Up	Up

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

## SERVICE 2 Prepare information and policy analysis for the public, other government agencies and elected officials.

**Goal 2a** Provide quality technical and strategic planning expertise to the public, other City agencies and elected officials to support decision making.

In Fiscal 2018, DCP presented 267 policy materials to the public, including initiatives, planning reports and datasets.

As part of DCP's effort to visualize and contextualize civic data, in Fiscal 2018 DCP released a number of easily accessible online tools to help New Yorkers better understand the City, its built environment and socio-economic conditions. For instance, the redesigned [Population Factfinder](#) provides detailed population and housing profiles for user defined areas within New York City. This interactive tool allows users to easily define study areas within the city and examine detailed population profiles showing critical demographic, social, economic, and housing statistics, and how these statistics have changed over time. The [Metro Region Explorer](#) enables users to explore population, housing, and employment trends within the tri-state New York City metropolitan region. This new online tool was developed as part of DCP's ongoing commitment to helping the public access and understand information about planning issues affecting our City and region. Additionally, the redesigned [NYC Zoning and Land Use Map \(ZoLa\)](#) allows New Yorkers to more easily research zoning regulations, find their property's zoning and discover neighborhood proposals and City Planning initiatives through an interactive web map.

Planning initiatives or policy reports released during the Fiscal 2018 also include [Resilient Industry: Mitigation and Preparedness in the City's Industrial Floodplain](#), a report focused on supporting industrial businesses located in the city's floodplain by helping to identify cost-effective strategies to prepare for future floods, minimize damage to facilities and quickly restore operations following a disruption.

DCP continues to collect, analyze and share data with stakeholders on land use, zoning, housing and population, by releasing datasets and applications of software, data and geographic base map files to the public as free downloads, known under the umbrella name [BYTES of the BIG APPLE](#). In Fiscal 2018, DCP released 257 datasets, an increase from 253 datasets in Fiscal 2017. New datasets released in Fiscal 2018 include updated Inclusionary Housing Designated Areas, updated Georeferenced Zoning Maps, and the newly released (E) Designations, which provide notice of the presence of an environmental requirement pertaining to potential hazardous materials contamination, high ambient noise levels or air emission concerns on a particular tax lot.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Planning information and policy analysis initiatives presented to the public	NA	212	222	262	267	*	*	NA	Up

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

## 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.

In Fiscal 2018, DCP certified/referred a total of 264 projects compared to 274 in Fiscal 2017, a four percent decrease. DCP certified/referred the same number of zoning actions with CEQR (78), slightly fewer projects for simple zoning actions (63 versus 68) and non-zoning City projects (60 versus 70) than in the prior year, and more projects in the renewals/Staten Island actions (63 versus 58). Overall, 78 percent of Fiscal 2018 projects were certified or referred within their target timeframes, three percent higher than last year's overall performance and eight percent higher than the target.

In Fiscal 2018, DCP launched the first phase of a cloud-based project management system, the Zoning Application Portal (ZAP), designed to track and measure DCP-specific and overall timeframes for projects throughout their lifecycle; permit paperless document exchange with applicants and agencies; provide a web portal for the public and applicants to submit, view, and download documents; and understand the status of a project in its pre-certification and ULURP timeline.

The new system will provide DCP with better tools to refine internal processes to ensure integrity, timeliness and responsiveness in land use and environmental reviews. The first phase included the internal project management system and a completely redesigned public portal, [ZAP Search](#), for viewing certified ULURP applications. The second phase, which will be launched in Fiscal 2019, will include the applicant portal for paperless document exchange.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Simple zoning actions certified/referred	77	95	59	68	63	*	*	Down	*
★ – Certified/referred within 12 months (%)	84%	66%	71%	62%	68%	70%	70%	Down	Up
Zoning actions with CEQR certified/referred	45	45	57	78	78	*	*	Up	*
★ – Certified/referred within 15 months (%)	62%	62%	42%	56%	54%	70%	70%	Down	Up
City projects (non-zoning) certified/referred	62	47	50	70	60	*	*	Up	*
★ – Certified/referred within 6 months (%)	87%	70%	96%	96%	97%	70%	70%	Up	Up
Renewals and South Richmond actions certified/referred	96	68	57	58	63	*	*	Down	*
★ – Certified/referred within 6 months (%)	85%	84%	86%	88%	92%	70%	70%	Neutral	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Customer Experience									
E-mails responded to in 14 days (%)	87%	90%	85%	83%	45%	85%	85%	Down	Up
Letters responded to in 14 days (%)	44%	64%	72%	71%	51%	50%	50%	Up	Up
Completed customer requests for interpretation	1	2	6	12	14	*	*	Up	*
CORE customer experience rating (0 - 100)	89	92	100	99	99	90	90	Up	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$20.6	\$24.7	\$31.2	\$36.3	\$40.8	\$47.9	\$52.0	Up
Revenues (\$000,000)	\$3.6	\$1.6	\$3.0	\$2.9	\$5.4	\$2.3	\$2.0	Up
Personnel	256	274	296	333	348	390	386	Up
Overtime paid (\$000)	\$55	\$47	\$66	\$38	\$32	\$32	\$32	Down

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

## SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$24.5	\$28.3	
001 - Personal Services	\$22.3	\$26.0	All
003 - Geographic Systems	\$2.1	\$2.3	2a
Other Than Personal Services - Total	\$11.8	\$12.5	
002 - Other Than Personal Services	\$11.7	\$12.2	All
004 - Geographic Systems	\$0.2	\$0.3	2a
Agency Total	\$36.3	\$40.8	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds. June 2018. Includes all funds. <sup>2</sup>City of New York Adopted Budget for Fiscal 2018, as of June 2018. <sup>3</sup>Refer to agency goals listed at front of chapter.  
 "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

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

- Housing New York 2.0  
<https://www1.nyc.gov/site/hpd/about/housing-new-york-2-0.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>
- Bay Street Corridor Neighborhood Planning Study  
<https://www1.nyc.gov/site/planning/plans/bay-street-corridor/bay-street-corridor.page>
- Bronx Metro-North Station Area Study  
<https://www1.nyc.gov/site/planning/plans/bronx-metro-north/bronx-metro-north.page>
- Southern Boulevard Neighborhood Planning Study  
<https://www1.nyc.gov/site/planning/plans/southern-blvd/southern-blvd.page>
- M1 Hotel Text Amendment  
<https://www1.nyc.gov/site/planning/plans/m1-hotel-text/m1-hotel-text.page>
- East Shore Special Coastal Risk District and Rezoning  
<https://www1.nyc.gov/site/planning/plans/resilient-neighborhoods/east-shore-rezoning.page>
- Zoning for Flood Resiliency  
<https://www1.nyc.gov/site/planning/plans/flood-resilience-zoning-text-update/flood-resilience-zoning-text-update.page>
- Staten Island/Bronx Special Districts Zoning Text Amendment  
<https://www1.nyc.gov/site/planning/plans/bronx.page>
- OneNYC  
<http://www1.nyc.gov/html/onenyc/index.html>
- Population Factfinder  
<https://popfactfinder.planning.nyc.gov>
- Metro Regional Explorer  
<https://metroexplorer.planning.nyc.gov>
- Zoning and Land Use Map  
<https://zola.planning.nyc.gov/about>
- Resilient Industry: Mitigation and Preparedness in the City's Industrial Floodplain  
<https://www1.nyc.gov/site/planning/plans/resilient-industry/resilient-industry.page>
- City Owned and Leased Property  
<http://www1.nyc.gov/site/planning/data-maps/open-data/dwn-colp.page>
- ZAP Search  
<https://zap.planning.nyc.gov/projects>

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 the construction sector 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 innovation spaces and programs across the City provide the resources companies need to grow in areas like advanced manufacturing, bioscience, cybersecurity 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 IN FISCAL 2018

## SERVICE 1 Develop and build physical assets and infrastructure in all five boroughs.

**Goal 1a** Support industry growth by improving the connectivity and livability of neighborhoods and investing in infrastructure and area-wide redevelopment.

NYCEDC closed six real estate transactions in Fiscal 2018, generating over \$1.1 billion in new private investment from the sale and leasing of land and development rights, an increase of \$342 million from Fiscal 2017. These transactions highlight NYCEDC’s ability to creatively structure transactions throughout New York City to leverage underutilized City real estate assets to support new job-intensive uses. In July 2017, NYCEDC closed on the sale of 150,000 square feet of development rights to JEMB Realty as part of the One Willoughby Square development project. The sale will facilitate the first ground-up office development in Downtown Brooklyn since the 2004 re-zoning, accomplishing a key policy goal of bringing office jobs to outer boroughs and diversifying the built environment of Downtown Brooklyn. The project is expected to create 1,000 permanent jobs in alignment with NYCEDC’s mission to bring quality jobs to all five boroughs. In May 2018, NYCEDC closed on the long-term lease of a 100,000 square foot parcel along the Sunset Park waterfront in Brooklyn. This transaction will generate approximately \$21 million of manufacturing development, including an approximately 16,000 square foot ready-mix concrete plant and a compressed natural gas fueling station. The project is expected to retain approximately 50 permanent jobs and create 90 construction jobs.

Capital expenditures for Fiscal 2018 exceeded \$280 million. NYCEDC’s work to facilitate the creation of a vibrant and sustainable affordable housing community continued to progress with the completion of the final phase of the Hunter’s Point South infrastructure and waterfront park project in Long Island City, Queens. This project has paved the way for the development of additional housing and new schools in the neighborhood. Construction is also well underway on NYCEDC’s infrastructure and roadway upgrade projects in Coney Island that will support future housing development. Design continues on NYCEDC’s Lower Concourse infrastructure project in the Bronx and construction is anticipated to begin in 2019. Design also continues on other citywide infrastructure projects that will improve pedestrian, bicycle and vehicular access, including the Water Street Streetscape in Manhattan and the Sunset Park Infrastructure project in Brooklyn. NYCEDC has also made progress in its work with other City agencies. For NYC Health + Hospitals, demolition has been completed at the Coney Island Hospital site, where construction is anticipated to begin on the new hospital this coming fall.

During Fiscal 2018, NYC Ferry ridership exceeded initial projections and grew to serve over 4.1 million riders across four routes (East River, Rockaway, South Brooklyn, and Astoria). With an average monthly ridership of roughly 340,000, the Ferry service gives commuters an affordable option to get to and from work each day, offers reliable transportation to underserved communities, and expands the use of the City’s waterways as an essential component of NYC’s transportation network. To meet growing demand on the routes, NYCEDC has ordered new, larger 350-passenger ferries for the system, with the first delivered in summer 2018. Going into Fiscal 2019, NYC Ferry also launched two additional routes in August: Soundview and Lower East Side. The routes now connect New Yorkers to additional neighborhoods, with the first ferry service to the Bronx.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Private investment leveraged on the sale/long-term lease of City-owned property (\$000,000)	\$6,020.5	\$2,003.3	\$1,213.6	\$798.5	\$1,140.0	↑	↑	Down	Up
Capital expenditures (\$000,000) (excludes asset management and funding agreements)	\$296.3	\$253.2	\$303.4	\$217.6	\$283.1	*	*	Neutral	*
Graffiti sites cleaned	7,909	10,295	9,189	9,861	11,090	*	*	Up	*
Square feet of graffiti removed (000)	4,325	5,913	5,650	5,720	6,139	*	*	Up	*
NYC Ferry - Average monthly ridership	NA	NA	NA	NA	341,672	*	*	NA	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

## SERVICE 2 Manage, maintain and enhance City assets to attract businesses.

**Goal 2a** Leverage City assets to support business growth and strengthen communities' economic vitality.

During Fiscal 2018, the square footage of City assets actively managed by NYCEDC increased by 2.2 percent from Fiscal 2017 and portfolio revenue generated increased by 21 percent from Fiscal 2017. This increase in revenue was due in part to increased volume at the Brooklyn and Manhattan Cruise Terminals. Additionally, NYCEDC signed a long-term lease agreement with Ferrara Brothers at the Moore McCormack site in Sunset Park, Brooklyn. Fit out renovations for the New Essex Street Market continued throughout Fiscal 2018, with an expected opening scheduled for Fiscal 2019. NYCEDC also began clearing buildings at Bush Terminal to begin preparations for the recently announced Made in NY campus. Negotiations continued in Fiscal 2018 for a potential lease disposition at South Brooklyn Marine Terminal. Overall occupancy at City assets managed by NYCEDC increased to 95 percent in Fiscal 2018.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Capital expenditures on asset management (\$000,000)	\$49.9	\$38.8	\$45.8	\$106.9	\$98.5	*	*	Up	*
★ Occupancy rate of NYCEDC-managed property (%)	97.3%	93.3%	93.7%	94.6%	95.0%	95.0%	95.0%	Neutral	Up
Portfolio revenue generated (\$000,000)	\$203.7	\$194.8	\$208.2	\$196.2	\$237.2	*	*	Up	Up
Square footage of assets actively managed by NYCEDC (000)	66,394.3	67,266.8	66,321.4	63,545.9	64,923.7	*	*	Neutral	*
Outstanding violations at beginning of the period	35	25	64	51	17	*	*	Neutral	Down
Outstanding violations closed during the period	23	22	31	30	13	*	*	Down	Up
★ Critical Indicator	"NA" Not Available		↕↔ Directional Target	* None					

## SERVICE 3 Provide resources to targeted industries and businesses.

**Goal 3a** Grow and diversify the City's economy by enhancing the competitiveness of industries and businesses.

During Fiscal 2018, NYCEDC served more than 1,500 businesses through dozens of programs designed to support emerging and anchor industries in New York City. Notable accomplishments include the continued success of the Jamaica FEASTS and Brooklyn Foodworks food entrepreneurship training programs and restaurant accelerators. Together, the programs engaged 133 businesses, providing access to affordable space, a network of mentors, seminars, and showcase opportunities. As a component of the City's \$500 million LifeSciNYC initiative to advance life sciences innovation and research, the LifeSciNYC Internship program collaborated with 41 companies to provide 82 students with internship opportunities. Four students selected for the internship program received full time employment offers from their respective internship employers. Through the RISE: NYC initiative, NYCEDC partnered with eleven companies to provide 273 approved small businesses impacted by Hurricane Sandy with assistance in activating resiliency enhancing technologies. Collectively, these initiatives offer new and innovative opportunities to a wide variety of New Yorkers throughout the City and demonstrate NYCEDC's commitment to diversity and inclusion across its programs.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Businesses served by industry-focused programmatic initiatives	1,290	1,366	2,722	2,604	1,538	↕	↕	Up	Up
Private sector jobs in innovation industries (%) (calendar year)	14.6%	14.6%	14.7%	14.7%	14.6%	*	*	Neutral	Up
New York City unemployment rate (%)	8.2%	6.6%	4.9%	4.9%	4.5%	*	*	Down	Down
★ Critical Indicator	"NA" Not Available		↕↔ Directional Target	* None					

**Goal 3b**

Facilitate private sector investments and make City investments where necessary to support business growth and secure a positive return to the City.

The New York City Industrial Development Agency closed 14 projects during Fiscal 2018 that are expected to generate over \$2.3 billion in City tax revenue and 15,201 full time equivalent jobs over the course of their respective terms. Among the projects closed by the Agency in Fiscal 2018 is an Industrial Incentive Project to facilitate the development of York Studios, a 171,000 square foot facility in the Bronx to offer five television studios. Additionally, five of the projects closed during Fiscal 2018 were FRESH grocery store projects, which will increase access to affordable, quality food in various underserved neighborhoods throughout the City.

During Fiscal 2018, Build NYC closed 15 projects that are expected to generate \$73.6 million in City tax revenue and create roughly 250 jobs over the course of their respective terms. Highlights of Build NYC’s closed projects during Fiscal 2018 include the Cooke Center for Learning and Development for the construction of a 67,000 square foot school for special-needs students in Manhattan. Another noteworthy project was Inwood Academy for Leadership Charter School for the renovation and improvement of a 35,000 square foot building to serve students grades 9 through 12.

The value of funding disbursed from City funding agreements in Fiscal 2018 exceeded \$55 million. One notable highlight during this period was the expansion of the Joseph P. Addabbo Family Health Center in Far Rockaway, Queens, which increased local residents’ access to comprehensive primary health care at a low cost. The funding agreement with the Center helped finance improvements to allow for an additional 82,000 new patient visits, provide 21 additional exam rooms, and create approximately 60 new full-time jobs. Another project of note is the funding agreement with the National Museum of the American Indian, a Smithsonian institution committed to advancing knowledge and understanding of Native cultures of the Western hemisphere, which recently opened the brand new imagiNations Activity Center. The center features activities developed on the principles of STEM (Science, Technology, Engineering, and Math) and currently serves the K-12 audiences. The funding agreement with the Museum helped finance a portion of the construction and renovation of the imagiNations Activity Center and helped upgrade crucial components of the building.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
New York City Industrial Development Agency projects - Contracts closed	21	14	14	7	14	*	*	Down	Up
★ – Projected three-year job growth associated with closed contracts	12,238	10,822	3,639	252	15,201	↑	↑	Down	Up
★ – Projected net City tax revenues generated in connection with closed contracts (\$000,000)	\$1,370.4	\$1,435.6	\$312.6	\$58.3	\$2,355.1	↑	↑	Up	Up
– Private investment leveraged on closed projects (\$000,000)	\$5,189.0	\$3,596.2	\$942.2	\$104.1	\$7,412.4	*	*	Up	Up
Build NYC Resource Corporation - Contracts closed	21	23	28	15	15	*	*	Down	Up
★ – Projected three-year job growth associated with closed contracts	307	211	321	419	251	↑	↑	Up	Up
★ – Projected net City tax revenues generated in connection with closed contracts (\$000,000)	\$250.9	\$515.6	\$411.2	\$168.8	\$73.6	↑	↑	Down	Up
– Private investment leveraged on closed projects (\$000,000)	\$555.8	\$777.8	\$1,404.3	\$564.1	\$616.3	*	*	Neutral	Up
Value of funding disbursed pursuant to City funding agreements (\$000,000)	\$166.3	\$168.7	\$128.7	\$70.9	\$55.3	*	*	Down	*
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target			* None				

## SERVICE 4 Leverage City investments to support inclusive economic development.

### Goal 4a

Create economic opportunity for New Yorkers through real estate development.

As required by the Fair Wages for New Yorkers Act, developers and commercial tenants at projects that receive more than \$1 million in financial assistance from the City or NYCEDC are required to pay their employees a living wage of at least \$10.95 per hour with health benefits, or \$12.75 per hour without benefits, as adjusted by the Office of the Comptroller on an annual basis. These rates will continue to be adjusted annually based on the changes in the Consumer Price Index. Among NYCEDC's project portfolio, 95 percent of workers on development projects were reported to receive a living wage or more in Fiscal 2017, the last year for which data is currently available.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Project employees reported to be earning a living wage or more (%)	94%	95%	95%	95%	NA	95%	95%	NA	Up
★ Critical Indicator	"NA" Not Available		↕↔ Directional Target	* None					

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Personnel	411	455	468	531	518	515	522	Up
Capital commitments (\$000,000)	\$278.2	\$163.1	\$185.5	\$338.8	\$320.0	\$974.2	\$1,279.6	Up

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

## SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY17 <sup>2</sup> (\$000,000)	Modified Budget FY18 <sup>3</sup> (\$000,000)	Applicable MMR Goals <sup>4</sup>
006 - Economic Development Corporation (OTPS) <sup>1</sup>	\$77.4	\$98.8	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>City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds. <sup>4</sup>Refer to agency goals listed at front of chapter.  
"NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- To reflect adjustments to historical citywide employment data, NYCEDC revised the previously reported 'Private sector jobs in innovation industries' metrics as follows:
  - Calendar 2014 was changed from 14.7 percent to 14.6 percent
  - Calendar 2015 was changed from 14.8 percent to 14.7 percent

- NYCEDC has revised prior fiscal year data for the 'Portfolio revenue generated' metric to align with NYCEDC's annual audited financial statements. The following changes have been made to the 'Portfolio revenue generated' metric:
  - Fiscal 2014 was changed from \$199.4 million to \$203.7 million
  - Fiscal 2015 was changed from \$192.4 million to \$194.8 million
  - Fiscal 2016 was changed from \$199.8 million to \$208.2 million
  - Fiscal 2017 was changed from \$191.4 million to \$196.2 million

## 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

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### **SERVICE 1 Enforce the Housing Maintenance Code.**

Goal 1a Resolve housing maintenance complaints efficiently.

Goal 1b Improve compliance with the Housing Maintenance Code.

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### **SERVICE 2 Preserve and create quality affordable housing.**

Goal 2a Increase affordable housing opportunities through construction and preservation.

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### **SERVICE 3 Effectively manage HPD affordable housing assets.**

Goal 3a Improve financial and physical stability of existing affordable housing.

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### **SERVICE 4 Provide affordable housing opportunities for the lowest income New Yorkers and maximize federal rent subsidies.**

Goal 4a Maximize federal rent subsidies to make housing affordable for low-income New Yorkers.

Goal 4b Target HPD financed housing to the lowest income New Yorkers.

# HOW WE PERFORMED IN FISCAL 2018

## SERVICE 1 Enforce the Housing Maintenance Code.

### Goal 1a Resolve housing maintenance complaints efficiently.

For the eighth consecutive year, HPD saw a decline in the number of reported emergency complaints, which decreased by two percent to 327,359. Compared to Fiscal 2017, lead complaints declined by two percent, while heat and hot water complaints declined by one percent.

In Fiscal 2018, the average time to close emergency complaints decreased from the previous fiscal year. On average, HPD closed emergency complaints in 11.4 days, one day faster than in Fiscal 2017, and better than the 12-day target. Seventy-one percent of all emergency complaints were closed within 12 days of receipt.

The average time to close nonemergency complaints was also faster than in Fiscal 2017, decreasing by 3.5 days to 17.5 days, faster than HPD's target of 20 days. Overall, 77 percent of nonemergency complaints were closed within 20 days.

The agency completed more than 700,000 inspections, which include complaint inspections, proactive inspections initiated by HPD and reinspections of open violations. Fiscal 2018 represents the highest number of inspections completed by HPD within the last six years.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Total complaints reported	548,626	553,135	549,640	541,858	530,619	*	*	Neutral	*
★ – Emergency complaints reported	363,501	348,447	337,791	334,242	327,359	*	*	Neutral	*
Inspections completed	675,760	664,960	692,943	698,948	706,664	600,000	600,000	Neutral	*
Inspection visits per team per day	12.3	12.2	12.6	12.3	12.4	*	*	Neutral	Up
Ratio of completed inspections to attempted inspections (%)	78%	80%	78%	80%	79%	*	*	Neutral	Up
Total complaints closed	544,229	547,823	558,417	541,216	532,571	*	*	Neutral	*
– Emergency complaints closed	363,995	346,603	339,524	334,143	328,180	*	*	Neutral	*
– Heat and hot water	120,106	122,753	110,007	115,262	114,641	*	*	Neutral	*
– Lead	33,600	32,528	32,170	28,356	27,938	*	*	Down	*
– Other emergency	210,289	191,322	197,347	190,525	185,601	*	*	Neutral	*
★ Average time to close emergency complaints (days)	11.9	13.3	11.3	12.4	11.4	12.0	12.0	Neutral	Down
★ Average time to close nonemergency complaints (days)	18.1	27.9	23.3	21.0	17.5	20.0	20.0	Down	Down
★ Emergency complaints closed within 12 days of receipt (%)	72%	70%	71%	71%	71%	↑	↑	Neutral	Up
Nonemergency complaints closed within 20 days of receipt (%)	78%	69%	75%	73%	77%	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

### Goal 1b Improve compliance with the Housing Maintenance Code.

The agency uses various tools to enforce the Housing Maintenance Code in order to ensure housing quality and compliance with legal and regulatory obligations. Enforcement and Neighborhood Services (ENS) works closely with other HPD divisions and community partners to identify buildings with housing quality issues, assess conditions and develop appropriate strategies to address those properties. ENS also works closely with responsible owners to develop plans to improve conditions. If HPD finds violations during inspections, the agency directs the landlord to perform repairs within a timeframe specified by law. Code inspectors perform emergency inspections 24 hours a day, seven days a week.

In Fiscal 2018, HPD issued approximately 41,100 more violations, an increase of nine percent, with nonemergency violations accounting for the entire increase. The number of violations certified as corrected by an owner reached a six year high of over 219,000, a change that is reflective of the increasing ease of certification along with fees imposed for repeat offenders who fail to certify.



HPD's Housing Litigation Division (HLD) initiates cases in housing court to enforce compliance with the housing quality standards contained in the New York State Multiple Dwelling Law and the New York City Housing Maintenance Code. HLD seeks correction of conditions; civil penalties for failure to correct with violations, filing false certifications of violations and failure to register a multiple dwelling building; the appointment of a 7A administrator; or access warrants. In Fiscal 2018, HLD initiated 7,093 cases, the highest in the last five years. In the same period, 5,546 cases were settled and 671 judgments related to cases initiated by HPD were entered in court.

Annually, HPD designates severely distressed multiple dwellings for participation in the Alternative Enforcement Program (AEP). Selection criteria include the number of hazardous (class "B") and immediately hazardous (class "C") Housing Maintenance Code violations, along with the cost of emergency repair charges incurred as a result of work performed by HPD. AEP allows HPD to issue orders to correct violations and replace building systems. If a property owner fails to comply with AEP requirements for discharge from the program within the first four months, HPD issues Orders to Correct, conducts regular inspections and imposes significant fees. Since its inception in Fiscal 2008, AEP has successfully discharged 1,834 buildings. As of June 30, 2018, 553 buildings remained active in the AEP program.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Total violations issued	390,951	408,874	440,849	481,085	522,199	*	*	Up	*
– Emergency violations issued	77,909	75,122	72,000	81,750	76,887	*	*	Neutral	*
– Heat and hot water	12,352	10,478	8,858	10,340	11,143	*	*	Neutral	*
– Lead	13,046	11,132	11,625	12,774	10,990	*	*	Neutral	*
– Other emergency	52,511	53,512	51,517	58,636	54,754	*	*	Neutral	*
– Nonemergency violations issued	313,042	333,752	368,849	399,335	445,312	*	*	Up	*
★ Violations issued and removed in the same fiscal year (%)	38%	38%	45%	42%	43%	40%	40%	Up	Up
★ Emergency violations corrected by owner (%)	51%	53%	57%	55%	57%	55%	55%	Up	Up
Emergency violations corrected by HPD (%)	14%	12%	11%	10%	9%	*	*	Down	Down
Violations closed	416,454	458,863	489,900	485,251	510,713	*	*	Up	Up
Violations certified as corrected by owner	118,867	141,484	170,109	193,461	219,318	*	*	Up	*
Housing Court cases initiated by HPD	6,824	6,299	5,659	6,371	7,093	*	*	Neutral	*
Housing Court cases initiated by HPD that were disposed	6,183	6,365	5,633	6,222	6,938	*	*	Neutral	*
– Cases settled	4,802	4,827	4,308	5,056	5,546	*	*	Up	*
– Cases resulting in judgments	571	721	842	578	671	*	*	Neutral	*
Total dollars spent on emergency repairs (excluding demolition and AEP) (\$)	\$11,360,685	\$11,234,213	\$10,139,937	\$10,009,946	\$10,680,843	*	*	Neutral	*
Alternative Enforcement Program - Buildings currently active	502	581	609	579	553	*	*	Neutral	*
– Buildings discharged (cumulative)	885	1,056	1,278	1,558	1,834	*	*	Up	*
– Buildings discharged from program (%) (cumulative)	64%	65%	64%	73%	73%	*	*	Up	Up
Total dollars spent on emergency repairs in the Alternative Enforcement Program (\$)	\$3,980,941	\$3,878,569	\$1,935,904	\$2,499,910	\$2,314,322	*	*	Down	*
★ 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.

In Fiscal 2018, under [Housing New York 2.0](#), the City financed the creation and preservation of 32,116 affordable units, the highest affordable housing production figure in New York City history. In the fourth full fiscal year of the Mayor's 12-year plan to build or preserve 300,000 affordable homes, the City also broke the record for the most new construction with 9,140 affordable units. The City financed 22,976 preservation units, exceeding projections by more than 8,500 units.



The agency exceeded its completions target of 17,123 by 7,970 units. While HPD only met 75 percent of its new construction completions target, it exceeded its preservation completions target by 95 percent, in part due to a number of large preservation projects that extended affordability on existing developments. For both new construction and preservation projects, HPD continues its efforts to improve project tracking for completions in order to ensure that projects continue to stay on schedule.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Total housing starts under Housing New York (HNY) (units)	9,347	20,400	23,610	24,299	32,116	22,500	25,000	Up	*
– New construction starts	2,778	8,561	6,297	7,711	9,140	8,600	10,000	Up	*
– Preservation starts	6,569	11,839	17,313	16,588	22,976	13,900	15,000	Up	*
HNY units started for homeless individuals and families	523	1,575	1,907	2,625	2,264	1,950	2,400	Up	*
HNY units started that serve senior households	602	1,723	1,365	929	1,888	1,200	2,000	Up	*
★ Total housing completions (New Housing Marketplace Plan and HNY) (units)	10,083	12,068	20,702	23,673	25,093	17,123	17,123	Up	*
– New construction completions	2,307	3,507	4,483	5,713	5,177	6,911	6,911	Up	*
– Preservation completions	7,776	8,561	16,219	17,960	19,916	10,212	10,212	Up	*
★ 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.

HPD’s Division of Asset Management is responsible for ensuring the longevity and affordability of units that the agency has created or preserved. In Fiscal 2018 HPD increased the rental buildings in its portfolio by two percent, while the co-op buildings in its portfolio decreased by almost three percent from the previous fiscal year. The Asset Management portfolio of rental buildings has grown as additional affordable housing units financed by HPD are leased up and transferred to Asset Management. More growth is expected in future years, based on additional development projects under the Housing New York plan.

The agency tracks information on the physical and financial condition of properties it has financed and oversees regulatory agreements ensuring the affordability of properties financed or receiving tax exemptions. This tracking is intended to be used as an early warning system to detect and mitigate potential risks to buildings and affordability. For Fiscal 2018, 38 percent of rental buildings and 55 percent of co-op buildings in the asset management portfolio were at medium or high risk of physical deterioration, financial distress, or noncompliance with federal requirements, both slight increases from the previous year. Staff use these risk metrics to prioritize outreach and intervention efforts in collaboration with owners, partners and multiple divisions of HPD. Through interventions such as financial assistance, management changes and ownership changes, the agency works to proactively identify and address at-risk projects before any physical or financial distress escalates.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Asset management - Rental buildings in portfolio	3,110	3,396	3,604	3,843	3,914	*	*	Up	*
– Medium/high risk rental buildings in portfolio (%)	NA	NA	NA	32.0%	38.0%	*	*	NA	Down
Asset management - Co-op buildings in portfolio	1,151	1,207	1,217	1,231	1,199	*	*	Neutral	*
– Medium/high risk co-op buildings in portfolio (%)	NA	NA	NA	54.0%	55.0%	*	*	NA	Down
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target	* None					

## SERVICE 4 Provide affordable housing opportunities for the lowest income New Yorkers and maximize federal rent subsidies.

**Goal 4a** Maximize federal rent subsidies to make housing affordable for low-income New Yorkers.

Primarily through the Housing Choice Voucher program, Section 8 provides federal funding for subsidies for eligible low-income families to rent quality, safe, and affordable housing in neighborhoods of their choice. Families pay a reasonable share of their income toward rent and the subsidy, paid by HPD directly to the landlord, makes up the difference within specified limits. The dwelling unit must also meet federal Housing Quality Standards (HQS) and is inspected prior to move in and then biennially.

In Fiscal 2018 the overall voucher utilization rate declined by less than one percentage point to 96.4 percent. The number of households assisted through housing choice vouchers also decreased by less than one percent to 34,829. In total, the number of households receiving a rent subsidy through all the voucher programs remained steady at above 39,500, despite a 28 percent decline in vouchers issued due to federal budget constraints and uncertainty regarding future program funding.

HPD completed 30,429 HQS inspections in Fiscal 2018, nearly eight percent less than the previous fiscal year. Two percent of the subsidized units failed housing inspections, comparable to prior years, and their rental subsidies were temporarily suspended until all conditions resulting in failure were corrected.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Section 8 - Voucher utilization rate	98.2%	93.3%	94.5%	96.6%	96.4%	98.0%	98.0%	Neutral	Up
- Vouchers issued	1,138	2,960	2,999	2,334	1,679	*	*	Neutral	Up
- Households assisted	36,859	38,128	39,058	39,694	39,526	*	*	Neutral	Up
Section 8 subsidized units in abatement (%)	3%	2%	2%	3%	2%	*	*	Down	Down
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target			* None				

**Goal 4b** Target HPD financed housing to the lowest income New Yorkers.

Approximately 60 percent of the units started in Fiscal 2018 under Housing New York 2.0 are for very low income families earning less than the equivalent of \$46,951 a year for a three-person family. More than 6,000 of these units, or nearly 19 percent of the Fiscal 2018 total, are for extremely low income families earning up to \$28,170 for a family of three. The agency is on track to exceed the Plan's goal of creating or preserving 75,000 units, or 25 percent of the entire Housing New York Plan, for extremely low and very low income households. HPD also started nearly 2,300 units for homeless households and nearly 1,900 units that serve seniors, the most senior units in a single year for the Plan.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Housing New York units started – Extremely low income (0-30% AMI)	922	2,869	3,885	4,014	6,080	*	*	Up	*
Housing New York units started – Very low income (31%-50% AMI)	1,394	2,393	2,979	6,437	12,240	*	*	Up	*
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target			* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Customer Experience									
E-mails responded to in 14 days (%)	56%	76%	55%	67%	67%	58%	58%	Neutral	Up
Letters responded to in 14 days (%)	49%	47%	53%	45%	49%	52%	52%	Neutral	Up
Average customer in-person wait time (minutes)	43	36	27	19	15	29	29	Down	Down
Visitors to the Division of Tenant Resources, Client and Owner Services rating customer service as good or better (%)	NA	85%	83%	89%	86%	95%	95%	NA	Up
Completed customer requests for interpretation	1,053	1,526	1,202	969	860	*	*	Down	*
CORE customer experience rating (0-100)	89	90	97	98	93	85	85	Neutral	Up
★ Critical Indicator      "NA" Not Available      ↑↓ Directional Target      * None									

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Response to 311 Service Requests (SRs)									
Percent meeting time to close - Heating (5 days)	83%	82%	82%	88%	79%	78%	78%	Neutral	*
Percent meeting time to close - Pests (30 days)	64%	55%	59%	59%	61%	59%	59%	Neutral	*
Percent meeting time to close - Paint/Plaster - Ceiling (17 days)	74%	69%	74%	74%	74%	71%	71%	Neutral	*
Percent meeting time to close - Paint/Plaster - Walls (17 days)	70%	61%	66%	64%	67%	69%	69%	Neutral	*
Percent meeting time to close - Plumbing - Water-Leaks (17 days)	69%	60%	66%	64%	66%	68%	68%	Neutral	*
★ Critical Indicator      "NA" Not Available      ↑↓ Directional Target      * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$690.0	\$718.4	\$850.0	\$1,026.6	\$1,276.1	\$1,330.6	\$1,142.5	Up
Revenues (\$000,000)	\$52.6	\$64.7	\$61.3	\$79.1	\$94.6	\$62.6	\$30.8	Up
Personnel	2,001	2,130	2,246	2,278	2,295	2,579	2,582	Up
Overtime paid (\$000,000)	\$1.7	\$1.9	\$2.2	\$2.4	\$2.0	\$2.0	\$2.0	Up
Capital commitments (\$000,000)	\$415.4	\$412.8	\$634.3	\$880.0	\$1,231.4	\$1,182.1	\$1,264.2	Up
<sup>1</sup> Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at <a href="http://nyc.gov/mmr">nyc.gov/mmr</a> for details. <sup>2</sup> Authorized Budget Level <sup>3</sup> Expenditures include all funds "NA" - Not Available      *None								

## SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$160.3	\$175.9	
001 - Office of Administration	\$37.6	\$42.3	All
002 - Office of Development	\$27.3	\$31.5	2a, 3a, 4a, 4b
004 - Office of Housing Preservation	\$58.2	\$63.0	1a, 1b
006 - Housing Maintenance and Sales	\$37.2	\$39.1	2a, 3a, 4a, 4b
Other Than Personal Services - Total	\$866.3	\$1,100.2	
008 - Office of Administration	\$9.8	\$11.8	All
009 - Office of Development	\$781.9	\$975.8	1b, 2a, 4a, 4b
010 - Housing Management and Sales	\$9.0	\$16.2	1a, 1b, 2a, 3a, 4b
011 - Office of Housing Preservation	\$65.6	\$96.4	1a, 1b, 2a, 4b
Agency Total	\$1,026.6	\$1,276.1	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds. <sup>2</sup> City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter.  
 "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- HPD updated Fiscal 2019 completion targets for new construction and preservation units under the New Housing Marketplace Plan (NHMP) and Housing New York (HNY) for an increase of 997 units. The target for new construction completions decreased from 6,911 to 5,500 and the target for preservation completions increased from 10,212 to 12,620.
- HPD updated Fiscal 2019 starts targets for new construction and preservation units under the Housing New York plan, an increase of 1,000 units. The target for new construction starts decreased from 9,600 to 8,500 and the target for preservation starts increased from 14,400 to 16,500.
- HPD updated Fiscal 2019 starts targets for new construction and preservation units under the Housing New York plan, an increase of 1,000 units. The target for new construction starts increased from 9,600 to 10,000 and the target for preservation starts increased from 14,400 to 15,000.
- As part of its routine updates and data clean-up efforts, HPD revised previously reported housing data for the below fiscal years:
  - Fiscal 2015 housing starts data for HNY decreased by 1 unit to 20,400.
  - Fiscal 2017 housing starts data for HNY increased by 6 units to 24,299.

## 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

Stanley Brezenoff, Interim Chair



## WHAT WE DO

The The New York City Housing Authority (NYCHA) provides affordable housing to slightly under 395,000 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 approximately 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 providing them with 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 NextGen and connecting them to critical programs and services in the areas of economic opportunity and services for youth, health, senior and social services. In Fiscal 2018, NYCHA launched four Youth Leadership Councils, bringing the total number to 14. NYCHA engaged 32,688 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 6,238 economic opportunity connections on behalf of NYCHA residents. Through its own placements and those of its partners that hire NYCHA residents, NYCHA made 2,903 job placements and enrolled 590 residents in employment training opportunities. 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

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### **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.

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### **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.

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### **SERVICE 3 Engage residents and connect them to best-in-class social services.**

- Goal 3a Connect all residents to critical services in their communities.
- Goal 3b Increase employment opportunities among NYCHA residents.

# HOW WE PERFORMED IN FISCAL 2018

## SERVICE 1 Operate as an efficient and effective landlord.

### Goal 1a Improve rent collection.

Cumulative rent collection rate decreased by about one percentage point from 93.7 percent in June 2017 to 92.3 percent in June 2018 and did not meet the target of 97.5 percent. The rent delinquency rate was 31.5 percent as of June 2018 compared to 30 percent in June 2017. NYCHA's rent collection slightly decreased from June 2017 to June 2018, but the Authority 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). NYCHA is also working with a vendor on a pilot program to streamline the rent collection process by automating specific aspects of the legal process and enhancing the tracking, monitoring and reporting of rent delinquencies.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Rent collection (%)	94.6%	94.9%	94.9%	93.7%	92.3%	97.5%	97.5%	Neutral	Up
Rent delinquency rate (%)	NA	NA	27.7%	30.0%	31.5%	*	*	NA	Down

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

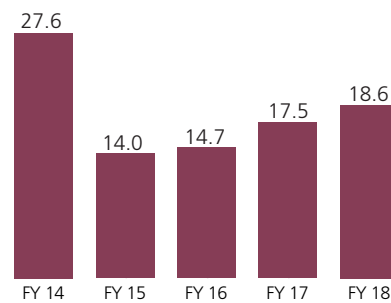
### Goal 1b Expedite maintenance and repairs.

The average time to resolve non-emergency service requests increased by six percent from 17.5 days in Fiscal 2017 to 18.6 days in Fiscal 2018. This was above the target of 15 days. The average time to resolve emergency service requests increased by eight percent from 12.1 hours in Fiscal 2017 to 13.1 hours in Fiscal 2018 but remained below the target of 24 hours. The average time to resolve heat complaints increased by 13 percent from 14.9 hours to 16.8 hours and was also below the target of 24 hours. Emergency service requests include heat related work orders as well other priority work orders such as gas outages, etc. 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.

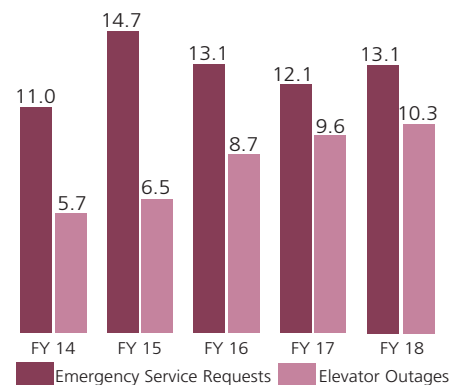
Longer completion times for both emergency and heat work orders were the result of a greater volume of work orders generated the past heating season as the City experienced extremely low temperatures in December 2017 and January 2018. NYCHA created 169,551 heat work orders during this past heating season compared to 153,721 the previous heating season, an increase of 10 percent. With the goal of improving heating operations, NYCHA is working on several initiatives such as transitioning the management of some boiler plants to a third-party vendor, reviewing heating processes, and better reporting. NYCHA will continue to monitor this indicator.

While NYCHA has made progress 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 a growing backlog and a longer completion time. NYCHA recently released an updated physical needs assessment which estimates capital needs over the next five years at \$32 billion dollars. NYCHA's largest need, estimated

**Average Time to Resolve Non-Emergency Service Requests (days)**



**Average Time to Resolve Emergency Service Requests and Elevator Outages (hours)**



at \$12.6 billion dollars or about 40 percent of the total need, is in its apartments, particularly bathrooms and kitchens. This underlines the continuous need for capital funding to return the developments to a state of good repair. NYCHA continues to monitor these indicators.

The average time to resolve elevator complaints increased by seven percent from 9.6 hours in Fiscal 2017 to 10.3 hours in Fiscal 2018 and was higher than the target of 10 hours. NYCHA believes that the increase in the average resolution time is mostly attributable to incorrect completion dates entered for elevator work orders during the period of January through March 2018. This issue was resolved and the Elevator Services Department is monitoring the work orders to ensure that the time to restore elevator service is accurately reflected in the work order system.

The average outage per elevator per month stayed about the same from 1.06 to 1.07 and was higher than the target of 1.01. The elevator service uptime was 98.5 percent which was better than the target of 97 percent. The Elevator Services Department monitors elevator outages on weekly basis, using reports and data to identify chronically out of service elevators to determine the root cause and mitigate recurrent elevator outages.

The number of alleged elevator injuries reported to the Department of Buildings decreased by 36 percent from 11 to 7 and there were no fatalities. NYCHA's Elevator Services Department continues the expanded equipment safety inspection prior to restoring elevator service, as well as the Safety in Motion Task Force, which has improved the overall safety of NYCHA's elevators, employees, and residents.

The management cost per dwelling unit increased slightly from \$950 in Fiscal 2017 to \$971 in Fiscal 2018. During the reporting period there was an increase in the heating gas costs (up by \$20.2 million) because of higher consumption and electricity costs (up by \$14.3 million) due to a higher price per kilowatt hour.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Average time to resolve emergency service requests (hours)	11.0	14.7	13.1	12.1	13.1	24.0	24.0	Neutral	Down
★ Average time to resolve non-emergency service requests (days)	27.6	14.0	14.7	17.5	18.6	15.0	15.0	Down	Down
★ Average time to resolve heat service requests (hours)	13.6	19.0	17.3	14.9	16.8	24.0	24.0	Neutral	Down
★ Average time to resolve elevator outages (hours)	5.7	6.5	8.7	9.6	10.3	10.0	10.0	Up	Down
★ Average outage per elevator per month	1.00	0.99	1.13	1.06	1.07	1.01	1.01	Neutral	Down
★ Elevator service uptime	99.1%	99.0%	98.6%	98.6%	98.5%	97.0%	97.0%	Neutral	Up
★ Alleged elevator injuries reported to DOB	9	17	20	11	7	↓	↓	Down	Down
★ Elevator related fatalities	0	1	2	0	0	↓	↓	Down	Down
Management cost per dwelling unit (\$)	\$913	\$893	\$875	\$950	\$971	\$875	\$875	Neutral	*
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

**Goal 1c** Optimize apartment usage and ensure rental equity.

The average time to prepare vacant apartments was up 12 percent from 45.2 days in Fiscal 2017 to 50.8 days in Fiscal 2018 and higher than the target of 20 days. The average turnaround days for vacant apartments decreased by six percent from 55.1 days in Fiscal 2017 to 51.8 days in Fiscal 2018.

NYCHA residents' long tenure in public housing (average of 22.6 years) coupled with aging buildings result in apartments needing extensive work at turnover. Work related to carpentry (for cabinets, closets, doors), plastering, paint and tiles represented close to half of the repairs for the apartment prep done in 2017. NYCHA's recently released physical needs assessment estimates the capital need over the next five years at \$32 billion. This underlines the continuous need for capital funding to return the developments to a state of good repair. NYCHA will continue to monitor this indicator.

The turnaround was above the goal of 30 days but has improved due to a lower percentage of units in the longer duration categories. For instance, last year 16 percent of the units took more than 90 days to re-occupy compared to 13 percent this year. NYCHA will continue to monitor this indicator.



Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Average time to prepare vacant apartments (days)	43.7	38.2	40.7	45.2	50.8	20.0	20.0	Up	Down
★ Average turnaround days for vacant apartments	77.9	58.1	50.0	55.1	51.8	30.0	30.0	Down	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

### Goal 1d Improve safety and security.

The crime rate year-to-date declined by three percent from 12.7 in Fiscal 2017 to 12.3 in Fiscal 2018. The number of major felonies in public housing developments decreased by five percent from 5,084 in Fiscal 2017 to 4,853 in Fiscal 2018. NYCHA continues to strengthen its relationship with the New York Police Department (NYPD) and other law enforcement agencies. The Authority is also developing ways to boost resident engagement, work with resident associations to secure additional funding for security measures, such as closed-circuit television (CCTV) and increase communication about safety issues with residents.

As part of the Mayor's Action Plan for Neighborhood Safety (MAP), a comprehensive, plan to make 15 NYCHA developments safer and reduce violent crime, construction has been completed for new exterior lighting at 14 MAP developments. Additionally, construction is ongoing at 14 of the 15 MAP developments that are receiving CCTV/Layered Access Control (LAC) installation. Overall, the bulk of the funding for the installation or renovation of security cameras in 332 buildings at 34 designated developments (including the MAP sites) was provided by the City.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Crime rate year to date	13.3	12.0	13.2	12.7	12.3	*	*	Neutral	Down
★ Major felony crimes in public housing developments	5,328	4,858	5,205	5,084	4,853	↓	↓	Neutral	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

## SERVICE 2 (Re)build, expand and preserve public housing and affordable housing stock.

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

The percentage of active capital projects on schedule increased from 69.4 percent in Fiscal 2017 to 76.3 percent in Fiscal 2018 surpassing the target of 29.1 percent. The percentage of active projects in construction phase on schedule increased from 86.9 percent in Fiscal 2017 to 89.8 percent in Fiscal 2018.

NYCHA's Capital Project Division has improved performance by implementing strategies to better develop and execute contracts and for recovery methods in situations where projects are impacted by insufficient funding, scope changes or contractor negotiations. Some of the adopted strategies include repackaging projects through Job Order Contracting and project management through the construction management program. In addition, NYCHA holds meetings with elected officials and provides cost estimates to help secure adequate allocations for projects. NYCHA also performs periodic project performance review meetings with the Capital Project Division project management staff and vendors. Monthly meetings are also held with the Capital Projects Division project management team to ensure that projects are meeting their obligation and expenditure targets.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Active capital projects on schedule (%)	32.3%	24.4%	64.4%	69.4%	76.3%	29.1%	29.1%	Up	Up
★ Active capital projects in construction phase on schedule (%)	61.0%	54.9%	94.2%	86.9%	89.8%	91.1%	91.1%	Up	Up
★ Critical Indicator	"NA" Not Available		⇅ Directional Target	* None					

**Goal 2b** Optimize access to affordable housing in public housing developments to income-eligible families.

The number of applicants placed in public housing decreased slightly from 3,834 in Fiscal 2017 to 3,748 in Fiscal 2018. There is a downward trend in public housing apartment turnover with fewer families moving out in comparison to previous years. The turnover rate was 2.47 percent for Fiscal 2018 compared to 2.49 percent last year. In addition, the NYCHA public housing portfolio has shrunk from the transition of 1,395 units at Ocean Bay Bayside in 2016 through the Rental Assistance Demonstration (RAD) program and the transfer of Forest Hills Cooperative (430 units) to a resident operated entity in 2017.

The total number of homeless applicants placed dropped by six percent from 2,841 in Fiscal 2017 to 2,683 in Fiscal 2018. The total number includes the number of homeless applicants placed in NYCHA housing which decreased by 13 percent from 1,928 in Fiscal 2017 to 1,686 in Fiscal 2018; and the homeless placements through Section 8 vouchers which increased by nine percent from 913 in Fiscal 2017 to 997 in Fiscal 2018. The homeless placements through Section 8 increased because of more available units in the private market.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Apartments vacated	4.8%	3.9%	4.1%	3.9%	4.0%	*	*	Down	*
★ Occupancy rate (%)	99.4%	99.5%	99.5%	99.4%	99.3%	99.2%	99.2%	Neutral	Up
Applicants placed in public housing	5,988	4,939	4,211	3,834	3,748	*	*	Down	Up
Homeless applicants placed in housing - Total	NA	NA	2,868	2,841	2,683	*	*	NA	*
- NYCHA housing	NA	NA	1,420	1,928	1,686	*	*	NA	*
- Section 8	NA	NA	1,448	913	997	*	*	NA	*
Working families residing in public housing (cumulative) (%)	47.6%	47.5%	46.7%	46.7%	46.0%	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available		⇅ Directional Target	* None					

**Goal 2c** Increase access to affordable housing in privately owned units.

The families on the Section 8 waiting list decreased to about 141,000 in Fiscal 2018 from 148,000 in Fiscal 2017. The number of families on the Section 8 waitlist decreased because the waitlist was updated based on the results of a completed canvass of applicants.

The maximum allowable Section 8 vouchers increased slightly from 99,838 in Fiscal 2017 to 101,254 in Fiscal 2018. The funded Section 8 vouchers increased from 85,209 to 86,628. The increase in maximum allowable and funded Section 8 vouchers reflects the addition of units through programs such as the Rental Assistance Demonstration (RAD).

The voucher utilization for funded Section 8 vouchers (99 percent) and funding utilization (101 percent) rates remained stable. The percentage of annual recertifications also showed a stable trend and was 99 percent for Fiscal 2018. The percentage of biennial Section 8 inspections was at 98 percent.

The Section 8 program continues to meet its completion target for annual recertifications and biennial inspections. The number of applicants placed through Section 8 vouchers dropped by 37 percent from 2,758 in Fiscal 2017 to 1,735 in Fiscal 2018. In Fiscal 2017, there were more active voucher holders out searching for units. In Fiscal 2018, many of the vouchers had already expired, which reduced the number of rentals.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Families on Section 8 waiting list (000)	123	121	119	148	141	*	*	Up	Down
Maximum allowable Section 8 vouchers	NA	99,288	99,621	99,838	101,254	*	*	NA	*
Funded Section 8 vouchers	NA	87,332	86,221	85,209	86,628	*	*	NA	*
★ Utilization rate for funded Section 8 vouchers (%)	NA	NA	98.8%	100.0%	99.0%	97.0%	97.0%	NA	Up
Funding utilization for Section 8 vouchers (%)	NA	NA	98.0%	101.0%	101.0%	*	*	NA	*
★ Section 8 occupied units (vouchers)	88,529	86,167	85,224	85,175	84,994	87,000	87,000	Neutral	Up
Biennial Section 8 inspections	89.8%	88.9%	78.0%	80.0%	98.0%	*	*	Neutral	Up
Annual Section 8 recertifications	92.9%	96.7%	98.0%	98.0%	99.0%	*	*	Neutral	Up
Applicants placed through Section 8 vouchers	384	892	1,706	2,758	1,735	*	*	Up	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

**Goal 2d** Develop new mixed-use, mixed-income housing and resources.

There are approximately 20,000 units in NYCHA's development pipeline, initiated in 2003. Of these 5,231 units are complete, 715 new units are under construction, 1,435 units are being rehabilitated, and approximately 12,800 units are in pre-development.

Recently completed projects include a 101 unit supportive housing development by a non-profit at Van Dyke Houses and Stanley Commons, a 240 unit affordable housing development at Linden Houses in Brooklyn.

Four Requests for Proposals have been issued for a total of 11 new construction development sites as part of the NextGen NYCHA. In June 2017, NYCHA in collaboration with the New York City Department of Housing Preservation and Development (HPD), the New York City Housing Development Corporation (HDC), and the selected development teams closed on construction financing for 159 units of affordable senior housing at Mill Brook Houses in the Bronx and 145 units of affordable senior housing at Ingersoll Houses in Brooklyn. Development teams have been selected for six affordable housing development sites, and for the first two NextGen Neighborhoods development at Holmes Towers in Manhattan and Wyckoff Gardens in Brooklyn. Proposals were received in March 2018 for three affordable senior housing development sites, and additional Requests for Proposals for development sites will be issued over the next seven years.

In July 2017, NYCHA expanded its preservation portfolio under the Permanent Affordability Commitment Together (PACT) initiative to include the Authority's Unfunded Units (also known as LLC II or PACT City/State Developments). This portfolio consists of eight conventional public housing developments that currently receive no public housing funding. In September 2017, NYCHA released a Requests for Proposals to identify development partners to raise financing, perform capital rehabilitation, undertake property management, and, where appropriate, deliver social services at the eight affected developments, starting with the Bronx sites – Baychester Houses and Murphy Houses – for which a development partner was announced in June 2018. Construction will begin in early 2019. NYCHA began resident engagement at Independence Towers and Williams Plaza in March 2018 and expects to select a development partner for these two developments in late Calendar 2018.

In January 2018, NYCHA selected development partners for its first three bundles of scattered site RAD conversions, which cover approximately 3,100 units in the Bronx and Brooklyn. Construction at Bronx Bundle 1 (Twin Parks West, Franklin Avenue Conventional, Highbridge Rehabs) and Bronx Bundle 2 (Betances) is scheduled to begin in late Calendar 2018. Construction at Brooklyn Bundle 1 (Bushwick Rehabs/Hope Gardens) is scheduled to begin in spring 2019.

In June 2018, Mayor de Blasio announced the next three bundles of scattered site RAD conversions, which cover approximately 2,400 units in Brooklyn and Manhattan. NYCHA will release a Request for Proposals for these sites and select development partners in late Calendar 2018.

In January 2018, NYCHA selected development partners to purchase, rehabilitate, and offer 29 vacant small homes in Queens and Brooklyn for affordable ownership. Construction is expected to begin in Calendar 2019.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Apartments (000)	179	178	178	176	176	*	*	Neutral	*
Number of developments	334	328	328	326	325	*	*	Neutral	*
Number of buildings	2,563	2,553	2,528	2,442	2,418	*	*	Neutral	*
★ Critical Indicator	"NA" Not Available		↕↔ Directional Target	* None					

## SERVICE 3 Engage residents and connect them to best-in-class social services.

### Goal 3a

Connect all residents to critical services in their communities.

NYCHA's emergency transfer priority is available to NYCHA residents who are victims of domestic violence, intimidated victims, intimidated witnesses, or child sexual victims as well as all categories defined under the Violence Against Women Act (VAWA). VAWA includes victims of domestic violence, dating violence, sexual assault, or stalking. The priority is intended to enhance safety for at-risk residents by providing confidential relocation to another NYCHA development.

The number of residents approved for an emergency transfer increased by 68 percent from 1,070 in Fiscal 2017 to 1,794 in Fiscal 2018. In May 2017, new US Department for Housing and Urban Development (HUD) policies for the Violence Against Women Act (VAWA) were implemented for tenant transfers. The new policies resulted in a broader definition of the emergency transfer category and allows for self-certification as opposed to the prior more stringent documentation requirements. As a result, the number of emergency requests increased as did the number of approved requests based on the revised guidelines.

The emergency transfer disposition time (days) was 26 percent faster from 33.2 days in Fiscal 2017 to 24.5 days in Fiscal 2018, well below the 45 day target. This indicator measures the processing time for transfer cases. NYCHA continues to make efficiency gains from the implementation of the online portal for transfer requests in 2016 which eliminated intermediate review, scanning, and handling of documents. In addition, the system resulted in greater visibility for monitoring case status as well as staff productivity.

The referrals to supportive services rendered to senior residents increased by 14 percent from 18,317 in Fiscal 2017 to 20,813 in Fiscal 2018. NYCHA's Family Partnerships department has increased outreach and monitoring at all Community Development Block Grant (CDBG) funded senior sites, with the highest level of monitoring targeted to isolated and homebound seniors. The addition of caseworkers at the senior sites to fill vacant lines as well as continuous collaboration with community-based partners helped enhance the quality of services provided.

The initial social service tenant contacts conducted within five days increased by five percent from 72 percent in Fiscal 2017 to 77 percent in Fiscal 2018. The increase in initial social services tenant contact conducted within five days is attributed to the implementation of NYCHA's new criteria for referrals. These criteria have been reinforced through presentations, one-on-one meetings with Property Management staff, and when necessary, returning inappropriate referrals. As a result, there was a decrease in the number of inappropriate referrals, which increased staff's ability to respond to appropriate cases in a timely manner.

The utilization of senior centers decreased from 160 percent in Fiscal 2017 to 132 percent in Fiscal 2018. Although utilization has decreased, the senior centers continue to be oversubscribed on average, based on staffing ratios. Staff continue to conduct outreach for new members in order to increase participation at sites with lower attendance.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Residents approved for emergency transfers	808	815	931	1,070	1,794	*	*	Up	*
★ Emergency transfer disposition time (days)	45.91	48.17	39.60	33.24	24.52	45.00	45.00	Down	Down
★ Initial social service tenant contacts conducted within five days of referral (%)	68%	80%	86%	72%	77%	76%	76%	Neutral	Up
Referrals to supportive social services rendered to senior residents	84,987	70,824	53,763	18,317	20,813	*	*	Down	Up
NYCHA-operated senior centers	33	32	15	14	14	*	*	Down	*
Utilization of senior centers (%) ages 60+	143%	145%	116%	160%	132%	85%	85%	Neutral	Up
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target			* None				

### Goal 3b Increase employment opportunities among NYCHA residents.

The overall resident job placements for NYCHA residents decreased by 16 percent in Fiscal 2018 compared to Fiscal 2017. This indicator includes the number of direct placements through NYCHA's Department of Resident Economic Empowerment and Sustainability and Human Resources as well as partner placements.

In Fiscal 2017, NYCHA held 11 cohorts of the janitorial training track of the NYCHA Resident Training Academy (NRTA) to meet employer demand. Graduates from the first half of the year were placed into seasonal employment before obtaining caretaker roles at NYCHA. These additional placements are captured in Fiscal 2017 numbers. In Fiscal 2018, the employer demand reflected more typical levels, which led to a reduction compared to the previous year. Additionally, in Fiscal 2017, there was a large increase in resident placements reported under NYCHA security contracts due to delayed employment verification submittals. This year, the number dropped as the contractor began submitting more timely employment verification forms that reflect resident hiring.

The percentage of job placements to program graduates decreased by six percent from 91 percent in Fiscal 2017 to 85 percent in Fiscal 2018. There were two courses that completed in the final weeks of June 2018, but the placement of those candidates has not yet occurred. The placements from these courses will be reflected in Fiscal 2019.

The youth placed in jobs through youth employment programs decreased by four percent from 1,005 in Fiscal 2017 to 960 in Fiscal 2018 primarily because of fewer Summer Youth Employment Program (SYEP) slots in Fiscal 2018.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Resident job placements - Total	NA	1,084	1,410	3,449	2,903	↑	↑	NA	Up
- Direct placements	874	1,084	1,410	2,097	1,461	1,593	1,593	Up	Up
- Program and partner placements	NA	NA	NA	1,352	1,442	*	*	NA	*
Job training programs - ratio of job placements to program graduates (current period)	73%	69%	63%	91%	85%	*	*	Up	Up
Youth placed in jobs through youth employment programs	918	918	888	1,005	960	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target			* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	154,339	187,871	196,996	189,243	172,970	*	*	Neutral	*
Letters responded to in 14 days (%)	80.3%	79.0%	84.7%	83.8%	88.9%	*	*	Up	Up
E-mails responded to in 14 days (%)	87.1%	88.3%	82.9%	77.6%	80.3%	*	*	Down	Up
Average wait time to speak with a customer service agent (minutes)	19	15	13	18	17	*	*	Neutral	Down
CORE facility rating	94	93	92	95	82	*	*	Neutral	Up
Calls answered in 30 seconds (%)	68.0%	72.0%	64.0%	46.0%	57.0%	*	*	Down	Up
Number of agency customers surveyed for overall customer satisfaction	27,660	33,843	25,764	34,886	54,822	*	*	Up	Up
Customers rating service good or better (%) (As applicable)	70.0%	68.2%	78.8%	81.1%	78.8%	71.0%	71.0%	Up	Up

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

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$3,318.4	\$3,154.3	\$2,911.1	\$3,342.4	\$3,376.0	\$3,242.1	\$3,326.7	Neutral
Revenues (\$000,000)	\$3,076.8	\$3,260.8	\$3,210.8	\$3,224.7	\$3,306.5	\$3,263.2	\$3,338.7	Neutral
Personnel	11,449	11,399	10,940	10,771	10,761	11,122	10,804	Neutral
Overtime paid (\$000,000)	\$106.6	\$64.9	\$82.7	\$92.9	\$101.4	\$77.4	\$66.7	Neutral
Capital commitments (\$000,000)	\$23.4	\$37.4	\$234.1	\$82.4	\$137.5	\$619.5	\$424.9	Up

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

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Stanley Brezenoff was appointed Interim Chair of the New York City Housing Authority effective June 2018, succeeding Shola Olatoye.
- In June 2018, NYCHA, New York City and the federal government signed a consent decree that is currently under consideration by a federal district court. If entered by the court, the consent decree will establish a monitorship at NYCHA. In addition, NYCHA will be required to make certain institutional changes and meet certain obligations with regard to lead, mold, heat, elevators, and pests.
- NYCHA has renamed 'Annual Section 8 inspections' as 'Biennial Section 8 inspections' and updated the Fiscal 2018 data to reflect the change in US Housing and Urban Development policy for the Section 8 inspections which are now conducted on a biennial cycle.
- NYCHA has renamed 'Residents approved for the Emergency Transfer Program' as 'Residents approved for emergency transfers' and 'Emergency Transfer Program disposition time' as 'Emergency transfer disposition time' to better reflect current processes.
- NYCHA corrected Fiscal 2017 data for 'Resident job placements - total' from 3,835 to 3,449. This correction was a result of data migration.

## 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

Fred Bland, Vice Chair



## WHAT WE DO

The Landmarks Preservation Commission (LPC) designates, regulates and protects the City's architectural, historic and cultural resources, which include more than 36,000 buildings and sites in 143 historic districts and extensions. The agency reviews applications for proposed changes to landmark structures, investigates complaints of illegal work and initiates action to compel compliance with the Landmarks Law.

## FOCUS ON EQUITY

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 represented by designations. The agency works with applicants from all backgrounds to provide technical advice and expedite applications for improvements and changes to landmark properties. An agency grant program provides funding to low-income applicants to assist with building repairs.

LPC focuses on equitable and inclusive service delivery through research, education and outreach efforts in communities across all five boroughs. For instance, LPC convenes community meetings to inform diverse stakeholders including residents, property owners, business owners and community boards about the landmark designation process and its regulatory impact. In Fiscal 2018, LPC hosted or attended over 20 outreach meetings in addition to attending regularly scheduled community events. In response to Executive Order 120 and Local Law 30 of 2017, LPC has redeveloped the Commission's Language Access Implementation Plan (LAIP) outlining how the agency will ensure it can serve individuals with Limited English Proficiency (LEP). The plan will go into effect in Fiscal 2019.

The agency continues to develop tools to increase access to LPC information. In Fiscal 2018, the agency completed a comprehensive GIS database with detailed building-by-building information on all designated properties and launched an updated web map, Discover NYC Landmarks, which allows users to easily search and find information on the more than 36,000 designated buildings and sites. The agency also launched a web map and enhanced search feature that allows users to search for work applications and permits issued. These tools display the status of all permit applications, which are searchable by address, historic district, borough, block or lot.

Over the last three years, the Commission has launched additional online tools that allow the public to search LPC designation reports, find Commission decisions on projects at designated sites and view applicant presentations for proposed work on landmark sites prior to public hearings and meetings. In addition, LPC launched a website repository of the City's collection of archaeological artifacts.

## OUR SERVICES AND GOALS

### **SERVICE 1 Identify and protect qualifying architectural, historical, cultural and archaeological assets in all five boroughs.**

- Goal 1a Identify and designate as landmarks, eligible individual buildings, interiors, scenic landmarks and historic districts.
- Goal 1b Facilitate appropriate work on landmark buildings through technical assistance and timely issuance of permits.
- Goal 1c Increase compliance with landmark regulations.
- Goal 1d Evaluate potential impacts to archaeological resources in a timely manner.



# HOW WE PERFORMED IN FISCAL 2018

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

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

In Fiscal 2018, the Commission designated a total of 21 landmarks, including 17 individual landmarks, one interior landmark, one scenic landmark and two historic districts, for a total of 481 buildings and sites. Among the new individual landmarks are the Salvation Army Territorial Headquarters Building in Manhattan, Old Saint James Episcopal Church in Queens, Public School 109 (now El Barrio’s Artspace PS109) in Manhattan and The Dime Savings Bank of Williamsburgh in Brooklyn. Two new historic districts were designated: the Boerum Hill Historic District Extension in Brooklyn and the Central Harlem West 130-132nd Street Historic District in Manhattan. The Commission also designated one new interior landmark, New York Public Library (Stephen A. Schwarzman Building) Interiors, Main Reading Room and Catalog Room; as well as one scenic landmark, the Coney Island (Riegelmann) Boardwalk.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Individual, interior and scenic landmarks, and historic districts, designated	11	15	20	30	21	20	20	Up	*
★ – Total number of buildings designated	324	2,013	1,411	324	485	*	*	Down	*
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target	* None					

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

The Commission helps preserve the City’s landmark properties by regulating changes to their significant features. Owners and tenants apply for permits from LPC before undertaking certain kinds of work affecting the exterior and/or interior of landmark properties. The Commission offers technical assistance to applicants via phone, email, and in person. The agency works with applicants to ensure that planned changes are appropriate to the character and style of their buildings.

The number of permit applications received in Fiscal 2018 was 14,011, an increase from Fiscal 2017. The Commission acted on 12,563 applications, which was down slightly from the 13,533 applications acted on during Fiscal 2017. The Commission’s Permit Application Guide continues to assist applicants in filing complete applications, helping to eliminate delays typically caused by requests for additional information. In Fiscal 2018, 85 percent of Certificates of No Effect, which are required when the applicant is proposing construction work on landmark properties that requires a Department of Buildings permit, were issued within 10 days. This is down from 93 Percent in Fiscal 2017. The percentage of expedited Certificates of No Effect (XCNEs) issued within 2 days was 96 percent. The average days from completed submission until issuance were 6.3 for Certificates of No Effect, 7.1 for permits for minor work, and 0.9 for XCNEs.

LPC adjusted its data reporting system in Fiscal 2018 to more precisely measure its permitting activities and will continue to evaluate the current system based on the data reported.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Work permit applications received	13,235	13,273	13,963	13,874	14,011	*	*	Neutral	*
★ Actions taken on work permit applications received	13,176	15,446	14,081	13,533	12,563	*	*	Neutral	*
Certificates of No Effect issued within 10 business days (%)	94%	91%	96%	93%	85%	85%	85%	Neutral	Up
Expedited Certificates of No Effect issued within two business days (%)	97%	90%	99%	94%	96%	100%	100%	Neutral	Up
Permits for minor work issued within 10 business days (%)	91%	92%	95%	92%	82%	*	*	Neutral	Up
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target	* None					

**Goal 1c** Increase compliance with landmark regulations.

In Fiscal 2018, the Enforcement Department received 94 fewer complaints than in Fiscal 2017. Because the number of investigations completed and enforcement actions taken is driven by complaints received, there was a decrease in both of these indicators in Fiscal 2018.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Number of complaints received	875	772	792	677	583	*	*	Down	Down
Investigations completed	783	755	997	661	648	*	*	Down	*
Enforcement actions taken: Total warning letters, NOVs, and stop work orders issued	993	1,014	1,221	937	837	*	*	Down	*
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	97%	98%	98%	98%	98%	*	*	Neutral	Up

★ Critical Indicator    "NA" Not Available    ⬆️⬇️⬆️ Directional Target    \* None

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

The number of archaeological applications received in Fiscal 2018 increased slightly over the previous fiscal year, and 92 percent of those applications were reviewed within 10 days, exceeding the target of 85 percent.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Archaeology applications received	284	308	297	318	345	*	*	Up	*
Archaeology applications reviewed within 10 business days (%)	98%	97%	95%	96%	92%	85%	85%	Neutral	Up

★ Critical Indicator    "NA" Not Available    ⬆️⬇️⬆️ Directional Target    \* None

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Customer Experience									
Letters responded to in 14 days (%)	94%	85%	80%	85%	88%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	98%	99%	93%	*	*	Neutral	Up

★ Critical Indicator    "NA" Not Available    ⬆️⬇️⬆️ Directional Target    \* None

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$4.7	\$4.8	\$5.3	\$5.5	\$6.2	\$6.2	\$6.7	Up
Revenues (\$000,000)	\$6.4	\$6.9	\$7.1	\$9.2	\$7.0	\$5.3	\$5.7	Up
Personnel	64	71	71	65	70	78	81	Neutral
Overtime paid (\$000)	\$0	\$1	\$5	\$16	\$7	\$7	\$7	Up

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

## SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget 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> City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter.  
 "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Meenakshi Srinivasan was Chair during the first 11 months of the Fiscal 2018 reporting period. Fred Bland began serving as Vice Chair starting in May 2018 and currently leads the Commission.

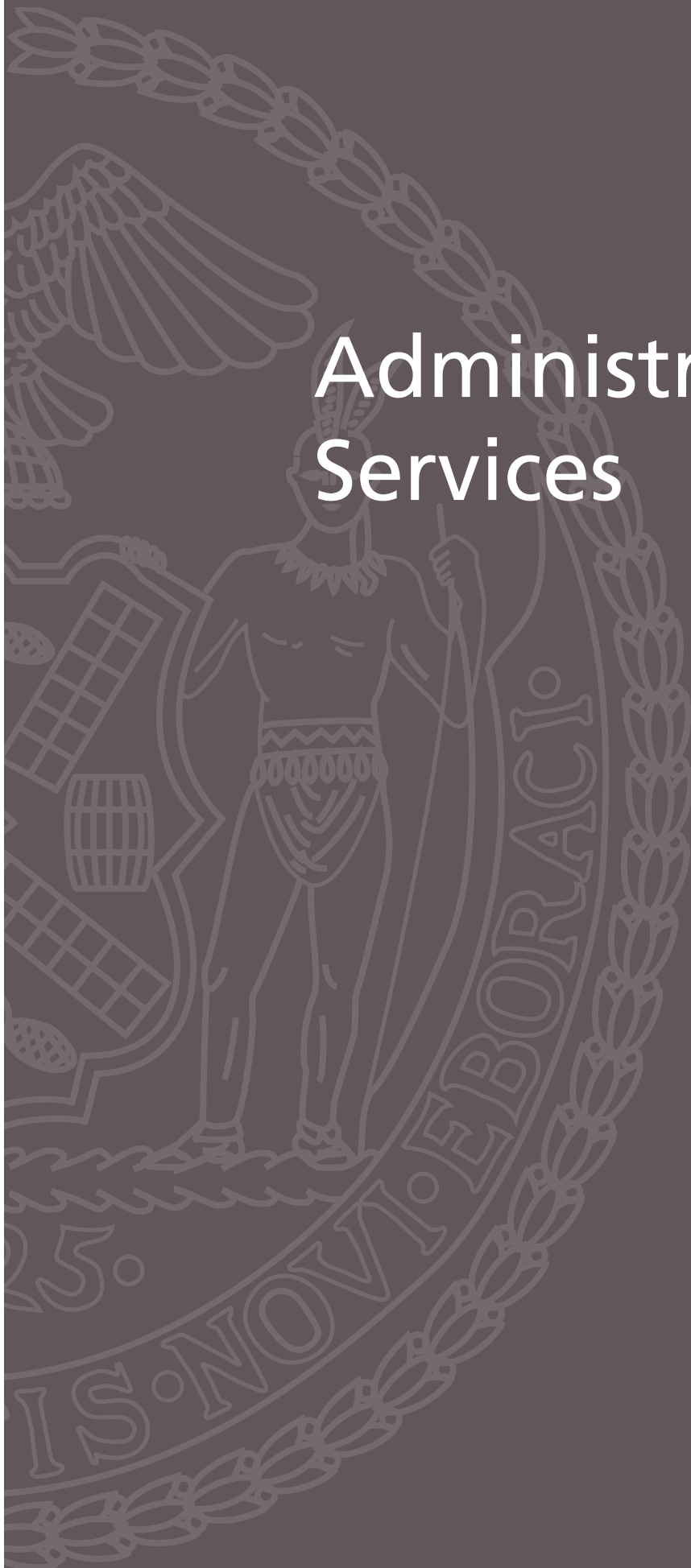
## ADDITIONAL RESOURCES

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 for the public, including under-served and under-represented communities. In Fiscal 2018 DCAS provided outreach and information at 275 events to give these communities greater knowledge of opportunities available in City government. DCAS also trained 25,890 employees on the City's policies on diversity, inclusion, and equitable workplace practices. To ensure the inclusion of 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

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### SERVICE 1 Help City agencies fulfill their workforce needs.

- Goal 1a Increase the public's access to information about employment opportunities in City government.
- Goal 1b Ensure a competitive and diverse candidate pool for City employment opportunities.
- Goal 1c Ensure timely administration of civil service exams.
- Goal 1d Provide a wide range of training opportunities.

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### SERVICE 2 Manage and operate City-owned office buildings.

- Goal 2a Improve cleanliness and maintenance ratings for DCAS-managed facilities.
- Goal 2b Meet timeliness standards for maintenance service requests and repair work.
- Goal 2c Consolidate and reduce City office space.

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### SERVICE 3 Manage the City's surplus real and personal property.

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

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

- Goal 4a Maximize competition in the procurement process.
- Goal 4b Use citywide buying power to achieve and maximize best value for goods and services.

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

- Goal 5a Maximize citywide efforts to monitor and reduce energy use to reach greenhouse gas reduction goals.
- Goal 5b Reduce the energy-related carbon footprint of City buildings.
- Goal 5c Increase the City's renewable energy capacity.

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

- Goal 6a Reduce fuel use and emissions.
- Goal 6b Optimize fleet resources to meet agency needs.

# HOW WE PERFORMED IN FISCAL 2018

## SERVICE 1 Help City agencies fulfill their workforce needs.

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

DCAS continues to work closely with other City agencies, attend career fairs with community-based organizations and educational institutions, and provide information sessions to educate the public about careers in City government, civil service examinations and the civil service hiring process. In Fiscal 2018, to help build a workforce pipeline for the City, DCAS attended 119 career/job fairs and provided 156 civil service information sessions. Under-served and under-represented groups were represented at 84 sessions: 32 for persons with disabilities, 18 for veterans, 11 for the Asian community, 15 for the Hispanic community and eight for the LGBTQ community.

The Department also continues to increase the public's access to information about employment opportunities in City government through the NYC.gov/jobs website; by posting annual civil service exam schedules and monthly application schedules on the DCAS website; and through the Online Application System (OASys). In Fiscal 2018 DCAS received and processed 119,909 applications for competitive exams open to the public, a decrease of 30 percent compared to Fiscal 2017. The larger number of applications received for exams in Fiscal 2017 is primarily attributed to the police officer and firefighter exams, which tend to have larger applicant pools; neither of these exams were offered during Fiscal 2018.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Applications received for open competitive civil service exams	74,700	184,849	79,878	170,031	119,909	*	*	Up	*
Employment applications received via NYC Jobs	679,785	925,054	952,641	1,142,330	1,028,154	*	*	Up	Up

★ Critical Indicator    "NA" Not Available    ⬆️⬇️ Directional Target    \* None

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

DCAS assists agencies in enhancing recruitment efforts that build a workforce reflecting the diverse City it serves and develops the City's future leadership by identifying and cultivating present talent. The Department supports agencies in their review of trends in employee demographics by providing relevant and timely metrics to stakeholders on the status of its equal employment opportunity (EEO) efforts, through quarterly demographic reports to agencies summarizing incumbents, new hires, promotions, separations and under-representation by race/ethnicity and gender; and a biennial EEO-4 report to the U.S. Equal Employment Opportunity Commission. In Fiscal 2018 more than 70 percent of new hires at Mayoral agencies continued to represent minority populations.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ New hires - White (%)	23.2%	23.9%	23.0%	22.0%	20.7%	*	*	Down	*
★ New hires - Black (%)	38.8%	40.8%	36.8%	41.6%	41.6%	*	*	Neutral	*
★ New hires - Hispanic (%)	19.4%	19.8%	19.5%	21.5%	21.7%	*	*	Up	*
★ New hires - Asian/Pacific Islander (%)	6.8%	7.2%	7.5%	8.8%	8.5%	*	*	Up	*
★ New hires - Native American (%)	0.4%	0.4%	0.4%	0.5%	0.5%	*	*	Up	*
New hires - Unspecified (%)	11.5%	7.9%	12.9%	5.7%	6.9%	*	*	Down	*
★ New hires - Male (%)	57.2%	53.7%	59.3%	53.0%	52.4%	*	*	Neutral	*
★ New hires - Female (%)	42.8%	46.3%	40.7%	47.0%	47.6%	*	*	Neutral	*

★ Critical Indicator    "NA" Not Available    ⬆️⬇️ Directional Target    \* None

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

DCAS continues to offer civil service exams for titles in high demand on a regular basis at the agency’s Computer-based Testing and Application Centers (CTACs), while other exams are scheduled on specific days throughout the year. In Fiscal 2018 DCAS administered 254 civil service examinations, all of which were on schedule. In Fiscal 2018 the median time from exam administration to completed exam results was 78 days, a 68 percent decrease compared to Fiscal 2017. The decrease is attributable to the administration of more single-part exams and, most notably, the administration of 133 qualified incumbent exams, which are automatically rated and are targeted specifically to provisional employees who have served two or more years in certain titles. In Fiscal 2018 DCAS demonstrated an ongoing commitment to decrease the time it takes to administer exams by increasing the number of seats available to test takers by opening two new CTACs, in Queens and in Staten Island. In Fiscal 2019 DCAS plans to open its fifth CTAC in the Bronx, and in doing so will offer a place to apply for and take civil service exams in each of the five boroughs. DCAS is actively working to overhaul the current system to bring greater transparency and user-friendliness to applying for and taking certain civil service exams.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Exams administered on schedule (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
★ Median time from exam administration to exam results completion for DCAS-administered exams (days)	180	195	314	246	78	290	290	Down	Down
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target	* None					

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

In Fiscal 2018 DCAS Citywide Learning and Development sponsored or supported over 1,000 classes covering a wide array of topics over seven portfolio areas, including managerial, professional, technical and New York City-specific courses. DCAS provided open-enrollment classes for employees at all levels, agency-specific and organizational development initiatives for client agencies and executive coaching and e-Learning compliance training for thousands of employees. In Fiscal 2018, 76,997 City employees/participants attended training sessions and classes sponsored or supported by DCAS Learning and Development, a 75 percent increase compared to Fiscal 2017. This increase can be attributed to the adoption of the e-Learning module by 69 City agencies for training related to corruption prevention awareness, conflicts of interest and sexual harassment prevention.

DCAS also delivered EEO and equity and inclusion (E&I) training to 1,661 classroom participants and 24,229 online participants, exceeding the Fiscal 2018 target by more than 5,800 participants. This is partially attributed to increased interest by City agencies in varied course offerings. In Fiscal 2019 DCAS will continue to develop E&I training and incorporate its content into the broader training portfolio.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Average rating for professional development training sessions (%)	88%	88%	90%	90%	92%	88%	88%	Neutral	Up
★ City employees/participants trained	20,252	25,989	40,586	44,074	76,997	30,000	41,580	Up	Up
City employees participating in diversity, inclusion and equal employment opportunity training	1,961	10,226	33,322	24,363	25,890	20,000	25,000	Up	*
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target	* None					



## SERVICE 2 Manage and operate City-owned office buildings.

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

In Fiscal 2018 the average rating for building cleanliness and condition for DCAS-managed non-court facilities increased three percentage points to 73 percent. DCAS received an overall score of 94 for Customers Observing and Reporting Experiences (CORE) in Fiscal 2018.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Average building cleanliness and condition rating for DCAS-managed space (non-court) (%)	70%	69%	70%	70%	73%	72%	72%	Neutral	Up
CORE customer experience rating of facilities (0-100)	96	94	100	97	94	95	95	Neutral	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

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

In Fiscal 2018 the average time to complete in-house trade shop work orders for minor repairs increased by almost two days. However, the percentage of work orders completed within 30 days increased by nine percentage points because the new system for automating work orders is helping the trade shops become more efficient.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Average time to complete in-house trade shop work orders for minor repairs (days)	4.3	4.2	3.6	3.5	5.3	4.0	4.0	Up	Down
★ In-house trade shop work orders completed within 30 days (%)	69%	70%	70%	64%	73%	75%	75%	Neutral	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

### Goal 2c Consolidate and reduce City office space.

In Fiscal 2018 there were 56 lease-in agreements executed for City tenancies for 3.96 million square feet. Only six percent of the year's square footage is attributable to entirely new leasing needs. Forty-five of the agreements, representing approximately 3.7 million square feet, were for existing lease renewals or amendments and relocations of existing City agency operations. To ensure agencies obtain and use space in the most efficient manner possible, DCAS and the Office of Management and Budget have implemented a new initiative to emphasize and encourage strategic space utilization. In Fiscal 2018 DCAS created a Portfolio Planning and Management unit to advance this initiative and work with agencies on their space needs to ensure efficient and optimized usage.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Lease-in agreements executed	56	53	66	39	56	*	*	Neutral	*
Square footage associated with executed lease-in agreements (000)	1,957	1,712	3,011	1,724	3,958	*	*	Up	*
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

### SERVICE 3 Manage the City's surplus real and personal property.

#### Goal 3a

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

In Fiscal 2018 DCAS generated \$48.5 million in revenue from long- and short-term leases, which is \$5.4 million above the annual target, but a decrease of two percent compared to Fiscal 2017. This decrease can be attributed to the expiration and termination of certain long-term leases. Revenue generated from the sale of surplus goods increased 41 percent.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Lease revenue generated (\$000)	\$64,979	\$55,484	\$52,419	\$49,679	\$48,541	\$43,078	\$43,078	Down	*
★ Revenue generated from the sale of surplus goods (\$000)	\$9,892	\$10,406	\$11,026	\$9,216	\$12,971	\$8,893	\$11,893	Up	*
★ – Revenue generated from auto auctions (\$000)	\$7,957	\$6,254	\$9,770	\$7,732	\$10,878	\$6,692	\$9,692	Up	*
Real estate auction bids received (\$000)	\$17,500	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.

In Fiscal 2018 the average number of bidders per bid was 3.2, the same as Fiscal 2017. In Fiscal 2019 the Department plans to enhance its current approach to increase engagement with additional analysis of the vendor universe and increased outreach to M/WBE businesses.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Average number of bidders per bid	3.3	3.3	3.0	3.2	3.2	3.4	3.4	Neutral	*
Mayoral agency spending on goods against DCAS master contracts (%)	NA	84%	87%	87%	81%	*	*	NA	*
Mayoral agency spending on services against DCAS master contracts (%)	NA	9%	15%	15%	21%	*	*	NA	*
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None					

#### Goal 4b

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

In Fiscal 2018 the dollar value of goods and services purchased increased three percent compared to Fiscal 2017, while the value of Central Storehouse requisitions increased five percent, representing an overall increase in buying power.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Value of goods and services purchased (\$000,000)	\$1,191	\$1,169	\$1,353	\$1,504	\$1,544	*	*	Up	*
– Value of Central Storehouse requisitions (\$000)	\$24,000	\$23,370	\$22,600	\$22,410	\$23,669	*	*	Neutral	*
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None					

## SERVICE 5 Manage energy use by City agencies.

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

In Fiscal 2018 the City purchased 29.1 trillion British Thermal Units (BTUs) of energy (electricity, natural gas and steam), compared to 28.8 trillion BTUs in Fiscal 2017. Citywide, energy usage was up one percent compared to Fiscal 2017, largely reflecting the impact of a colder winter. In Fiscal 2018 the City significantly expanded participation in its Demand Response (DR) program, which provides agencies with financial incentives to reduce their electric load during periods of high strain on the grid. More than 400 facilities across 23 agencies participated in the DR program in Fiscal 2018, earning \$9.5 million in revenue and reducing peak load by up to 75.7 Megawatts (MW) from 58.6 MW in Fiscal 2017, which is the equivalent of removing approximately 300 mid-size schools from the electric grid. To support the growth of DR participation, DCAS installed 350 real-time meters in Fiscal 2018 (up from 280 in Fiscal 2017), 60 percent of its goal to cover 80 percent of electric demand with meters by 2022. From Fiscal 2008 to Fiscal 2018 City buildings have reduced their summertime peak load by four percent and wintertime peak load by three percent despite growth in the City's operations.

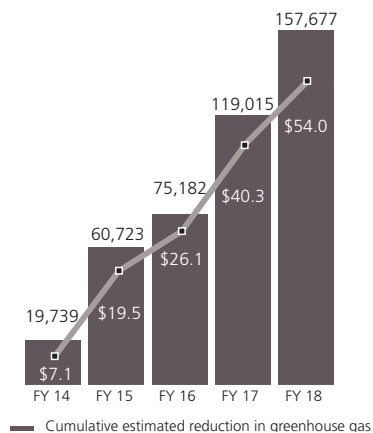
Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Electricity purchased (kilowatt hours) (billions)	4.3	4.3	4.2	4.3	4.2	*	*	Neutral	Down
Total energy purchased (British Thermal Units) (trillions)	28.9	29.5	28.4	28.8	29.1	*	*	Neutral	Down
– Electricity (%)	50.4%	49.3%	51.0%	50.4%	48.8%	*	*	Neutral	*
– Natural gas (%)	41.5%	42.4%	42.0%	42.5%	43.9%	*	*	Neutral	*
– Steam (%)	8.1%	8.3%	7.0%	7.1%	7.3%	*	*	Down	*

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

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

DCAS continues to make progress towards the City's goal of reducing greenhouse gas (GHG) emissions from municipal buildings by 35 percent by 2025, a key milestone on the path to achieving an 80 percent reduction in citywide GHG emissions by 2050. Since Fiscal 2012 DCAS has completed 1,367 energy efficiency retrofits in over 1,100 public buildings, resulting in expected GHG reductions of approximately 157,677 metric tons annually, the equivalent of taking more than 33,000 typical passenger vehicles off the road. In Fiscal 2018 DCAS completed 508 energy efficiency retrofits, a six percent increase compared to Fiscal 2017. These projects are expected to reduce GHG emissions by 38,662 metric tons per year and yield annual estimated energy savings of \$13.7 million, compared to 43,833 metric tons in expected GHG reductions and \$14.2 million in savings from completed projects in Fiscal 2017. DCAS doubled the amount of Energy Efficiency Reports (EER) completed compared to Fiscal 2017. EER reports are blueprints for future energy efficiency investments.

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



DCAS rolled out new strategic initiatives in Fiscal 2018 in response to Climate Action Executive Order 26 of 2017, which committed the City to the goals of the Paris Agreement. DCAS issued a Request for Information to partner City agencies to develop and accelerate new energy retrofit work. Agencies identified retrofit opportunities at more than 2,500 buildings and DCAS is beginning to advance these projects.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Annual estimated reduction in greenhouse gas emissions from all energy projects (metric tons)	7,893	40,984	14,459	43,833	38,662	50,229	40,000	Up	*
★ Cumulative estimated reduction in greenhouse gas emissions from all energy projects (metric tons)	19,739	60,723	75,182	119,015	157,677	170,823	197,677	Up	Up
★ Annual estimated avoided energy cost from all energy projects (\$'000,000)	\$2.79	\$12.46	\$6.56	\$14.23	\$13.70	\$15.16	\$14.00	Up	*

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Cumulative estimated avoided energy cost from all energy projects (\$000,000)	\$7.06	\$19.52	\$26.08	\$40.31	\$54.01	\$56.81	\$68.00	Up	Up
Annual energy retrofit/conservation projects completed	37	109	158	478	508	*	*	Up	*
Cumulative energy retrofit/conservation projects completed	114	223	381	859	1,367	*	*	Up	Up
Annual Energy Efficiency Reports (EER) completed	70	145	141	64	128	*	*	Up	*
Cumulative Energy Efficiency Reports (EER) completed	258	403	544	608	736	*	*	Up	Up
★ Critical Indicator	"NA" Not Available		⇅ Directional Target	* None					

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

The City is making progress toward the goal of installing 100 Megawatts (MW) of solar capacity on City-owned buildings by 2025. In Fiscal 2018 0.5 MW of capacity was installed, bringing the cumulative total capacity to 10.5 MW. DCAS is also paving the way for clean energy storage in New York City. In Fiscal 2018 DCAS completed delivery of its first energy storage project, a 100-kilowatt vanadium redox flow battery (fully containerized, nonflammable, compact, reusable batteries that do not degrade for 20 years and offer almost unlimited capacity) at Jacobi Medical Center in the Bronx. Additional energy storage demonstrations are currently underway, and DCAS is working with the New York Power Authority to install 1.75MW of solar and battery storage at 15 critical facilities in climate-vulnerable communities. These resilient solar projects are expected to be operational by 2020.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Cumulative installed solar capacity (megawatts)	0.93	3.18	9.03	10.06	10.51	↑	↑	Up	Up
★ Critical Indicator	"NA" Not Available		⇅ Directional Target	* None					

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

**Goal 6a** Reduce fuel use and emissions.

In Fiscal 2018 the City increased the percentage of hybrid or alternative-fueled vehicles in its fleet to a record level of 62 percent citywide. Most of the remaining fleet that is not alternative fuel are police and fire emergency vehicles that are exempt from the City's local laws for fleet buying and for which alternative fuel models do not exist. DCAS surpassed its Fiscal 2018 target for the percentage of hybrid or alternative fuel vehicles in the DCAS-managed fleet. DCAS also surpassed the Fiscal 2018 targets, in both the citywide fleet and the DCAS-managed fleet, for vehicles with the highest emissions ratings, surpassing the local law requirement of 95 percent citywide. The City also expanded electric vehicle use by approximately 63 percent and continued to invest in biodiesel vehicles in Fiscal 2018.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Hybrid or alternative fuel vehicles in the citywide fleet (%)	56%	57%	59%	60%	62%	63%	63%	Up	Up
– Hybrid or alternative fuel vehicles in the DCAS-managed fleet (%)	56%	66%	74%	76%	78%	76%	78%	Up	Up
Vehicles with highest emission ratings purchased pursuant to Local Law 38 in the citywide fleet (%)	99%	98%	98%	100%	100%	95%	98%	Neutral	Up
– Vehicles with highest emission ratings purchased pursuant to Local Law 38 in DCAS-managed fleet (%)	99%	96%	100%	100%	99%	95%	98%	Neutral	Up
Electric vehicles in the citywide fleet	723	802	945	1,295	2,105	1,750	2,300	Up	Up
– Electric vehicles in the DCAS-managed fleet	51	64	72	140	339	160	370	Up	Up
★ Critical Indicator	"NA" Not Available		⇅ Directional Target	* None					

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

The City achieved a 92 percent in-service rate for vehicles citywide in Fiscal 2018, surpassing the fiscal year target by one percentage point. The City increased fleet size in certain critical areas to support new programs, including additional emergency-related off-road equipment.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Fleet in-service rate citywide (%)	90%	90%	91%	92%	92%	91%	92%	Neutral	Up
– Fleet in-service rate for DCAS-managed fleet (%)	98%	98%	98%	99%	98%	98%	98%	Neutral	Up
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target	* None					

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
City employees trained in defensive driving citywide	2,357	15,266	7,929	7,876	11,162	8,000	8,500	Up	Up
– Employees of DCAS-managed fleet agencies trained in defensive driving	1,798	1,879	1,690	1,881	3,831	2,000	2,500	Up	Up
Collisions involving City vehicles citywide	5,886	5,726	6,344	6,444	6,304	*	*	Up	Down
– Collisions involving City vehicles in the DCAS-managed fleet	402	449	400	429	491	*	*	Up	Down
Preventable collisions involving City vehicles citywide	2,925	2,873	2,815	3,451	3,347	*	*	Up	Down
– Preventable collisions involving City vehicles in the DCAS-managed fleet	173	211	145	165	190	*	*	Neutral	Down
Injuries resulting from collisions involving City vehicles citywide	831	669	510	790	763	*	*	Neutral	Down
– Injuries resulting from collisions involving City vehicles in the DCAS-managed fleet	81	60	66	77	77	*	*	Neutral	Down
Fatalities resulting from collisions involving non-emergency City vehicles citywide	NA	5	1	1	2	*	*	NA	Down
– Fatalities resulting from collisions involving non-emergency City vehicles in the DCAS-managed fleet	0	0	0	0	0	*	*	Neutral	Down
Workplace injuries reported	58	66	52	68	44	*	*	Down	Down
Accidents involving the public in DCAS-managed properties	18	18	21	25	41	*	*	Up	Down
Average cost of training per employee (\$)	\$215	\$163	\$112	\$113	\$63	*	*	Down	*
Average cost of cleaning per square foot (\$)	\$2.9	\$2.9	\$3.0	\$3.2	\$3.3	*	*	Up	*
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target	* None					

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Customer Experience									
Letters responded to in 14 days (%)	54%	50%	66%	56%	58%	*	*	Up	Up
E-mails responded to in 14 days (%)	80%	74%	81%	85%	85%	*	*	Up	Up
Average wait time to speak with a customer service agent (minutes)	1:09	1:00	1:39	1:28	0:58	*	*	Down	Down
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target	* None					

# AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$1,201.7	\$1,157.8	\$1,117.8	\$1,165.9	\$1,260.6	\$1,245.1	\$1,198.4	Neutral
Revenues (\$000,000)	\$346.3	\$166.6	\$109.6	\$77.0	\$78.5	\$71.1	\$69.3	Down
Personnel	2,077	2,105	2,179	2,344	2,420	2,781	2,704	Up
Overtime paid (\$000,000)	\$17.5	\$18.6	\$22.2	\$25.9	\$24.1	\$23.9	\$23.1	Up
Capital commitments (\$000,000)	\$144.0	\$98.8	\$123.8	\$76.0	\$101.1	\$638.0	\$620.6	Down

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

# SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
<b>Personal Services - Total</b>	<b>\$183.3</b>	<b>\$196.8</b>	
001 - Human Capital	\$23.2	\$28.5	1a, 1b, 1c, 1d
005 - Board of Standards and Appeals	\$2.1	\$2.3	*
100 - Executive and Operations Support	\$24.3	\$26.5	All
200 - Division of Administration and Security	\$11.5	\$13.4	All
300 - Asset Management – Public Facilities	\$103.7	\$106.0	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	*
700 - Energy Management	\$3.7	\$4.4	5a, 5b, 5c
800 - Citywide Fleet Services	\$2.8	\$2.9	3a, 6a, 6b
<b>Other Than Personal Services - Total</b>	<b>\$982.6</b>	<b>\$1,063.8</b>	
002 - Human Capital	\$5.2	\$11.8	1a, 1b, 1c, 1d
006 - Board of Standards and Appeals	\$0.4	\$1.2	*
190 - Executive and Operations Support	\$3.4	\$5.6	All
290 - Division of Administration and Security	\$30.9	\$28.3	All
390 - Asset Management – Public Facilities	\$150.2	\$152.2	2a, 2b, 2c, 3a
490 - Office of Citywide Purchasing	\$29.2	\$32.3	3a, 4a, 4b
690 - External Publications and Retailing	\$1.0	\$1.0	*
790 - Energy Management	\$717.0	\$779.6	5a, 5b, 5c, 6a, 6b
890 - Citywide Fleet Services	\$45.2	\$51.8	3a, 6a, 6b
<b>Agency Total</b>	<b>\$1,165.9</b>	<b>\$1,260.6</b>	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds. <sup>2</sup> City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter.  
 "NA" Not Available \* None

# NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- DCAS revised the indicator name 'median time from exam administration to exam results completion (days)' to 'median time from exam administration to exam results completion for DCAS-administered exams (days)' to clarify, as introduced in the 2018 PMMR, that the indicator includes only those exams administered by DCAS (it excludes exams administered by the New York City Transit Authority).

- DCAS expanded the definition for the 'average rating for professional development training sessions (%)' to clarify that ratings are collected from all training sessions sponsored by DCAS Learning and Development based on post-session participant surveys and that the highest possible rating is 100. Previously published data has not changed.
- 'City employees/participants attending training sessions' has been re-named 'City employees/participants trained.' Additionally, the Fiscal 2017 value for 'City employees/participants trained' has been revised from 44,080 to 44,074 to reflect updated data.
- DCAS revised the Fiscal 2019 targets for the following indicators: 'City employees/participants attending training sessions,' 'City employees participating in diversity, inclusion and equal employment opportunity training,' 'Revenue generated from the sale of surplus goods (\$000),' 'Revenue generated from auto auctions (\$000),' 'Annual estimated reduction in greenhouse gas emissions from all energy projects (metric tons),' 'Cumulative estimated reduction in greenhouse gas emissions from all energy projects (metric tons),' 'Annual estimated avoided energy cost from all energy projects (\$000,000),' 'Cumulative estimated avoided energy cost from all energy projects (\$000,000),' 'Electric vehicles in the citywide fleet,' 'Electric vehicles in the DCAS-managed fleet' and 'Employees of DCAS-managed fleet agencies trained in defensive driving.'
- DCAS revised its methodology for the indicator 'Cumulative installed solar capacity.' Solar installations on or in any City-owned site, including those operated by City-affiliated public benefit corporations or City-affiliated not-for-profit corporations, are now included. Additionally, the indicator's unit of measurement was changed from kilowatts (kW) to megawatts (MW) in line with the City's goal of installing 100 MW of solar capacity on City-owned buildings by 2025. As a result of these changes, DCAS revised the data for 'Cumulative installed solar capacity' as follows: Fiscal 2014 from 428.5 kW to .93 MW, Fiscal 2015 from 2,759.1 kW to 3.18 MW, Fiscal 2016 from 7,996.0 kW to 9.03 MW and Fiscal 2017 from 7,996.0 kW to 10.06 MW.

## ADDITIONAL RESOURCES

For additional information go to:

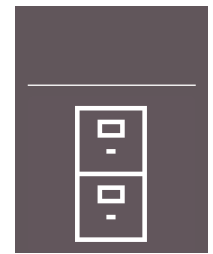
- EEO-4 reports to the U.S. Equal Employment Opportunity Commission and Workforce Profile Report: [http://www.nyc.gov/html/dcas/html/about/eeo4\\_reports.shtml](http://www.nyc.gov/html/dcas/html/about/eeo4_reports.shtml)
- Annual and Monthly Civil Service Exam Schedule: [http://www.nyc.gov/html/dcas/html/work/exam\\_monthly.shtml](http://www.nyc.gov/html/dcas/html/work/exam_monthly.shtml)
- NYC Workforce Reports: [http://www.nyc.gov/html/dcas/html/workforce\\_reports/workforce\\_reports.shtml](http://www.nyc.gov/html/dcas/html/workforce_reports/workforce_reports.shtml)
- Online Application System (OASys): [www.nyc.gov/examsforjobs](http://www.nyc.gov/examsforjobs)
- NYC Jobs: <http://www1.nyc.gov/jobs/index.page>
- One City: Built to Last: [www.nyc.gov/builttolast](http://www.nyc.gov/builttolast)
- OneNYC: Government Workforce: <https://onenyc.cityofnewyork.us/goals/government-workforce/>
- DCAS data sets on the NYC Open Data Portal: <http://bit.ly/DCASOpenData>

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



# DEPARTMENT OF RECORDS & INFORMATION SERVICES

Pauline Toole, Commissioner



## WHAT WE DO

The mission of the Department of Records and Information Services is to foster civic life by preserving and providing access to the historical and contemporary records of New York City government. To achieve this, the Department ensures that City records are properly maintained following professional archival and record management practices and makes materials available to diverse communities both online and in person.

The Department's website provides the public with access to more than one million historical photographs, maps, and an expanding number of reports and publications issued by City agencies. The Municipal 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 185 terabytes of historical 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 City government'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 underrepresented in that history. The Department is moving beyond traditional accessioning and cataloging approaches, and is making documents available online to provide a more accessible history of City government. Using social media, community-based exhibits and multilingual communications, the Department is bringing primary source material to new audiences, with a special focus on attracting and informing a more diverse demographic.

## OUR SERVICES AND GOALS

### **SERVICE 1 Provide the public and City agencies with access to public records and publications.**

- Goal 1a Increase the volume and availability of public records and publications.
- Goal 1b Promptly respond to requests for information.

### **SERVICE 2 Provide City agencies, the courts and district attorneys with record storage, retrieval and retention scheduling services.**

- Goal 2a Retrieve records promptly from off-site facilities upon record owner's request.
- Goal 2b Promptly transfer eligible agency records to off-site storage.
- Goal 2c Dispose of all records according to their scheduled retention period.



# HOW WE PERFORMED IN FISCAL 2018

## SERVICE 1 Provide the public and City agencies with access to public records and publications.

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

In Fiscal 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 Fiscal 2018 decreased by 13 percent to 4,869 reports, compared to 5,596 in Fiscal 2017, the higher volume in that prior year included results of a special outreach initiative to collect missing agency reports.

The volume of records digitized grew nearly 800 percent in Fiscal 2018, increasing to 236,478 items from 26,778 items in Fiscal 2017. The greater volume is primarily attributed to two special projects in the Municipal Archives—digitization of historical marriage license records and the 1940 “tax photograph” collection.

Historical records accessioned into the Municipal Archives increased approximately 49 percent, from 797 cubic feet in Fiscal 2017, to 1,185 in Fiscal 2018. During Fiscal 2017, the Department focused on identifying agencies with material that could be transferred to the Municipal Archives; the physical transfer took place during 2018. Notable accessions included approximately 100 cubic feet of historical photographic records from the Department of Housing Preservation and Development.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Records preserved and digitized	101,033	10,651,475	7,422,426	26,778	236,478	260,000	260,000	Down	Up
Number of library items available	358,825	363,997	371,208	375,919	380,844	*	*	Neutral	Up
Publications and reports acquired	7,547	7,113	10,016	5,596	4,869	*	*	Down	Up
Records accessioned by Municipal Archives (cubic ft.)	3,920	2,738	1,049	797	1,185	*	*	Down	Up
Walk-in and program attendees at the Visitor Center	1,508	1,318	1,363	1,408	1,542	*	*	Neutral	Up
Percent of required agency reports submitted to the Municipal Library publications portal	NA	NA	60%	60%	60%	100%	100%	NA	Up

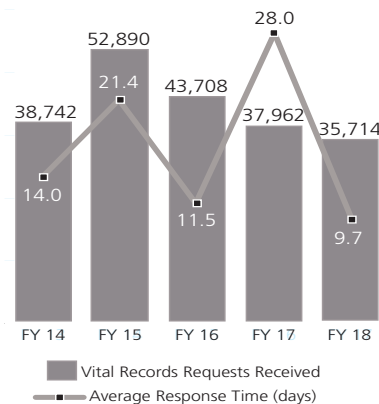
★ Critical Indicator    “NA” Not Available    ↑↓ Directional Target    \* None

**Goal 1b** Promptly respond to requests for information.

During Fiscal 2018, the average time to respond to requests for copies of vital records dropped to 9.7 days, significantly better than 28 days during Fiscal 2017. The percentage of requests responded to within 12 days also greatly improved, to 82 percent, compared to 9 percent in Fiscal 2017, an improvement of more than 800 percent. This better performance is primarily due to use of digitized vital records to service copy requests, replacing the obsolete microfilm-based process.

The time necessary to process requests for copies of historical photographs during Fiscal 2018 increased 39 percent, to 31.5 days, from 22.7 days during Fiscal 2017. This diminished performance is primarily due to the labor-intensive process to produce prints from the increasingly popular “tax photograph” collection using traditional darkroom techniques. Digitization of this photograph collection is expected to be completed by November 2018 and will result in a significant improvement in performance of this indicator in Fiscal 2019.

**Vital Records Requests and Time to Respond**



Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Vital record requests responded to within 12 business days (%)	49%	17%	62%	9%	82%	60%	60%	Up	Up
★ Average response time to vital record requests (days)	14.0	21.4	11.5	28.0	9.7	12.0	12.0	Neutral	Down
★ Average response time to historical photo requests (days)	9.0	17.2	22.9	22.7	31.5	15.0	15.0	Up	Down
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None					

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

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

The Department continued to retrieve records from its off-site facilities upon owner-agency request well within the two-day target even though the volume of requests increased 22 percent, from 6,860 records in Fiscal 2017 to 8,403 records in Fiscal 2018. Retrievals were accomplished in 0.7 days in Fiscal 2018, compared to 1.2 days in Fiscal 2017, an improvement of 42 percent.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Average response time to agency requests for inactive records (days)	1.0	0.9	1.2	1.2	0.7	2.0	2.0	Down	Down
Requests for stored records processed within 48 hours (%)	98.0%	100.0%	94.0%	91.0%	100.0%	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None					

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

The quantity of records transferred into the Municipal Records Center increased by 130 percent in Fiscal 2018, to 10,823 records, up significantly from 4,703 in Fiscal 2017. The Department was able to accept additional records from client agencies as a result of the increased volume of disposals of obsolete records.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Warehouse capacity available for new accessions (%)	4%	5%	12%	12%	12%	*	*	Up	*
Records transferred into Municipal Records Center (cubic ft. )	20,509	27,837	6,668	4,703	10,823	*	*	Down	Up
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None					

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

The Department significantly increased the disposal of obsolete City agency records from its storage sites during Fiscal 2018, to 21,529 cubic feet compared to 11,928 cubic feet disposed during Fiscal 2017. This 80 percent increase derived from agencies implementing elements of Mayoral Directive 2015-3 dealing with uniform record management, including disposal of obsolete records.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Average time between records disposal eligibility and application sent to Law Department (months)	0.6	0.5	0.6	0.2	0.0	2.0	2.0	Down	Down

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Average time for Law Department to approve records disposal application (months)	1.6	0.8	2.8	2.7	1.3	3.0	3.0	Up	Down
Total records disposed by City government entities (cubic ft.)	NA	NA	59,232	117,247	88,801	*	*	NA	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Customer Experience									
Letters responded to in 14 days (%)	92%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
CORE customer experience rating (0-100)	93	91	97	100	100	*	*	Up	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$5.6	\$6.3	\$7.7	\$7.7	\$8.1	\$8.2	\$9.8	Up
Revenues (\$000,000)	\$0.9	\$1.2	\$1.0	\$0.8	\$0.8	\$0.9	\$1.0	Down
Personnel	51	53	69	65	72	77	70	Up
Overtime paid (\$000)	\$26	\$23	\$0	\$4	\$0	\$0	\$0	Down
<sup>1</sup> Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. <sup>2</sup> Authorized Budget Level <sup>3</sup> Expenditures include all funds "NA" - Not Available    *None								

## SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
100 - Personal Services	\$3.7	\$4.1	All
200 - Other Than Personal Services	\$4.0	\$4.1	All
Agency Total	\$7.7	\$8.1	
<sup>1</sup> Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds. <sup>2</sup> City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds. <sup>3</sup> Refer to agency goals listed at front of chapter. "NA" Not Available    * None			

## 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).





## WHAT WE DO

The Department of Finance (DOF) has a broad range of responsibilities, including the collection of nearly \$39 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

While administering the City's tax laws fairly, efficiently and transparently to instill public confidence and encourage compliance, DOF is committed to providing exceptional customer service. The agency has shifted to customer-centric business model, introducing many reforms and initiatives to enhance transparency and customer service.

In Fiscal 2018 DOF established the Office of the Parking Summons Advocate that will serve citizens who wish to dispute summonses for parking/red light violations after exhausting all other available options. DOF has focused on updating technology and systems and re-engineering its customer-facing processes. It is near completion in replacing its decades-old Property Tax System. To make interactions with DOF more convenient, technology is being leveraged to create self-service options, such as secure online forms, mobile apps and new payment methods. The Pay Near Me partnership, which had enabled customers to pay parking tickets at 7-Eleven stores, expanded during Fiscal 2018 by adding CVS stores across the US. The Pay or Dispute app, created in Fiscal 2017, grew to account for \$42.6 million in revenue from 405,000 transactions.

Combining technology and Lean Six Sigma tools, DOF is streamlining processes and improving cycle times. These and other initiatives further the mission, our commitment to our revenue goals, and enable a better customer experience for the City's taxpayers.

## 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 IN FISCAL 2018

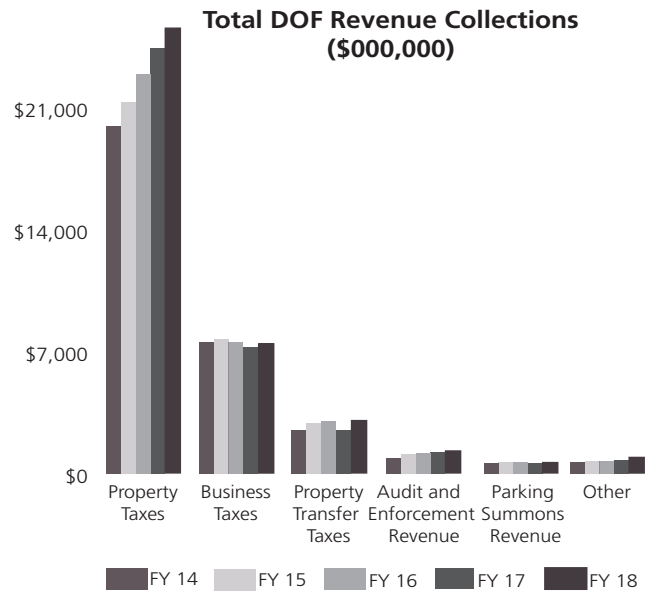
## SERVICE 1 Bill and collect property and other taxes.

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

Similar to recent years, 98.8 percent of all property tax bills were paid and 96.5 percent were paid on time

The average turnaround time for field audits decreased dramatically, by 21.5 percent, from an average of 413 days to 324 days. During Fiscal 2018 the number of completed cases for the City's most complex taxpayers was lower in volume and relative complexity as compared to the prior year. Additionally, DOF's improved business tax system has created administrative efficiencies resulting in faster case turnarounds. Tax liability increases as a result of audits remained at a relatively high level for the year, at 23.1 percent due to the agency's continued usage of case modeling and screening.

In Fiscal 2018 16 percent of originally noticed properties (22,890) were sold in the lien sale as compared to 17 percent in Fiscal 2017. The number of properties sold, at 3,728, declined from the 3,939 properties sold in Fiscal 2017.



Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Property taxes billed that are paid (%)	98.6%	98.5%	98.6%	98.7%	98.8%	97.0%	97.0%	Neutral	Up
- Paid on time (%)	95.0%	95.3%	96.1%	97.1%	96.5%	*	*	Neutral	Up
Average turnaround time for field audits (days)	NA	NA	504	435	324	*	*	NA	Down
Average turnaround time for non-field audits (days)	NA	NA	220	165	175	*	*	NA	Down
Increase in tax liability as a result of audits (%)	16.0%	18.3%	25.8%	25.9%	23.1%	*	*	Up	Up
Originally noticed properties sold in lien sale (%)	21%	16%	14%	17%	16%	*	*	Down	Down
Properties in final lien sale	NA	4,228	3,461	3,939	3,728	*	*	NA	Down

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

**Goal 1b** Promptly review requests for refunds.

Refund volume was up for both property and business taxes; as such, the time to process refunds also increased. DOF saw an eight percent increase in property refund cases as compared to the last fiscal year. On a year-over-year basis, the average time to issue a property tax refund increased from 24 to 35 days. The average time to issue a business tax refund increased from 26 to 35 days. There was a 40 percent increase in business tax refund volume from Fiscal 2017 as DOF began processing refunds for all overpayments on business tax, not just those requested by the taxpayer. These overpayments require extensive research and review. An effect of this new business tax refund approach was that 74,302 taxpayers who did not request a refund received refunds totaling greater than \$335 million.

To improve the refund turnaround times, DOF has established a project team to re-engineer and streamline processes in the Refunds Unit.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Average time to issue a property tax refund (days)	37	24	24	24	35	28	28	Neutral	Down
★ Average time to issue a business tax refund (days)	29	31	9	26	35	25	25	Up	Down
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None					

## SERVICE 2 Bill, adjudicate and collect on parking tickets.

**Goal 2a** Increase the proportion of parking tickets that are resolved.

In Fiscal 2018 63.2 percent of the people who received parking tickets this year paid within 90 days, a level consistent with previous years. Tickets dismissed within 90 days increased from 12.9 percent in Fiscal 2017 to 16.0 percent in Fiscal 2018 due to a non-recurring operational discrepancy. The Department anticipates that this will return to its historical level of 12 percent.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Parking tickets resolved within 90 days (000)	NA	8,374	8,813	8,472	8,505	*	*	NA	*
★ Parking tickets issued that are paid within 90 days (%)	63.2%	65.8%	66.8%	66.1%	63.2%	65.0%	65.0%	Neutral	Up
Parking tickets issued that are dismissed within 90 days (%)	13.7%	13.2%	12.9%	12.9%	16.0%	*	*	Up	Down
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None					

**Goal 2b** Assure that all respondents are offered convenient options for paying and challenging tickets.

Summonses adjudicated increased by 22 percent, from 1,988,000 in Fiscal 2017 to 2,421,000 in Fiscal 2018. On a year over year basis, the Department of Finance's total summonses received grew from 9,080,300 in Fiscal 2017 to 10,448,520, more than 15 percent. Also contributing to the growth was the Pay or Dispute mobile app, which makes it possible to request a hearing as soon as a summons is received. Finally, during Fiscal 2018 a redesigned and more streamlined "Hearings by Web" provided an easier and simpler way of submitting payments and disputes online. The same trend was observed for parking ticket hearings, which grew from 978,574 to 1,126,557. Online hearings were in particular demand, increasing by 27 percent to 563,406. This is attributable to increased usage of the mobile app. Hearings by mail grew nine percent, from 318,373 to 347,045 while in-person hearings remained consistent with the prior fiscal year. As a result of the increase in summons volume, the number of parking ticket appeals grew by 30 percent, from 30,375 to 39,466.

Though in-person ticket hearing volume remained about the same from Fiscal 2017 to Fiscal 2018, the average turnaround time for hearings decreased by 12.5 percent, from 12 to 11 minutes. This was due to the assignment of more administrative judges to these hearings. Turnaround time for web hearings increased from 3.7 to 4.6 days as a result of the increased volume.

The percentage of parking ticket appeals granted a reversal continued the prior year's growth trend and was due to a rule change that occurred during Fiscal 2017 that caused this number to double during that year and to grow by three percent this year. The rule change allows for additional evidence to be submitted on appeal.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Summonses adjudicated (000)	2,072	2,082	2,037	1,988	2,421	*	*	Up	*
★ Parking ticket hearings - Total	1,104,940	1,041,841	978,447	978,574	1,126,557	*	*	Neutral	*
- In-person hearings	239,063	236,097	220,221	216,695	216,106	*	*	Down	*
- Hearings-by-mail	453,399	401,422	343,601	318,373	347,045	*	*	Down	*



Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
– Online hearings	412,478	404,322	414,625	443,506	563,406	*	*	Up	*
Parking ticket “pay or dispute” app transactions	NA	NA	NA	NA	620,882	*	*	NA	*
★ Average turnaround time for in-person parking ticket hearings (minutes)	25	19	14	12	11	25	25	Down	Down
★ Average turnaround time to issue decision for parking ticket hearing-by-web (days)	7.0	6.5	4.4	3.7	4.6	8.5	8.5	Down	Down
★ Average turnaround time to issue decision for parking ticket hearing-by-mail (days)	10.3	8.3	7.0	6.9	7.0	14.0	14.0	Down	Down
Parking ticket appeals reviewed	41,405	55,036	58,939	30,375	39,466	*	*	Down	*
Parking ticket appeals granted a reversal (%)	12.8%	14.0%	10.0%	21.0%	24.0%	*	*	Up	Down
★ Critical Indicator    “NA” Not Available    ⬆️⬇️⬆️ Directional Target    * None									

### SERVICE 3 Administer rent and property owner exemption programs.

#### Goal 3a Promptly review applications for exemption programs.

The average time to process the Senior Citizen Rent Increase Exemption (SCRIE) and the Disability Rent Increase Exemption (DRIE) applications, both initial and renewal, rose due to an increased number of renewals in both programs—SCRIE renewals jumped by 15 percent and DRIE renewals grew by 11.6 percent. Moreover, this included rent-controlled applicants who renew every two years. All processing time results for Fiscal 2018 were within their targets, even with the increases.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Senior Citizen Rent Increase Exemption (SCRIE) - Initial applications received	8,272	15,713	8,951	8,289	8,432	*	*	Down	*
★ Average time to process initial SCRIE applications (days)	4.4	7.7	4.7	3.0	5.0	10.0	10.0	Down	Down
SCRIE renewal applications received	21,239	23,321	27,760	25,091	28,932	*	*	Up	*
★ Average time to process renewal SCRIE applications (days)	9.6	8.9	6.9	5.2	7.7	10.0	10.0	Down	Down
Disability Rent Increase Exemption (DRIE) - Initial applications received	NA	NA	2,594	2,143	1,822	*	*	NA	*
★ Average time to process initial DRIE applications (days)	NA	NA	7.5	3.4	6.0	10.0	10.0	NA	Down
DRIE renewal applications received	NA	NA	5,816	6,141	6,856	*	*	NA	*
★ Average time to process renewal DRIE applications (days)	NA	NA	7.6	4.2	5.7	10.0	10.0	NA	Down
★ Critical Indicator    “NA” Not Available    ⬆️⬇️⬆️ Directional Target    * None									

### SERVICE 4 Help NYC taxpayers resolve tax issues.

#### Goal 4a Through the Office of the Taxpayer Advocate, promptly address inquiries and resolve cases.

Inquiries to the Office of the Taxpayer Advocate (OTA) nearly doubled from the prior year as a result of ongoing outreach activities. Fiscal 2018 also saw greater volume due to the increased income eligibility thresholds for the Senior Citizen Homeowners Exemption (SCHE) and the Disabled Homeowners Exemption (DHE) programs. As a result of the growth in volume, the average time to address the inquiries only increased by an average of 2.2 days, or 28 percent.

As with inquiries, case volume increased over the year, but the office was able to improve its average time to close a case from 61.6 days to 50.4 days, a decrease of 18.2 percent that is attributable to more efficient case handling processes resulting from better communication channels with DOF liaisons in other divisions, increased subject matter expertise and better monitoring of open issues.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Inquiries received	NA	NA	381	770	1,424	*	*	NA	*
★ Average time to address inquiries (days)	NA	NA	9.0	7.8	10.0	↓	↓	NA	Down
Cases opened	NA	NA	194	308	353	*	*	NA	*
Cases closed	NA	NA	156	311	353	*	*	NA	*
★ Average time to close a case (days)	NA	NA	53.7	61.6	50.4	↓	↓	NA	Down
★ Critical Indicator "NA" Not Available ⬆️⬇️ Directional Target * None									

## SERVICE 5 Record property-related documents.

**Goal 5a** Increase the percentage of online property recording transactions.

The positive trend from the prior fiscal year's performance continued, with the percentage of online property recording transactions growing from 63.1 percent to 69.7 percent. The City Register's Office continued its strategies from the previous year to encourage more people to record transactions online.

Average time to record and index property documents improved from 1.1 days to 0.8 days, reflecting online recording and continuous improvement of internal processes enabling the quicker review and return of property registration documents. Additionally, a lower volume of filings contributed to the Fiscal 2018 result.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Online property recording transactions (%)	NA	NA	58.8%	63.1%	69.7%	*	*	NA	Up
Average time to record and index property documents (days) - Citywide	2.4	3.8	3.4	1.1	0.8	*	*	Down	Down
★ 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.

The Department of Finance began reporting this goal in Fiscal 2018. As can be seen in the indicators, the performance of all four metrics reflects three years of historical data.

The Sheriff is charged with enforcing 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. Court mandates executed by the sheriff involve the discovery and seizure of property, the arrest of individuals and the service of a wide variety of civil and criminal process.

The Arrest Warrants downtrend can be attributed to a number of warrants that were vacated by the City, which led to the decrease in overall successful executions. Property seizure numbers were impacted by an increase in voluntary compliance after the warrants were issued.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Arrest warrants successfully executed (%)	NA	NA	81%	72%	73%	*	*	NA	Up
Orders of Protection successfully served (%)	NA	NA	58%	63%	61%	*	*	NA	Up
Property seizure orders successfully executed (%)	NA	NA	88%	83%	80%	*	*	NA	Up
Child support orders successfully served (%)	NA	NA	59%	62%	65%	*	*	NA	Up
★ Critical Indicator "NA" Not Available ⬆️⬇️ Directional Target * None									

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Total revenue collected (\$000,000)	\$32,227	\$34,452	\$36,044	\$36,914	\$38,939	*	*	Up	*
– Property taxes collected (\$000,000)	\$19,977	\$21,317	\$22,946	\$24,447	\$26,214	*	*	Up	*
– Business taxes collected (\$000,000)	\$7,578	\$7,724	\$7,550	\$7,289	\$7,420	*	*	Neutral	*
– Property transfer taxes collected (\$000,000)	\$2,488	\$2,920	\$3,008	\$2,501	\$2,439	*	*	Neutral	*
– Parking summons revenue (\$000,000)	\$588	\$643	\$642	\$627	\$668	*	*	Neutral	*
– Audit and enforcement revenue collected (\$000,000)	\$911	\$1,132	\$1,161	\$1,252	\$1,299	*	*	Up	*
– Other revenue (\$000,000)	\$685	\$717	\$738	\$798	\$899	*	*	Up	*

★ Critical Indicator      “NA” Not Available      ⇅ Directional Target      \* None

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Customer Experience									
E-mails responded to in 14 days (%)	86%	83%	71%	73%	64%	85%	85%	Down	Up
Letters responded to in 14 days (%)	79%	90%	87%	91%	89%	85%	85%	Up	Up
Completed customer requests for interpretation	4,353	4,466	5,453	7,699	7,584	*	*	Up	*
Average customer in-person wait time (minutes)	17	9	4	5	5	12	12	Down	Down
Calls answered by customer service representative (%)	NA	NA	46%	80%	88%	*	*	NA	Up
CORE customer experience rating (0-100)	92	93	81	96	98	90	90	Neutral	Up

★ Critical Indicator      “NA” Not Available      ⇅ Directional Target      \* None

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$240.3	\$251.8	\$258.8	\$266.6	\$299.0	\$300.8	\$303.5	Up
Revenues (\$000,000)	\$743.8	\$803.9	\$816.2	\$818.2	\$834.5	\$795.3	\$796.4	Up
Personnel	1,870	1,916	1,954	2,016	1,969	2,298	2,266	Neutral
Overtime paid (\$000)	\$1,545	\$1,709	\$2,699	\$3,519	\$1,088	\$1,259	\$1,048	Up

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

## SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$154.0	\$158.1	
001 - Administration and Planning	\$42.3	\$42.9	All
002 - Operations	\$22.3	\$21.4	1b, 3a
003 - Property	\$26.7	\$28.6	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	\$10.3	2a, 2b
009 - City Sheriff	\$18.1	\$19.7	1a, 2a, 6a
Other Than Personal Services - Total	\$112.7	\$140.9	
011 - Administration	\$60.5	\$72.2	All
022 - Operations	\$30.2	\$35.2	1b, 3a
033 - Property	\$1.9	\$3.9	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	*
Agency Total	\$266.6	\$299.0	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds. <sup>2</sup>City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter. <sup>4</sup>This UA originated in Fiscal 2018  
“NA” Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

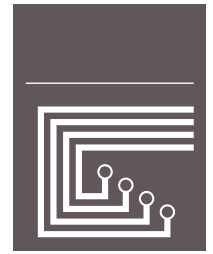
## ADDITIONAL RESOURCES

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

- NYC Rent Freeze Program:  
[www.nyc.gov/rentfreeze](http://www.nyc.gov/rentfreeze)

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





## WHAT WE DO

The Department of Information Technology and Telecommunications (DoITT) is the technology core of New York City government, working with over 100 City agencies and entities to deliver the IT products and services they need to serve and empower New Yorkers and keep our 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](http://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 June, 2018 nearly 1,700 LinkNYC kiosks are active across all five boroughs, with thousands more set to be deployed over the next few years. LinkNYC is expected to generate at least \$500 million for the City over its first 12 years. DoITT is supporting MOCTO's efforts to bring free broadband to over 16,000 New Yorkers living in public housing. NYC Connected Communities, led by MOCTO in partnership with DoITT, is a program that increases access to broadband, computer literacy and job readiness in low-income communities. DoITT administers the [NYC Open Data](http://nyc.gov/open-data) portal, making over 2,100 datasets publicly available, from crime data to the street tree census and beyond; and maintains [nyc.gov](http://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.

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### **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.

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### **SERVICE 3 Regulate franchised cable services.**

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

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### **SERVICE 4 Regulate provisioning of public telecommunication services on City streets.**

- Goal 4a Maximize usefulness, operability and cleanliness of public telecommunication services on City streets.

# HOW WE PERFORMED IN FISCAL 2018

## SERVICE 1 Deliver City IT services including hardware, software and technical support.

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

In Fiscal 2018, DoITT provided City agencies with reliable, high-quality service, improving the uptime of key systems (mainframe, UNIX, Wintel) to 99.89 percent compared to 99.66 percent in Fiscal 2017. In addition, DoITT continued to maintain high availability (99.98 percent or greater) for mission-critical communications systems utilized by City agencies, such as the Citywide Radio Network, 800 MHz network and NYCWiN.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Average uptime of key systems (mainframe, UNIX, Wintel) (%)	99.72%	99.36%	99.59%	99.66%	99.89%	99.99%	99.99%	Neutral	Up
Uptime of NYC.gov (%)	99.93%	99.99%	100.00%	100.00%	100.00%	99.99%	99.99%	Neutral	Up
Uptime of NYCWiN (%)	100.00%	100.00%	99.99%	99.97%	99.98%	99.99%	99.99%	Neutral	Up
Uptime of 800 MHz network (%)	100.00%	100.00%	100.00%	100.00%	100.00%	99.99%	99.99%	Neutral	Up
Uptime of Citywide Radio Network (%)	100.00%	100.00%	100.00%	100.00%	100.00%	99.99%	99.99%	Neutral	Up
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None						

**Goal 1b** Resolve all citywide service desk requests and incident tickets within targeted levels.

DoITT resolved all incidents in 1.4 days on average in Fiscal 2018, an improvement from 1.5 days in the prior year, while the total number of incidents remained essentially the same. Although above the target, DoITT showed gains in resolving critical-priority tickets, down to 0.3 days on average from 0.4 days in Fiscal 2017, despite an increase in the volume of critical priority incidents during that period. This decrease in the time to resolve critical incidents was accomplished, in part, through the enhancement of major incident management and operations teams and improvements to the processes that support them. The Department also established a Commissioner led, bi-weekly Outage Review Board that analyzes the technical and process aspects for all major service interruptions and ensures continued service improvement actions to prevent future occurrences.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Service incidents	188,745	197,166	230,978	260,045	260,060	*	*	Up	*
★ Average time to resolve all service incidents (days)	1.2	1.3	1.6	1.5	1.4	3.0	3.0	Up	Down
Average time to resolve service incidents - Critical (days)	0.7	0.7	0.4	0.4	0.3	0.1	0.1	Down	Down
Average time to resolve service incidents - High (days)	0.5	0.4	0.8	0.7	0.7	0.2	0.2	Up	Down
Average time to resolve service incidents - Medium (days)	1.0	1.0	1.2	1.2	1.2	3.0	3.0	Up	Down
Average time to resolve service incidents - Low (days)	1.5	1.8	2.2	2.0	2.1	6.0	6.0	Up	Down
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None						

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

In Fiscal 2018, 91 percent of DoITT's active projects were on schedule and 86 percent of projects were completed on time. This represents an improved on time completion rates from Fiscal 2017 as a result of increased attention to project schedule development and oversight. DoITT's Agency Programs division completed 55 projects in Fiscal 2018.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Projects on schedule (%)	85%	87%	88%	88%	91%	80%	80%	Neutral	Up
★ Projects completed on time (%)	NA	75%	71%	70%	86%	75%	75%	NA	Up
Active projects	NA	34	45	49	55	*	*	NA	*
★ Critical Indicator "NA" Not Available ⬆️⬇️ Directional Target * None									

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

There was a 7 percent decrease in the number of telecommunications incidents, during the reporting period. The time to resolution decreased to 5 days, largely due to more accurate record keeping, as tickets are now closed in the field using mobile devices rather than waiting for field technicians to return to the office to close the ticket.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Service incidents - Telecommunications repair	3,909	2,628	2,531	3,026	2,825	*	*	Down	*
Average time to resolve telecommunications incidents (days)	4.6	4.6	8.0	6.4	5.0	*	*	Up	Down
★ Uptime of telecommunications network (Voice over Internet Protocol) (%)	100.00%	100.00%	100.00%	99.93%	100.00%	99.99%	99.99%	Neutral	Up
★ Critical Indicator "NA" Not Available ⬆️⬇️ Directional Target * None									

**SERVICE 2 Support sharing and management of citywide data and information.**

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

In Fiscal 2018, the average number of unique monthly visitors to NYC.gov, the City's website, was over 4.3 million, a 5 percent decrease from the previous year.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
NYC.gov web page views (000)	NA	NA	271,252.2	271,980.0	269,955.9	*	*	NA	Up
★ NYC.gov unique visitors (average monthly) (000)	3,778	3,772	4,001	4,599	4,358	⬆️	⬆️	Up	Up
★ Critical Indicator "NA" Not Available ⬆️⬇️ Directional Target * None									

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

DoITT published over 2,100 datasets on the Open Data portal, an increase of 24 percent compared to Fiscal 2017. The increase can be attributed to increased engagement with partner agencies, a refined data publishing process, and the legal mandate to publish all public data sets by the end of calendar year 2018.

DoITT continues to provide agencies with technical guidance, support, and automated data publishing. Nearly 250 data sets are automatically updated, and certain datasets are updated close to in-real time, with traffic speed data being updated every five minutes, and snow plow locations being updated every 15 minutes during snow events.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Data sets available for download on NYC.gov/OpenData	1,273	1,369	1,552	1,700	2,103	1,902	1,902	Up	Up
★ Critical Indicator "NA" Not Available ⬆️⬇️ Directional Target * None									



## SERVICE 3 Regulate franchised cable services.

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

DoITT continued to coordinate with cable companies to meet their commitments for cable video complaints to be resolved in a timely manner. During Fiscal 2018, 99 percent of requests were resolved within 30 days. The average time to resolve all video cable complaints decreased from 14 days in Fiscal 2017 to 12 days in Fiscal 2018, which is largely attributable to a greater number of large scale outages that were resolved quickly, compared to 2017.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Video cable complaints resolved in 30 days or less (%)	99.4%	99.8%	100.0%	99.2%	99.2%	98.0%	98.0%	Neutral	Up
Average time to resolve all video cable complaints (days)	14	13	13	14	12	*	*	Neutral	Down
★ Critical Indicator "NA" Not Available ⬆️⬆️ Directional Target * None									

## SERVICE 4 Regulate provisioning of public telecommunication services on City streets.

**Goal 4a** Maximize usefulness, operability and cleanliness of public telecommunication services on City streets.

DoITT administers the LinkNYC franchise, which replaces outdated public pay telephones with kiosks that provide free, superfast Wi-Fi and offer free domestic calling. By the end of Fiscal 2018, 1,698 Link kiosks were operational, meeting the current target of 1,653. The target was revised via an amendment to the franchise agreement approved by the Franchise and Concession Review Committee in May 2018.

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
★ Active LinkNYC kiosks on City streets	NA	NA	198	901	1,698	1,653	2,353	NA	*
LinkNYC kiosks in violation (%)	NA	NA	0%	0%	0%	5%	5%	NA	Down
Telecommunications advertisement-generated revenue (\$000)	NA	\$5,190.5	\$18,625.9	\$25,938.9	\$26,678.1	\$25,600.0	\$25,600.0	NA	*
★ Critical Indicator "NA" Not Available ⬆️⬆️ Directional Target * None									

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Citywide IT professional services contracts in use by agencies (%)	57%	37%	39%	49%	43%	*	*	Down	*
★ Critical Indicator "NA" Not Available ⬆️⬆️ Directional Target * None									

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Customer Experience									
Letters responded to in 14 days (%)	99%	91%	100%	99%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	97%	95%	100%	100%	100%	*	*	Neutral	Up
★ Critical Indicator "NA" Not Available ⬆️⬆️ Directional Target * None									

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Response to 311 Service Requests (SRs)									
Percent meeting time to close – cable complaint - video service (15 days)	97	96	96	86	90	*	*	Neutral	*
Percent meeting time to close – cable complaint - billing (30 days)	100	100	100	98	99	*	*	Neutral	*
Percent meeting time to close – cable complaint - miscellaneous (30 days)	100	100	100	99	99	*	*	Neutral	*
★ Critical Indicator      “NA” Not Available      ⬆️⬆️ Directional Target      * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$467.5	\$491.7	\$587.0	\$637.6	\$747.4	\$765.7	\$666.7	Up
Revenues (\$000,000)	\$168.2	\$174.1	\$173.9	\$184.2	\$180.9	\$180.0	\$180.9	Neutral
Personnel	1,163	1,257	1,379	1,491	1,514	1,793	1,820	Up
Overtime paid (\$000)	\$777	\$867	\$1,135	\$1,845	\$444	\$493	\$315	Up
<sup>1</sup> Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller’s Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the “Indicator Definitions” at <a href="http://nyc.gov/mmr">nyc.gov/mmr</a> for details. <sup>2</sup> Authorized Budget Level <sup>3</sup> Expenditures include all funds “NA” - Not Available      *None								

## SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$126.2	\$137.8	All
002 - Other Than Personal Services	\$511.4	\$609.6	All
Agency Total	\$637.6	\$747.4	
<sup>1</sup> Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds. <sup>2</sup> City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds. <sup>3</sup> Refer to agency goals listed at front of chapter. “NA” Not Available      * None			

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- For the indicator ‘Active LinkNYC kiosks on City streets’ the Fiscal 2018 target was revised from 2,830 to 1,653 and the Fiscal 2019 target revised from 2,830 to 2,353 per an amendment to the franchise agreement, approved by the Franchise and Concession Review Committee in May 2018. The total target of 7,500 kiosks over the entire franchise term has not changed.
- Samir Saini was appointed Commissioner of DoITT in January 2018, succeeding Anne Roest.
- DoITT is currently developing a new strategic plan, whose output will likely result in changes to performance reporting for the Fiscal 2019 PMMR.

## 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 IN FISCAL 2018

Performance Indicators	Actual					Target		Trend	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	5-Year	Desired Direction
Voter turnout - general election (000)	1,102	1,042	236	2,760	1,166	*	*	Up	*
Voter Registration forms processed	254,404	145,809	166,961	503,609	110,510	*	*	Up	*
Total registered voters (000)	4,610	4,568	4,552	4,927	5,054	*	*	Up	Up
Total active voters (000)	4,276	4,160	4,108	4,477	4,569	*	*	Neutral	Up
Poll worker attendance on Election Day (%)	87.5%	84.8%	89.1%	93.2%	87.8%	*	*	Neutral	Up
Voter complaints regarding poll workers	422	446	304	721	460	*	*	Up	Down
Voter complaints regarding poll workers - service	253	213	243	394	363	*	*	Up	Down
Voter complaints regarding poll workers - procedure	169	233	61	327	97	*	*	Down	Down
Voting equipment replacement rate - ballot scanners (%)	0.4%	0.4%	0.3%	0.9%	0.0%	*	*	Down	Down
Voting equipment replacement rate - ballot marking devices (%)	0.9%	2.3%	0.5%	1.4%	1.4%	*	*	Neutral	Down
Precision of unofficial election results (%)	1.8%	2.1%	1.8%	1.1%	0.5%	*	*	Down	*
Interpreters deployed on election day	1,908	2,051	1,874	2,329	2,052	*	*	Up	*
Interpreters deployed on election day - Bronx	138	148	155	176	158	*	*	Up	*
Interpreters deployed on election day - Brooklyn	530	539	500	670	588	*	*	Up	*
Interpreters deployed on election day - Queens	832	924	830	910	862	*	*	Neutral	*
Interpreters deployed on election day - Manhattan	366	394	351	529	404	*	*	Up	*
Interpreters deployed on election day - Staten Island	42	46	38	44	40	*	*	Neutral	*

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

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY14	FY15	FY16	FY17	FY18	FY18	FY19	
Expenditures (\$000,000) <sup>3</sup>	\$116.2	\$106.8	\$116.7	\$121.6	\$143.1	\$143.0	\$122.2	Up
Revenues (\$000)	\$74	\$41	\$47	\$51	\$55	\$116	\$116	Down
Personnel	624	638	752	706	714	1,067	1,079	Up
Overtime paid (\$000,000)	\$6.5	\$4.9	\$7.2	\$8.3	\$10.9	\$10.9	\$8.3	Up

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

## SPENDING AND BUDGET INFORMATION

Agency expenditures and planned resources by budgetary unit of appropriation.

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	Modified Budget 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	\$143.1

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.      <sup>2</sup>City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds.  
 "NA" Not Available      \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

For additional information go to:

- Annual reports:  
<http://vote.nyc.ny.us/html/forms/reports.shtml>

For more information on the agency, please visit: [www.vote.nyc.ny.us](http://www.vote.nyc.ny.us).





# Appendix





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

# Mayor's Management Report

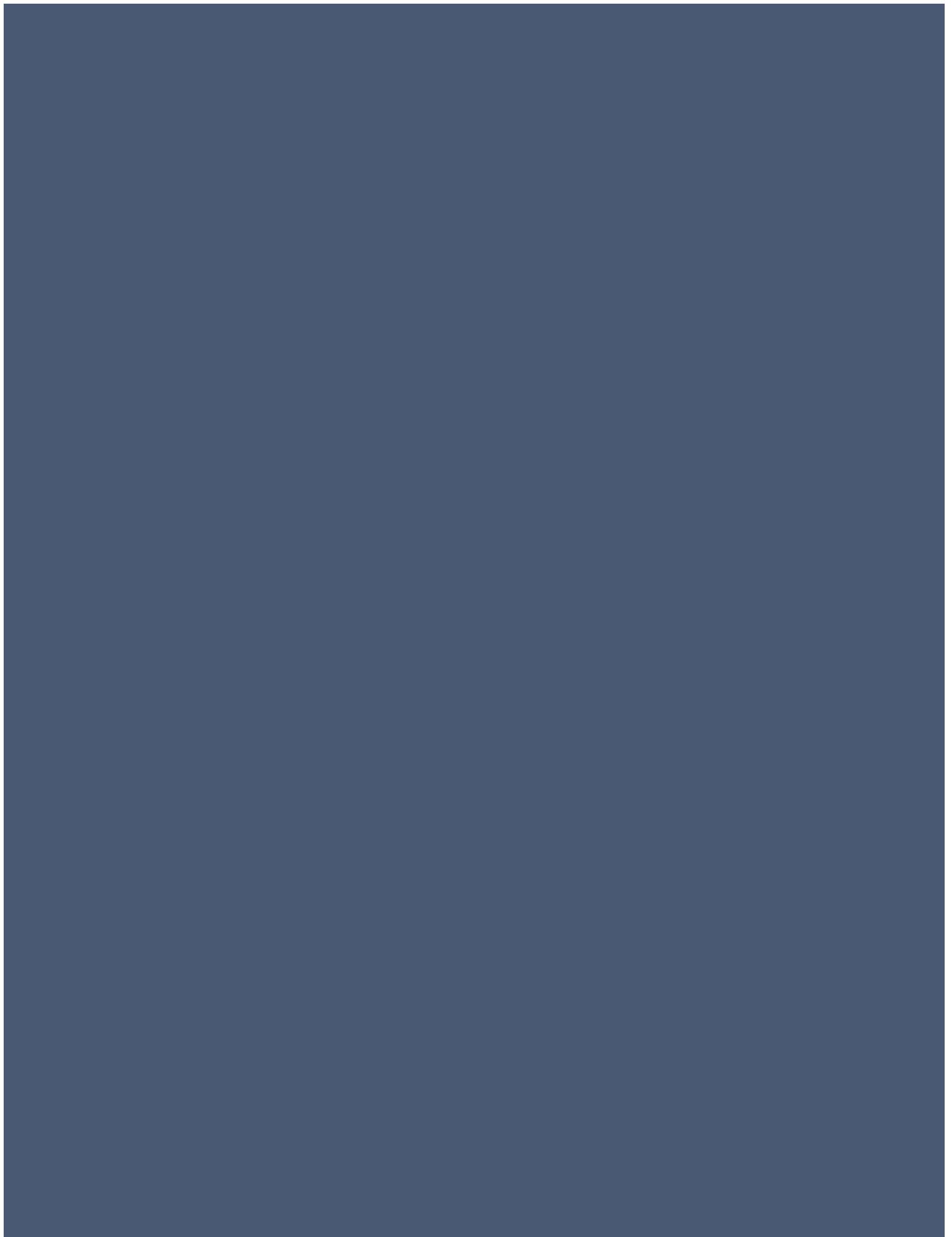
Fiscal 2018  
Additional Tables

The City of New York  
Mayor Bill de Blasio

Dean Fuleihan, First Deputy Mayor

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

September 2018





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# CUSTOMER SERVICE

## TIMELINESS INDICATORS

Percent of e-mails responded to in 14 days							
Performance Statistics	Actual					Target	
Agency	FY14	FY15	FY16	FY17	FY18	FY18	FY19
311	100%	100%	100%	96%	100%	*	*
ACS	93%	90%	98%	97%	83%	*	*
BIC	100%	100%	100%	100%	100%	*	*
CCHR	100%	100%	100%	97%	98%	*	*
CCRB	94%	98%	100%	100%	86%	*	*
DCAS	80%	74%	81%	85%	85%	*	*
DCLA	90%	92%	95%	89%	84%	88%	88%
DCP	87%	90%	85%	83%	45%	85%	85%
DDC	94%	95%	86%	90%	99%	90%	90%
DEP	88%	86%	93%	100%	100%	95%	95%
DFTA	97%	76%	81%	86%	99%	*	*
DHS	81%	69%	61%	NA	65%	*	*
DOB	65%	51%	60%	63%	50%	57%	57%
DOC	100%	100%	100%	100%	100%	*	*
DOE	62%	64%	60%	60%	70%	61%	61%
DOF	86%	83%	71%	73%	64%	85%	85%
DOHMH	68%	58%	72%	73%	86%	75%	75%
DOI	100%	100%	100%	100%	100%	*	*
DOITT	97%	95%	100%	100%	100%	*	*
DOP	100%	100%	100%	100%	100%	*	*
DORIS	100%	100%	100%	100%	100%	*	*
DOT	89%	95%	98%	97%	99%	95%	95%
DPR	38%	52%	60%	77%	75%	60%	60%
DSNY	75%	64%	75%	73%	69%	*	*
DYCD	100%	100%	100%	100%	100%	*	*
FDNY	97%	37%	54%	48%	38%	*	*
HPD	56%	76%	55%	67%	67%	58%	58%
HRA	96%	94%	93%	93%	96%	90%	90%
LAW	100%	100%	100%	100%	100%	*	*
LPC	100%	100%	98%	99%	93%	*	*
NYCEM	95%	97%	99%	100%	100%	*	*
NYCHA	87%	88%	83%	78%	80%	*	*
OATH	100%	100%	100%	100%	99%	*	*
OCME	100%	100%	100%	100%	98%	*	*
SBS	100%	100%	100%	100%	100%	*	*
TLC	93%	99%	98%	99%	100%	85%	85%

"NA" - Not Available      \* No Target

# CUSTOMER SERVICE

## TIMELINESS INDICATORS

Percent of letters responded to in 14 days							
Performance Statistics	Actual					Target	
Agency	FY14	FY15	FY16	FY17	FY18	FY18	FY19
ACS	87%	85%	97%	88%	81%	*	*
BIC	100%	100%	100%	100%	100%	*	*
CCHR	100%	100%	98%	87%	83%	*	*
CCRB	73%	84%	88%	80%	79%	*	*
DCAS	54%	50%	66%	56%	58%	*	*
DCLA	100%	100%	100%	100%	100%	90%	90%
DCP	44%	64%	72%	71%	51%	50%	50%
DDC	96%	94%	88%	86%	98%	90%	90%
DEP	97%	99%	99%	99%	99%	95%	95%
DFTA	59%	77%	86%	80%	79%	*	*
DHS	84%	70%	65%	NA	82%	*	*
DOB	49%	69%	30%	60%	47%	57%	57%
DOC	100%	99%	99%	100%	100%	*	*
DOE	79%	75%	73%	71%	72%	72%	72%
DOF	79%	90%	87%	91%	89%	85%	85%
DOHMH	30%	36%	60%	44%	68%	50%	50%
DOI	100%	100%	100%	100%	100%	*	*
DOITT	99%	91%	100%	99%	100%	*	*
DOP	77%	100%	100%	100%	100%	*	*
DORIS	92%	100%	100%	100%	100%	*	*
DOT	90%	95%	98%	97%	94%	95%	95%
DPR	30%	43%	47%	74%	76%	60%	60%
DSNY	65%	58%	73%	66%	51%	*	*
DYCD	100%	100%	100%	100%	100%	*	*
FDNY	95%	92%	97%	97%	95%	*	*
HPD	49%	47%	53%	45%	49%	52%	52%
HRA	87%	81%	87%	94%	91%	90%	90%
LAW	100%	100%	100%	100%	100%	*	*
LPC	94%	85%	80%	85%	88%	*	*
NYCEM	100%	100%	100%	100%	100%	*	*
NYCHA	80%	79%	85%	84%	89%	*	*
OATH	100%	100%	100%	100%	100%	*	*
OCME	100%	100%	100%	100%	100%	*	*
SBS	100%	100%	100%	100%	100%	*	*
TLC	92%	99%	NA	88%	91%	90%	90%

"NA" - Not Available      \* No Target

# CUSTOMER SERVICE

## TIMELINESS INDICATORS

Average customer in-person wait time (minutes)							
Performance Statistics	Actual					Target	
Agency	FY14	FY15	FY16	FY17	FY18	FY18	FY19
BIC	2	3	3	3	3	*	*
CCHR	10	10	11	9	6	*	*
DCA	16	13	9	9	16	17	17
DCAS	1	1	1	1	1	*	*
DEP	7	6	5	4	4	5	5
DHS	24	15	10	6	5	*	*
DOB	NA	NA	NA	27	21	*	*
DOF	17	9	4	5	5	12	12
DOHMH	9	8	1	1	1	10	10
DOI	3	3	3	3	3	*	*
DOT	NA	3	4	3	3	*	*
FDNY	13	11	14	17	32	*	*
HPD	43	36	27	19	15	29	29
HRA	40	42	35	34	34	60	60
NYCHA	19	15	13	18	17	*	*

"NA" - Not Available      \* No Target

Percent of calls answered in 30 seconds							
Performance Statistics	Actual					Target	
Agency	FY14	FY15	FY16	FY17	FY18	FY18	FY19
3-1-1	83%	84%	89%	85%	81%	80%	80%
DEP	79%	68%	73%	79%	72%	76%	76%
DOB	NA	NA	NA	NA	70%	*	*
DOHMH	85%	82%	78%	73%	80%	80%	80%
DOT	47%	61%	21%	12%	68%	*	*
DYCD	94%	47%	48%	43%	51%	*	*
HRA	70%	66%	80%	84%	58%	80%	80%
NYCHA	68%	72%	64%	46%	57%	*	*
NYPD	99%	99%	99%	99%	99%	*	*

"NA" - Not Available      \* No Target





# CUSTOMER SERVICE

## CORE (CUSTOMERS OBSERVING AND REPORTING EXPERIENCE) RATINGS

Agency	Performance Statistics	Actual					Target	
		FY14	FY15	FY16	FY17	FY18	FY18	FY19
BIC	Overall Facility Rating	93	93	100	100	100	*	*
	-Facility Cleaning & Maintenance	100	92	100	100	100	*	*
	-Facility Operations	84	95	100	100	100	*	*
CCHR	Overall Facility Rating	97	98	100	98	99	*	*
	-Facility Cleaning & Maintenance	96	98	100	99	100	*	*
	-Facility Operations	98	98	100	97	99	*	*
CCRB	Overall Facility Rating	100	98	100	98	100	*	*
	-Facility Cleaning & Maintenance	100	96	100	97	89	*	*
	-Facility Operations	100	100	100	100	94	*	*
DCA	Overall Facility Rating	94	95	98	99	100	87	87
	-Facility Cleaning & Maintenance	95	94	100	98	100	*	*
	-Facility Operations	92	95	95	100	100	*	*
DCAS	Overall Facility Rating	96	94	100	97	93	95	95
	-Facility Cleaning & Maintenance	98	94	100	97	94	*	*
	-Facility Operations	93	95	100	97	94	*	*
DCP	Overall Facility Rating	89	92	100	99	99	90	90
	-Facility Cleaning & Maintenance	90	92	100	98	98	*	*
	-Facility Operations	88	91	100	100	99	*	*
DEP	Overall Facility Rating	95	95	100	97	98	90	90
	-Facility Cleaning & Maintenance	91	95	100	94	92	*	*
	-Facility Operations	98	95	100	100	95	*	*
DFTA	Overall Facility Rating	100	100	96	92	97	*	*
	-Facility Cleaning & Maintenance	100	100	92	100	100	*	*
	-Facility Operations	100	100	100	83	98	*	*
DHS	Overall Facility Rating	89	95	100	92	100	*	*
	-Facility Cleaning & Maintenance	90	99	100	92	100	*	*
	-Facility Operations	88	92	100	92	100	*	*
DOB	Overall Facility Rating	91	90	91	90	85	85	85
	-Facility Cleaning & Maintenance	93	92	90	85	95	*	*
	-Facility Operations	89	89	93	94	90	*	*
DOE	Overall Facility Rating	97	94	94	91	94	90	90
	-Facility Cleaning & Maintenance	96	93	93	92	94	*	*
	-Facility Operations	98	95	95	91	94	*	*
DOF	Overall Facility Rating	92	93	81	96	98	90	90
	-Facility Cleaning & Maintenance	90	96	75	94	98	*	*
	-Facility Operations	94	91	89	98	98	*	*
DOHMH	Overall Facility Rating	92	92	81	96	95	85	85
	-Facility Cleaning & Maintenance	93	91	79	94	94	*	*
	-Facility Operations	92	93	82	98	94	*	*
DOI	Overall Facility Rating	93	98	98	100	100	*	*
	-Facility Cleaning & Maintenance	93	98	100	100	100	*	*
	-Facility Operations	92	97	95	100	100	*	*
DORIS	Overall Facility Rating	93	91	97	100	100	*	*
	-Facility Cleaning & Maintenance	93	97	100	100	100	*	*
	-Facility Operations	92	86	95	100	100	*	*

# CUSTOMER SERVICE

## CORE (CUSTOMERS OBSERVING AND REPORTING EXPERIENCE) RATINGS

Agency	Performance Statistics	Actual					Target	
		FY14	FY15	FY16	FY17	FY18	FY18	FY19
DOT	Overall Facility Rating	97	95	98	100	98	95	95
	-Facility Cleaning & Maintenance	96	94	100	100	100	*	*
	-Facility Operations	98	97	95	100	99	*	*
DPR	Overall Facility Rating	91	93	91	91	91	85	85
	-Facility Cleaning & Maintenance	91	91	86	88	93	*	*
	-Facility Operations	93	95	97	94	92	*	*
FDNY	Overall Facility Rating	99	91	98	100	100	*	*
	-Facility Cleaning & Maintenance	100	98	100	100	100	*	*
	-Facility Operations	97	83	95	100	100	*	*
HPD	Overall Facility Rating	89	90	97	98	93	85	85
	-Facility Cleaning & Maintenance	92	91	95	98	93	*	*
	-Facility Operations	85	90	100	99	93	*	*
HRA	Overall Facility Rating	90	90	86	89	91	80	80
	-Facility Cleaning & Maintenance	89	88	82	88	92	*	*
	-Facility Operations	90	92	91	90	92	*	*
NYCHA	Overall Facility Rating	94	93	92	95	82	*	*
	-Facility Cleaning & Maintenance	93	94	95	93	82	*	*
	-Facility Operations	94	92	89	98	82	*	*
NYPD	Overall Facility Rating	90	88	94	92	93	*	*
	-Facility Cleaning & Maintenance	88	89	97	89	100	*	*
	-Facility Operations	92	86	90	95	96	*	*
OATH	Overall Facility Rating	97	94	98	97	99	*	*
	-Facility Cleaning & Maintenance	96	95	96	95	98	*	*
	-Facility Operations	97	93	100	98	98	*	*
SBS	Overall Facility Rating	95	95	98	96	92	*	*
	-Facility Cleaning & Maintenance	95	94	96	96	94	*	*
	-Facility Operations	95	96	100	96	93	*	*
TLC	Overall Facility Rating	87	88	98	97	92	85	85
	-Facility Cleaning & Maintenance	86	88	100	98	98	*	*
	-Facility Operations	88	88	95	97	95	*	*

# CUSTOMER SERVICE

## 311 CUSTOMER SERVICE CENTER INQUIRIES BY AGENCY

Top Inquiries	Total 2017	% of Inquiries in 2017	Rank in # of Calls in 2017	Total 2018	% of Inquiries in 2018	Rank in # of Calls in 2018
<b>ACS</b>						
Child Care Financial Assistance - Voucher Information	5,438	12%	2	5,755	14%	1
Child Care Financial Assistance - Eligibility Information and Application By Mail	5,496	12%	1	4,025	10%	2
Child Care Financial Assistance - Status of a Submitted Application	3,125	7%	7	3,969	9%	3
Child Care Financial Assistance - Children's Services Clients	3,991	8%	3	3,511	8%	4
Child Care Financial Assistance - Eligibility and Application In Person or By Phone	3,627	8%	4	3,234	8%	5
<b>BIC</b>						
Commercial Waste and Private Carters Information	1,292	66%	1	1,389	68%	1
Sanitation Complaint - Private Carter	621	32%	2	596	29%	2
Trade Waste License Registration	44	2%	3	62	3%	3
Staff Information Provided	1	0%	4	2	0%	4
<b>BOE</b>						
Find a Poll Site	6,916	23%	2	3,851	43%	1
Election and Voting Information	10,043	34%	1	2,964	33%	2
Check Voter Registration Status	6,854	23%	3	899	10%	3
Absentee Voting	3,926	13%	4	364	4%	4
Become a Poll Worker	741	2%	5	275	3%	5
<b>BPL</b>						
Find a Library - Brooklyn	1,446	83%	1	1,093	83%	1
General Information - Brooklyn Public Library	131	7%	2	81	6%	2
Library Complaint - Brooklyn	70	4%	4	64	5%	3
Elementary School Student After School Program - Drop-In	80	5%	3	56	4%	4
Find a Library - Bronx, Manhattan, Staten Island	10	1%	5	7	1%	5
<b>CCHR</b>						
Report Discrimination	9,643	87%	1	9,181	87%	1
Disability Access Inadequate	1,141	10%	2	1,069	10%	2
Human Rights Commission Publications	176	2%	3	172	2%	3
Human Rights Education and Community Outreach	164	1%	4	154	1%	4
Staff Information Provided	NA	NA	NA	2	0%	5
<b>CCRB</b>						
Police Officer Misconduct	6,797	99%	1	6,192	99%	1
Civilian Complaint Mediation	57	1%	2	58	1%	2
<b>CUNY</b>						
Find a CUNY College	1,588	34%	1	1,309	33%	1
Excelsior Free Tuition Program for CUNY and SUNY Students	691	15%	2	784	20%	2
CUNY Citizenship Now	414	9%	4	387	10%	3
CUNY Admissions Services	582	12%	3	372	9%	4
Free GED Bridge Classes - LaGuardia Community College	274	6%	5	235	6%	5
<b>DCA</b>						
Free Tax Preparation - In Person Assistance	20,552	18%	1	12,119	12%	1
DCA Online Licensing Service - Technical Assistance	6,476	6%	2	5,543	5%	2
Food Service Establishment Permit - Renew or Status	4,330	4%	4	4,907	5%	3
Retail Store Complaint	4,329	4%	5	4,695	5%	4
Financial Empowerment Center	5,062	4%	3	4,003	4%	5
"NA" - Not Available						

# CUSTOMER SERVICE

## 311 CUSTOMER SERVICE CENTER INQUIRIES BY AGENCY

Top Inquiries	Total 2017	% of Inquiries in 2017	Rank in # of Calls in 2017	Total 2018	% of Inquiries in 2018	Rank in # of Calls in 2018
<b>DCAS</b>						
Civil Service Exam Information	11,841	62%	1	12,971	69%	1
NYC Jobs	1,909	10%	2	1,330	7%	2
City Employment Verification	1,000	5%	3	973	5%	3
Sale of City-Owned Real Estate and Sales Auctions	706	4%	5	628	3%	4
The Green Book	780	4%	4	472	3%	5
<b>DCLA</b>						
Find a Zoo or Aquarium	867	38%	1	621	37%	1
Find a Museum	803	35%	2	613	36%	2
Find a Botanical Garden	298	13%	3	214	13%	3
Grants for Cultural Programs	115	5%	4	88	5%	4
Donate Art Supplies	23	1%	7	39	2%	5
<b>DCP</b>						
Locate an Elected Official	16,600	88%	1	14,672	87%	1
Zoning Information Desk	2,104	11%	2	2,003	12%	2
Waterfront - Flood Zone Information	65	0%	4	60	0%	3
CountNYC	10	0%	8	56	0%	4
Purchase City Planning Maps and Books	65	0%	3	51	0%	5
<b>DDC</b>						
DDC Project Inquiries and Complaints	887	88%	1	947	89%	1
General Inquiries for the Department of Design and Construction	106	11%	2	101	10%	2
Bidding on DDC Projects	10	1%	3	12	1%	3
Construction Vendor Prequalification List	3	0%	4	3	0%	4
<b>DEP</b>						
Noise from Construction After Hours	20,023	10%	1	20,388	10%	1
Water and Sewer Bill Information	14,739	7%	3	13,221	7%	2
Sewer Backup Complaint - Priority	13,645	7%	4	12,406	6%	3
Water Main Break - Priority	7,498	4%	8	10,051	5%	4
Fire Hydrant Running Full	15,246	7%	2	8,858	4%	5
<b>DFTA</b>						
Housing Options - Senior - Low-Income	8,364	18%	1	7,485	18%	1
Lawyer Referral for Seniors	5,520	12%	2	5,185	13%	2
Housing Options - Senior - Frail, Disabled, or with Alzheimers or Dementia	2,875	6%	4	2,752	7%	3
Find a Senior Center	2,980	6%	3	2,189	5%	4
Case Assistance for Seniors	2,662	6%	5	1,987	5%	5
<b>DHS</b>						
Homeless Shelter Complaint - Shelter Client	22,247	29%	1	24,427	35%	1
Homeless Shelter Intake for Single Adults	13,359	17%	2	12,242	18%	2
Homeless Person Outreach Assistance	10,134	13%	4	11,487	17%	3
Homeless Shelter Intake for Families with Children	8,207	11%	5	7,583	11%	4
Assistance for Homeless People in Shelters	4,202	5%	6	4,360	6%	5
"NA" - Not Available						

# CUSTOMER SERVICE

## 311 CUSTOMER SERVICE CENTER INQUIRIES BY AGENCY

Top Inquiries	Total 2017	% of Inquiries in 2017	Rank in # of Calls in 2017	Total 2018	% of Inquiries in 2018	Rank in # of Calls in 2018
<b>DOB</b>						
Schedule a Plan Examiner Appointment	107,996	41%	1	101,642	41%	1
Illegal Conversion of Residential Space	17,217	7%	2	16,459	7%	2
Building Construction Without Permit	15,304	6%	3	15,008	6%	3
Elevator or Escalator Defective or Without Permit	13,935	5%	4	13,760	5%	4
Plan Examiner Scheduling Error Assistance	4,399	2%	6	4,367	2%	5
<b>DOC</b>						
Jail System Complaint	30,527	36%	1	37,262	43%	1
Inmate Location and Information	26,980	32%	2	28,091	32%	2
Property Pickup for Former Rikers Island Inmates	16,559	19%	3	11,520	13%	3
Inmate Visit Schedule	3,254	4%	4	2,404	3%	4
Department of Correction Facilities	1,842	2%	5	1,729	2%	5
<b>DOE</b>						
Public School Calendar	29,544	24%	1	26,035	21%	1
School Closing and Delay Information	3,940	3%	31	16,297	13%	2
Find a School	8,973	7%	2	7,970	6%	3
Department of Education Worker or Agency Complaint or Compliment	5,255	4%	3	5,096	4%	4
Pre-Kindergarten - General Information	5,231	4%	4	5,031	4%	5
<b>DOF</b>						
Parking Ticket Lookup - Ticket or Plate Number Known	189,396	19%	1	186,437	19%	1
Property Tax Account Assistance and Bill Information	91,954	9%	3	113,536	11%	2
Find a Towed Vehicle - Plate Number Known	96,232	10%	2	104,355	10%	3
Find a Towed Vehicle - Plate Number Unknown - NYPD	37,843	4%	4	40,676	4%	4
Parking Ticket Payment Problem or Penalty Adjustment	28,649	3%	6	26,666	3%	5
<b>DOHMH</b>						
Birth Certificate from 1910 to Present	44,030	13%	1	45,380	14%	1
Rodent Complaint - Other Location	21,585	6%	2	19,964	6%	2
Status of a Birth Certificate Order	14,869	4%	3	14,913	5%	3
Birth Certificate Correction or Change	9,331	3%	5	8,983	3%	4
NYC Well - General Information	6,428	2%	11	8,373	3%	5
<b>DOI</b>						
City Worker or City Contractor Corruption or Criminal Misconduct	1,414	46%	1	1,140	38%	1
Contact or Locate a City Marshal	1,312	42%	2	1,089	37%	2
Report Section 8 Landlord or Tenant Fraud	NA	NA	NA	403	14%	3
City Marshal Complaint	206	7%	3	180	6%	4
Fingerprinting - Center-Based Day Care or Pre-School	146	5%	4	157	5%	5
<b>DOITT</b>						
Cable Complaint - Service	1,234	22%	2	1,569	24%	1
Cable Complaint - Billing	1,267	22%	1	1,479	23%	2
Cable Phone and Internet Service Complaint	1,023	18%	3	1,238	19%	3
Verizon City-Wide Cable TV Franchise	551	10%	4	492	8%	4
Cable Complaint - Installation	357	6%	5	422	7%	5
"NA" - Not Available						

# CUSTOMER SERVICE

## 311 CUSTOMER SERVICE CENTER INQUIRIES BY AGENCY

Top Inquiries	Total 2017	% of Inquiries in 2017	Rank in # of Calls in 2017	Total 2018	% of Inquiries in 2018	Rank in # of Calls in 2018
<b>DOP</b>						
Adult Probation Supervision - Brooklyn	195	22%	1	153	25%	1
Adult Probation Supervision - Manhattan	177	20%	3	135	22%	2
Adult Probation Supervision - Bronx	183	21%	2	123	20%	3
Adult Probation Supervision - Queens	144	16%	4	105	17%	4
Probation Warrant Enforcement	45	5%	6	29	5%	5
<b>DORIS</b>						
Marriage Record Before 1950	1575	37%	1	1,601	37%	1
Death Certificate Before 1949	877	20%	2	950	22%	2
Birth Certificate Before 1910	578	13%	3	649	15%	3
Status of Request for Death Certificate from Before 1949	442	10%	4	211	5%	4
Genealogy Research	179	4%	5	201	5%	5
<b>DOT</b>						
Alternate Side Parking or Street Cleaning Information	18,345	6%	3	40,511	13%	1
Streetlight Condition	29,906	10%	1	24,321	8%	2
Traffic or Pedestrian Signal Condition	18,477	6%	2	22,789	8%	3
Pothole on Street	17,498	6%	5	20,372	7%	4
Parking Meter Defective or Damaged	17,672	6%	4	13,588	5%	5
<b>DPR</b>						
Removal of Large Branch or Entire Tree - City Tree or Property	17,313	14%	1	21,759	17%	1
Wood Disposal, Chipping, and Pickup - Brooklyn and Queens	11,685	9%	2	10,945	9%	2
Trees and Sidewalk Repair for 1, 2 and 3 Family Residential Property	8,429	7%	4	9,125	7%	3
Standing Dead Tree Removal - City Tree	8,236	7%	5	8,937	7%	4
Park Maintenance Complaint	8,601	7%	3	8,545	7%	5
<b>DSNY</b>						
Bulk Item Pick Up - Appointment	NA	NA	NA	73,815	10%	1
Bulk Item Disposal Information	88,594	14%	1	65,850	9%	2
CFC and Freon Removal - Appointment	66,092	11%	2	65,043	9%	3
Recycling and Trash Collection Schedules	51,810	8%	3	63,032	9%	4
Missed Garbage Collection	41,188	7%	4	37,545	5%	5
<b>DVS</b>						
Benefits for Veterans	NA	NA	NA	1,156	71%	1
Healthcare Information for Veterans	NA	NA	NA	224	14%	2
Legal Assistance for Veterans	NA	NA	NA	165	10%	3
Crisis Intervention Support and Trauma Counseling for Veterans	NA	NA	NA	38	2%	4
Request for Military Discharge or Separation Documents	NA	NA	NA	23	1%	5
<b>DYCD</b>						
Summer Jobs for Youth - General	2,106	17%	1	1,979	19%	1
Summer Camp - Department of Youth and Community Development	1,171	9%	4	1,215	11%	2
Literacy and GED or TASC Instruction for Non-English Speakers	1,472	12%	2	1,044	10%	3
Immigration Assistance from Community-Based Organizations	1,251	10%	3	890	8%	4
Shelter and Assistance for Runaway or Homeless Youth	851	7%	7	801	8%	5
"NA" - Not Available						

# CUSTOMER SERVICE

## 311 CUSTOMER SERVICE CENTER INQUIRIES BY AGENCY

Top Inquiries	Total 2017	% of Inquiries in 2017	Rank in # of Calls in 2017	Total 2018	% of Inquiries in 2018	Rank in # of Calls in 2018
<b>FDNY</b>						
Fire Hazard Complaint	5,584	17%	1	5,150	18%	1
Ambulance Patient Locator	4,235	13%	2	4,064	14%	2
Locate a Firehouse - Brooklyn	2,090	6%	3	1,907	6%	3
Fire or Ambulance Report	1,592	5%	5	1,795	6%	4
Ambulance Billing for FDNY	1,590	5%	6	1,665	6%	5
<b>NYC H + H</b>						
Find a Public Hospital	16,406	45%	1	12,087	41%	1
Inmate Health and Mental Health Complaints and Concerns	7,205	20%	2	7,695	26%	2
Division Information Provided	3,095	9%	3	2,367	8%	3
MetroPlus Health Plan	1,044	3%	6	883	3%	4
Health Department Low to No-Cost Confidential Clinics	1,208	3%	4	873	3%	5
<b>HPD</b>						
Apartment Maintenance Complaint	117,083	26%	1	120,741	28%	1
Heat or Hot Water Complaint in Entire Residential Building	86,376	19%	2	82,252	19%	2
Heat or Hot Water Complaint in Apartment	65,827	15%	3	69,468	16%	3
Residential Public Area Maintenance Complaint	25,477	6%	4	24,577	6%	4
Residential Building-Wide Maintenance Complaint	15,445	3%	6	16,182	4%	5
<b>HRA</b>						
IDNYC - Make an Appointment	49,135	17%	1	23,916	10%	1
Public Assistance or Welfare	18,466	6%	3	15,910	7%	2
IDNYC - Documents Required to Apply	25,635	9%	2	13,972	6%	3
Homelessness Prevention through HomeBase	4,164	1%	22	11,570	5%	4
SNAP (Food Stamps) - Status	18,444	6%	4	10,121	4%	5
<b>LAW</b>						
Laws of the City of New York	1,005	100%	1	979	100%	1
<b>LPC</b>						
Landmark and Historic District Information	225	42%	2	226	44%	1
Landmark Building Alteration Permit	226	42%	1	214	41%	2
Landmark Status Application	40	7%	3	52	10%	3
Landmark Building Painting Complaint	29	5%	4	18	3%	4
Landmark Restoration Grant Application	19	4%	5	9	2%	5
<b>NYCEM</b>						
NYC Hurricane Service Center	NA	NA	NA	2,271	37%	1
Donate Critically-Needed Items for Hurricane Relief in Puerto Rico	NA	NA	NA	1,256	20%	2
Cooling Center Locations	2,493	55%	1	673	11%	3
Snow or Ice on Roadway - Plow NYC Tracker	472	10%	2	355	6%	4
Ready New York Guide	290	6%	4	335	5%	5
<b>NYCHA</b>						
Public Housing Maintenance	16,670	26%	1	14,705	26%	1
Heat Complaint in NYCHA Building	11,954	19%	2	9,183	16%	2
NYCHA Borough Management Office - Brooklyn	5,534	9%	3	5,304	10%	3
NYCHA Borough Management Office - Manhattan	5,283	8%	4	5,166	9%	4
NYCHA Borough Management Office - Bronx	4,384	7%	5	4,492	8%	5
"NA" - Not Available						



# CUSTOMER SERVICE

## 311 CUSTOMER SERVICE CENTER INQUIRIES BY AGENCY

Top Inquiries	Total 2017	% of Inquiries in 2017	Rank in # of Calls in 2017	Total 2018	% of Inquiries in 2018	Rank in # of Calls in 2018
<b>NYPD</b>						
Noise from Neighbor	116,738	13%	1	112,300	13%	1
Vehicle Blocking Driveway Complaint	109,828	12%	2	111,681	13%	2
Illegal Parking Complaint	75,160	8%	4	76,772	9%	3
Find a Police Precinct or PSA by Location	75,936	8%	3	75,534	9%	4
Dangerous Location or Situation	49,983	6%	5	50,570	6%	5
<b>NYPL</b>						
Find a Library - Bronx, Manhattan, Staten Island	2,214	86%	1	1,433	83%	1
Library Complaint - Bronx - Manhattan - Staten Island	167	6%	2	129	8%	2
General Information - New York Public Library	132	5%	3	106	6%	3
Library Hotspot	25	1%	4	25	1%	4
Library Video Visitation	18	1%	5	16	1%	5
<b>OATH</b>						
City-Issued Summons - Information	16,977	66%	1	15,750	69%	1
City-Issued Summons - Request Status or Copy	4,843	19%	2	4,119	18%	2
City-Issued Summons - Request a Hearing by Phone	1,296	5%	3	1,291	6%	3
Hearings Division Borough Office Locations	910	4%	4	993	4%	4
City-Issued Summons - Request an Online Hearing	720	3%	5	563	2%	5
<b>OCME</b>						
Death Inquiries	1,147	59%	1	974	56%	1
Proof of Death	343	18%	2	364	21%	2
Autopsy Report	321	16%	3	282	16%	3
Cremation Inquiries	95	5%	4	89	5%	4
Reflection Room at the World Trade Center Memorial	42	2%	5	23	1%	5
<b>QPL</b>						
Find a Library - Queens	714	67%	1	636	73%	1
Library Complaint - Queens	103	10%	2	82	9%	2
Elementary School Student After School Program - Drop-In	95	9%	3	75	9%	3
General Information - Queens Public Library	73	7%	4	43	5%	4
Free Mobile Hotspot Lending	47	4%	5	25	3%	5
<b>SBS</b>						
Find a Workforce1 Career Center	2,176	22%	2	2,748	23%	1
Help Starting a Small Business	2,590	26%	1	2,275	19%	2
Job Training - Jobseeker Assistance	1,280	12%	3	1,004	9%	3
NYC Small Business Support Center Information	665	6%	5	914	8%	4
Job Training - Healthcare Training	695	6%	4	576	5%	5
<b>SCA</b>						
School Construction Complaint	518	87%	1	589	91%	1
School Construction Information	77	13%	2	58	9%	2
<b>TLC</b>						
Lost Property in a Taxi - Medallion Number Known	17,761	23%	1	15,928	24%	1
Lost Property in a Taxi - Medallion Number Unknown	14,131	18%	2	11,809	17%	2
Lost Property in a Taxi - Medallion Number Not Found by 311	6,348	8%	3	5,352	8%	3
Accessible Taxi Dispatch for Passenger in a Wheelchair	3,338	4%	6	3,330	5%	4
Taxi Inquiry or Complaint from Taxi Driver or Taxi Licensee	4,144	5%	4	2,962	4%	5
"NA" - Not Available						

# CUSTOMER SERVICE

## REQUESTS FOR INTERPRETATION

Performance Statistics	Actual					Target	
	FY14	FY15	FY16	FY17	FY18	FY18	FY19
Agency							
311	392,759	531,194	556,576	545,132	493,260	*	*
ACS	63,351	79,347	87,775	94,860	135,252	*	*
BIC	56	26	93	24	68	*	*
CCHR	1,097	1,126	1,671	1,425	1,756	*	*
CCRB	613	591	695	744	731	*	*
DCA	2,536	3,377	3,861	3,695	3,480	*	*
DCP	1	2	6	12	14	*	*
DEP	13,870	12,976	13,685	13,783	13,848	*	*
DFTA	523	428	892	873	1,242	*	*
DHS	4,195	6,445	8,164	13,357	16,644	*	*
DOB	17	66	68	63	100	*	*
DOE	32,267	49,922	54,626	87,795	115,769	*	*
DOF	4,353	4,466	5,453	7,699	7,584	*	*
DOHMH	11,102	12,475	14,986	18,495	13,377	*	*
DOI	17	24	26	23	16	*	*
DOP	16,520	15,859	9,425	11,870	NA	*	*
DOT	798	1,261	1,415	2,209	1,890	*	*
DPR	60	81	122	110	173	*	*
DSNY	8	17	16	15	32	*	*
DYCD	1,515	1,986	2,380	1,705	1,222	*	*
FDNY	3,721	4,501	5,484	5,098	4,684	*	*
HPD	1,053	1,526	1,202	969	860	*	*
HRA	1,116,886	909,712	989,229	1,264,815	1,232,975	*	*
LAW	860	762	1,002	875	883	*	*
NYCHA	154,339	187,871	196,996	189,243	172,970	*	*
NYPD	263,035	273,575	238,382	288,561	291,745	*	*
OATH	9,240	9,419	10,185	11,842	16,034	*	*
OCME	188	304	664	1,091	1,318	*	*
SBS	NA	2,351	7,327	6,652	7,259	*	*
TLC	5,721	5,336	6,880	7,247	8,238	*	*



# ANNUAL PAID ABSENCE RATES

WORKFORCE OR AGENCY	TOTAL SICK LEAVE FY18	LODI/WC FY18	TOTAL ABSENCE FY18	TOTAL ABSENCE FY17	EQUIV. ABSENCE DAYS/YEAR FY18
UNIFORMED WORKFORCES					
DOC (U)	4.54%	0.91%	5.46%	6.59%	13.6
FDNY (U)	2.43%	4.93%	7.35%	7.26%	18.3
NYPD (U)	2.11%	0.76%	2.87%	2.64%	7.1
DSNY (U)	4.69%	1.78%	6.47%	6.33%	16.1
Uniformed Subtotal	2.84%	1.61%	4.45%	4.46%	11.1
LARGER CIVILIAN WORKFORCES					
NYPD (C)	2.92%	0.13%	3.05%	3.23%	7.6
FDNY (C)	3.87%	1.39%	5.26%	5.01%	13.1
ACS	3.57%	0.60%	4.17%	4.19%	10.4
HRA	4.05%	0.25%	4.31%	4.22%	10.7
DHS	3.65%	1.05%	4.70%	4.11%	11.7
HPD	3.64%	0.22%	3.87%	3.75%	9.6
DOHMH	3.16%	0.07%	3.24%	3.18%	8.1
DEP	3.45%	0.25%	3.70%	3.57%	9.2
DSNY (C)	3.64%	0.44%	4.08%	4.04%	10.2
DOF	3.40%	0.12%	3.52%	3.46%	8.8
DOT	3.54%	0.65%	4.20%	4.07%	10.5
DPR	2.37%	0.26%	2.63%	2.55%	6.5
LAW	3.14%	0.02%	3.16%	2.81%	7.9
DCAS	3.20%	0.13%	3.33%	3.29%	8.3
DDC	3.75%	0.06%	3.81%	3.48%	9.5
DOC (C)	3.82%	0.44%	4.26%	3.92%	10.6
PROBATION	3.84%	0.10%	3.94%	4.16%	9.8
DOB	3.42%	0.05%	3.47%	3.38%	8.7
DOITT	3.14%	0.07%	3.22%	3.02%	8.0
Subtotal	3.36%	0.35%	3.71%	3.57%	9.2
SMALLER CIVILIAN WORKFORCES					
NYCEM	2.43%	0.00%	2.43%	2.44%	6.1
DCP	3.06%	0.06%	3.12%	3.01%	7.8
DOI	2.92%	0.06%	2.98%	2.70%	7.4
DFTA	4.24%	0.02%	4.27%	3.90%	10.6
CULTURAL	3.10%	0.00%	3.10%	2.80%	7.7
LANDMARKS	2.97%	0.01%	2.98%	2.91%	7.4
TLC	3.33%	0.32%	3.65%	4.05%	9.1
CCHR	2.37%	0.00%	2.37%	3.29%	5.9
DYCD	3.56%	0.01%	3.57%	3.51%	8.9
DSBS	3.19%	0.01%	3.20%	3.06%	8.0
DOR	3.10%	0.01%	3.10%	5.03%	7.7
CONSUMER	3.35%	0.15%	3.50%	3.16%	8.7
BIC	2.93%	0.01%	2.94%	2.94%	7.3
OATH	2.85%	0.03%	2.88%	2.99%	7.2
ELECTIONS	5.06%	0.03%	5.09%	5.26%	12.7
CCRB	2.80%	0.00%	2.80%	2.83%	7.0

WORKFORCE OR AGENCY	TOTAL SICK LEAVE	LODI/WC	TOTAL ABSENCE	TOTAL ABSENCE	EQUIV. ABSENCE DAYS/YEAR
	FY18	FY18	FY18	FY17	FY18
Subtotal	3.51%	0.07%	3.58%	3.63%	8.9
Uniformed	2.84%	1.61%	4.45%	4.46%	11.1
Civilian	3.37%	0.33%	3.70%	3.57%	9.2
TOTAL	3.14%	0.90%	4.03%	3.96%	10.0
CITYWIDE	3.14%	0.19%	3.32%	3.27%	8.3

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.

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 nonemergency 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

NYC Fleet Newsletter and Announcements:

<http://www.nyc.gov/html/dcas/html/employees/fleet.shtml>

Use-based fuel economy report (Local Law 75) for FY 2017:

[http://www.nyc.gov/html/dcas/downloads/pdf/fleet/Local\\_law\\_75\\_report\\_on\\_use\\_based\\_fuel\\_economy\\_FY17.pdf](http://www.nyc.gov/html/dcas/downloads/pdf/fleet/Local_law_75_report_on_use_based_fuel_economy_FY17.pdf)

Local law mandated air reports for FY 2017 (includes Local Law 38 and other City vehicles reports):

<http://www.nyc.gov/html/dep/pdf/air/local-law-air-reports-fy2017.pdf>

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

## CITYWIDE FLEET

INDICATORS	Actual		Target	
	FY17	FY18	FY18	FY19
CITYWIDE FLEET SIZE	30,037	31,002	29,300	31,000
- Light Duty	12,778	13,229	12,500	13,200
- Medium Duty	4,797	4,888	4,825	5,000
- Heavy Duty	7,317	7,504	7,200	7,500
- Other Vehicles	5,145	5,381	4,775	5,300
Vehicle in-service rate (%)	92%	92%	91%	92%
Daily fleet in-service targets achieved (%)	100%	100%	90%	98%
Fleet garages/parts operations consolidated	1	1	1	1
Purchased vehicles compliant with Local Law 38 (%)	100%	100%	95%	98%
Alternative fuel vehicles	17,491	18,540	17,000	19,000
Alternative fuel vehicles in City fleet (%)	60%	62%	63%	63%
Electric vehicles	1,295	2,105	1,750	2,300
- On-road electric vehicles	793	1,598	1,200	1,700
- Off-road electric vehicles	502	507	550	600
Vehicle fuel used (gallons)	29,602,763	29,841,234	28,500,000	28,500,000
- Biodiesel fuel used (gallons)	15,994,051	15,588,687	15,500,000	16,250,000
Fleet miles per gallon (FMPG)	5.9	6.1	6.0	6.2
Electric chargers installed	109	112	100	100
Vehicles purchased	4,064	3,709	3,000	3,000
Average age of fleet (months)	70	67	72	66
Collisions in City vehicles <sup>1</sup>	6,444	6,304	*	*
Collisions per 100,000 miles involving City vehicles citywide	6.3	6.0	*	*
Preventable collisions per 100,000 miles involving City vehicles citywide	3.4	3.2	*	*
Injuries involving collisions in City vehicles citywide per 100,000 miles	0.8	0.7	*	*
Injuries involving preventable collisions per 100,000 miles	0.3	0.3	*	*
Preventable collisions in City vehicles	3,451	3,347	*	*
Injuries involving collisions in City vehicles	790	763	*	*
Fatalities involving collisions in non-emergency City vehicles	1	2	*	*
Revenue from recoverable affirmative claims	\$2,864,761	\$3,217,698	*	*
Employees trained in defensive driving	7,876	11,162	8,000	8,500
Authorized City drivers trained in defensive driving (%)	77%	86%	85%	85%

INDICATORS	Actual		Target	
	FY17	FY18	FY18	FY19
Fleet repair expenditures (\$000,000)	\$248.7	\$265.7	*	*
Fleet fuel expenditures (\$000,000)	\$54.8	\$65.5	*	*
Fleet acquisition expenditures (capital) (\$000,000)	\$273.5	\$338.5	\$240.0	\$250.0
Fleet acquisition expenditures (expense) (\$000,000)	\$96.8	\$80.5	\$60.0	\$80.0
Automotive repair personnel	1,427	1,419	1,350	1,420
Fleet support personnel	389	365	380	370
¹Collision counts in City vehicles do not include NYPD collisions. "NA" Not Available *None				

THE FOLLOWING IS A DETAILED FLEET BREAKDOWN FOR AGENCIES WITH THE LARGEST CITY-MANAGED FLEETS:

DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES	Actual	
INDICATORS	FY17	FY18
Total Vehicles	2,333	2,421
- Light Duty	1,802	1,867
- Medium Duty	294	315
- Heavy Duty	82	82
- Other Vehicles	155	157
Vehicle in-service rate (%)	99%	98%
Fleet miles per gallon (FMPG)	17.9	17.1
Collisions involving City vehicles	429	491
Preventable collisions involving City vehicles	165	190
Collisions per 100,000 miles involving City vehicles	2.6	3.3
Preventable collisions per 100,000 miles involving City vehicles	1.0	1.3
Injuries involving collisions in City vehicles per 100,000 miles	0.4	0.5
Injuries involving preventable collisions per 100,000 miles	0.2	0.1
Authorized City drivers trained in defensive driving (%)	55%	77%
Revenue from recoverable affirmative claims	\$376,788	\$359,422
Applicable Agency Light-Duty and Medium-Duty Vehicle Purchases by California LEV II Standards - DCAS		
o Light Duty Vehicle (LDV) Purchases	218	179
- LDV Purchases - Zero Emission Vehicles (ZEV)	79	53
- Chevrolet Bolt	79	53
- LDV Purchases - Transitional Zero Emission Vehicles (TZEV)	96	94
- Chrysler Pacifica Plug-in Hybrid	0	1
- Ford Fusion Energi Plug-in Hybrid	57	51
- Toyota Prius Prime	39	42
- LDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	4	0



DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES INDICATORS	Actual	
	FY17	FY18
- Toyota Prius	4	0
- LDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- LDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	23	25
- Toyota Camry Hybrid	0	3
- Toyota Highlander Hybrid	5	4
- Toyota Rav4 Hybrid	18	18
- LDV Purchases - Ultra Low Emission Vehicles (ULEV)	16	7
- Chevrolet Suburban	0	1
- Chevrolet Tahoe	0	1
- Dodge Grand Caravan	11	0
- Chrysler Pacifica Hybrid	0	1
- Ford F-150	3	4
- Ford Transit 150	2	0
- LDV Purchases - Low Emission Vehicles (LEV)	0	0
o Medium Duty Vehicle (MDV) Purchases	13	15
- MDV Purchases - Zero Emission Vehicles (ZEV)	0	0
- MDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	0	0
- MDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- MDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	0	0
- MDV Purchases - Ultra Low Emission Vehicles (ULEV)	13	15
- Chevrolet Express	12	7
- Ford F-250	1	0
- Ford Transit Van	0	8
- MDV Purchases - Low Emission Vehicles (LEV)	0	0
"NA" Not Available      *None      "na" not applicable		

DEPARTMENT OF ENVIRONMENTAL PROTECTION INDICATORS	Actual	
	FY17	FY18
Total Vehicles	2,164	2,239
- Light Duty	811	867
- Medium Duty	461	474
- Heavy Duty	439	438
- Other Vehicles	453	460
Vehicle in-service rate (%)	93%	94%
Fleet miles per gallon (FMPG)	12.6	11.2
Collisions involving City vehicles	413	398
Preventable collisions involving City vehicles	225	242
Collisions per 100,000 miles involving City vehicles	3.1	3.4
Preventable collisions per 100,000 miles involving City vehicles	1.7	2.0
Injuries involving collisions in City vehicles per 100,000 miles	1.3	0.3
Injuries involving preventable collisions per 100,000 miles	0.1	0.1

DEPARTMENT OF ENVIRONMENTAL PROTECTION INDICATORS	Actual	
	FY17	FY18
Authorized City drivers trained in defensive driving (%)	72%	76%
Revenue from recoverable affirmative claims	\$32,391	\$28,040
Applicable Agency Light-Duty and Medium-Duty Vehicle Purchases by California LEV II Standards - DEP		
o Light Duty Vehicle (LDV) Purchases	103	151
- LDV Purchases - Zero Emission Vehicles (ZEV)	12	41
- Chevrolet Bolt	8	41
- Nissan Leaf	4	0
- LDV Purchases - Transitional Zero Emission Vehicles (TZEV)	15	84
- Ford Fusion Energi Plug-in Hybrid	0	1
- Toyota Prius Hybrid	15	0
- Toyota Prius Prime	0	83
- LDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	0	0
- LDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- LDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	19	26
- Toyota Rav4 Hybrid	19	26
- LDV Purchases - Ultra Low Emission Vehicles (ULEV)	57	0
- Ford F-150	14	0
- Ford Transit Connect	33	0
- Ford Transit 150	10	0
- LDV Purchases - Low Emission Vehicles (LEV)	0	0
o Medium Duty Vehicle (MDV) Purchases	40	1
- MDV Purchases - Zero Emission Vehicles (ZEV)	0	0
- MDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	0	0
- MDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- MDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	0	0
- MDV Purchases - Ultra Low Emission Vehicles (ULEV)	40	1
- Chevrolet Express	7	1
- Ford F-250	33	0
- MDV Purchases - Low Emission Vehicles (LEV)	0	0
"NA" Not Available      *None      "na" not applicable		

DEPARTMENT OF HEALTH AND MENTAL HYGIENE INDICATORS	Actual	
	FY17	FY18
Total Vehicles	320	352
- Light Duty	226	250
- Medium Duty	86	94
- Heavy Duty	6	6
- Other Vehicles	2	2
Vehicle in-service rate (%)	99%	99%
Fleet miles per gallon (FMPG)	23.3	23.9
Collisions involving City vehicles	28	47
Preventable collisions involving City vehicles	6	20
Collisions per 100,000 miles involving City vehicles	1.5	2.8
Preventable collisions per 100,000 miles involving City vehicles	0.3	1.2
Injuries involving collisions in City vehicles per 100,000 miles	0.1	1.0
Injuries involving preventable collisions per 100,000 miles	0.1	0.3
Authorized City drivers trained in defensive driving (%)	87%	96%
Revenue from recoverable affirmative claims	\$25,943	\$19,252
Applicable Agency Light-Duty and Medium-Duty Vehicle Purchases by California LEV II Standards - DOHMH		
o Light Duty Vehicle (LDV) Purchases	101	1
- LDV Purchases - Zero Emission Vehicles (ZEV)	0	0
- LDV Purchases - Transitional Zero Emission Vehicles (TZEV)	80	1
- Ford Fusion Energi Plug-in Hybrid	10	1
- Toyota Prius Prime	70	0
- LDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	0	0
- LDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- LDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	17	0
- Toyota Rav4 Hybrid	17	0
- LDV Purchases - Ultra Low Emission Vehicles (ULEV)	4	0
- Ford Transit 150	4	0
- LDV Purchases - Low Emission Vehicles (LEV)	0	0
o Medium Duty Vehicle (MDV) Purchases	18	0
- MDV Purchases - Zero Emission Vehicles (ZEV)	0	0
- MDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	0	0
- MDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- MDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	0	0
- MDV Purchases - Ultra Low Emission Vehicles (ULEV)	18	0
- Chevrolet Express	11	0
- Ford F-250	7	0
- MDV Purchases - Low Emission Vehicles (LEV)	0	0
"NA" Not Available      *None      "na" not applicable		

DEPARTMENT OF TRANSPORTATION INDICATORS	Actual	
	FY17	FY18
Total Vehicles	3,231	3,318
- Light Duty	945	951
- Medium Duty	507	527
- Heavy Duty	864	828
- Other Vehicles	915	1,012
Vehicle in-service rate (%)	93%	93%
Fleet miles per gallon (FMPG)	4.8	5.2
Collisions involving City vehicles	497	480
Preventable collisions involving City vehicles	313	213
Collisions per 100,000 miles involving City vehicles	4.4	4.3
Preventable collisions per 100,000 miles involving City vehicles	2.9	1.9
Injuries involving collisions in City vehicles per 100,000 miles	0.7	0.6
Injuries involving preventable collisions per 100,000 miles	0.4	0.2
Authorized City drivers trained in defensive driving (%)	83%	87%
Revenue from recoverable affirmative claims	\$17,770	\$90,725
Applicable Agency Light-Duty and Medium-Duty Vehicle Purchases by California LEV II Standards - DOT		
o Light Duty Vehicle (LDV) Purchases	92	67
- LDV Purchases - Zero Emission Vehicles (ZEV)	0	0
- LDV Purchases - Transitional Zero Emission Vehicles (TZEV)	71	63
- Ford Fusion Energi Plug-in Hybrid	71	30
- Toyota Prius Prime	0	33
- LDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	0	0
- LDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- LDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	4	4
- Toyota Rav4 Hybrid	4	4
- LDV Purchases - Ultra Low Emission Vehicles (ULEV)	17	0
- Chevrolet Colorado	3	0
- Dodge Grand Caravan	4	0
- Ford F-150	10	0
- LDV Purchases - Low Emission Vehicles (LEV)	0	0
o Medium Duty Vehicle (MDV) Purchases	0	0
- MDV Purchases - Zero Emission Vehicles (ZEV)	0	0
- MDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	0	0
- MDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- MDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	0	0
- MDV Purchases - Ultra Low Emission Vehicles (ULEV)	0	0
- MDV Purchases - Low Emission Vehicles (LEV)	0	0
"NA" Not Available      *None      "na" not applicable		

DEPARTMENT OF SANITATION INDICATORS	Actual	
	FY17	FY18
Total Vehicles	6,107	6,253
- Light Duty	978	996
- Medium Duty	312	306
- Heavy Duty	3,808	3,831
- Other Vehicles	1,009	1,120
Vehicle in-service rate (%)	84%	84%
Fleet miles per gallon (FMPG)	2.5	2.8
Collisions involving City vehicles	2,455	2,310
Preventable collisions involving City vehicles	1,264	1,297
Collisions per 100,000 miles involving City vehicles	9.0	7.5
Preventable collisions per 100,000 miles involving City vehicles	4.6	4.2
Injuries involving collisions in City vehicles per 100,000 miles	1.0	0.8
Injuries involving preventable collisions per 100,000 miles	0.4	0.5
Authorized City drivers trained in defensive driving (%)	87%	89%
Revenue from recoverable affirmative claims	\$275,958	\$347,183
Applicable Agency Light-Duty and Medium-Duty Vehicle Purchases by California LEV II Standards - DSNY		
o Light Duty Vehicle (LDV) Purchases	95	64
- LDV Purchases - Zero Emission Vehicles (ZEV)	0	0
- LDV Purchases - Transitional Zero Emission Vehicles (TZEV)	37	13
- Ford Fusion Energi Plug-in Hybrid	37	13
- LDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	0	0
- LDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- LDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	58	51
- Toyota Rav4 Hybrid	58	51
- LDV Purchases - Ultra Low Emission Vehicles (ULEV)	0	0
- LDV Purchases - Low Emission Vehicles (LEV)	0	0
o Medium Duty Vehicle (MDV) Purchases	25	0
- MDV Purchases - Zero Emission Vehicles (ZEV)	0	0
- MDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	0	0
- MDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- MDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	0	0
- MDV Purchases - Ultra Low Emission Vehicles (ULEV)	25	0
- Chevrolet Express	25	0
- MDV Purchases - Low Emission Vehicles (LEV)	0	0
"NA" Not Available      *None      "na" not applicable		

DEPARTMENT OF PARKS AND RECREATION	Actual	
INDICATORS	FY17	FY18
Total Vehicles	2,909	2,897
- Light Duty	614	595
- Medium Duty	828	810
- Heavy Duty	354	333
- Other Vehicles	1,113	1,159
Vehicle in-service rate (%)	95%	95%
Fleet miles per gallon (FMPG)	5.8	6.7
Collisions involving City vehicles	566	520
Preventable collisions involving City vehicles	310	330
Collisions per 100,000 miles involving City vehicles	6.6	5.4
Preventable collisions per 100,000 miles involving City vehicles	3.6	3.4
Injuries involving collisions in City vehicles per 100,000 miles	0.5	0.6
Injuries involving preventable collisions per 100,000 miles	0.2	0.3
Authorized City drivers trained in defensive driving (%)	94%	99%
Revenue from recoverable affirmative claims	\$66,491	\$29,075
Applicable Agency Light-Duty and Medium-Duty Vehicle Purchases by California LEV II Standards - DPR		
o Light Duty Vehicle (LDV) Purchases	15	22
- LDV Purchases - Zero Emission Vehicles (ZEV)	8	18
- Chevrolet Bolt	0	18
- Nissan Leaf	8	0
- LDV Purchases - Transitional Zero Emission Vehicles (TZEV)	0	0
- LDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	0	0
- LDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- LDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	7	4
- Toyota Highlander Hybrid	0	1
- Toyota Rav4 Hybrid	7	3
- LDV Purchases - Ultra Low Emission Vehicles (ULEV)	0	0
- LDV Purchases - Low Emission Vehicles (LEV)	0	0
o Medium Duty Vehicle (MDV) Purchases	13	25
- MDV Purchases - Zero Emission Vehicles (ZEV)	0	0
- MDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	0	0
- MDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- MDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	0	0
- MDV Purchases - Ultra Low Emission Vehicles (ULEV)	13	25
- Chevrolet Express	12	25
- Dodge Ram 2500	1	0
- MDV Purchases - Low Emission Vehicles (LEV)	0	0
"NA" Not Available      *None      "na" not applicable		

POLICE DEPARTMENT	Actual	
	FY17	FY18
INDICATORS		
Total Vehicles	9,666	10,110
- Light Duty	6,582	6,867
- Medium Duty	1,325	1,520
- Heavy Duty	440	436
- Other Vehicles	1,319	1,287
Vehicle in-service rate (%)	95%	94%
Fleet miles per gallon (FMPG)	8.9	9.1
Collisions involving City vehicles <sup>1</sup>	4.6	4.3
Revenue from recoverable affirmative claims	\$1,866,856	\$2,256,849
Applicable Agency Light-Duty and Medium-Duty Vehicle Purchases by California LEV II Standards - NYPD		
o Light Duty Vehicle (LDV) Purchases	0	0
- LDV Purchases - Zero Emission Vehicles (ZEV)	0	0
- LDV Purchases - Transitional Zero Emission Vehicles (TZEV)	0	0
- LDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	0	0
- LDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- LDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	0	0
- LDV Purchases - Ultra Low Emission Vehicles (ULEV)	0	0
- LDV Purchases - Low Emission Vehicles (LEV)	0	0
o Medium Duty Vehicle (MDV) Purchases	0	0
- MDV Purchases - Zero Emission Vehicles (ZEV)	0	0
- MDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	0	0
- MDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- MDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	0	0
- MDV Purchases - Ultra Low Emission Vehicles (ULEV)	0	0
- MDV Purchases - Low Emission Vehicles (LEV)	0	0
<sup>1</sup> NYPD Collisions figure represents Collisions per 100,000 miles.      "NA" Not Available      *None      "na" not applicable		

FIRE DEPARTMENT INDICATORS	Actual	
	FY17	FY18
Total Vehicles	2,367	2,487
- Light Duty	382	394
- Medium Duty	713	584
- Heavy Duty	1,106	1,338
- Other Vehicles	166	171
Vehicle in-service rate (%)	85%	84%
Fleet miles per gallon (FMPG)	4.6	4.6
Collisions involving City vehicles	1,892	1,890
Preventable collisions involving City vehicles	1,082	962
Collisions per 100,000 miles involving City vehicles	9.6	9.9
Preventable collisions per 100,000 miles involving City vehicles	3.9	5.5
Injuries involving collisions in City vehicles per 100,000 miles	1.0	1.1
Injuries involving preventable collisions per 100,000 miles	0.4	0.5
Revenue from recoverable affirmative claims	\$103,774	\$32,926
Applicable Agency Light-Duty and Medium-Duty Vehicle Purchases by California LEV II Standards - FDNY		
o Light Duty Vehicle (LDV) Purchases	0	0
- LDV Purchases - Zero Emission Vehicles (ZEV)	0	0
- LDV Purchases - Transitional Zero Emission Vehicles (TZEV)	0	0
- LDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	0	0
- LDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- LDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	0	0
- LDV Purchases - Ultra Low Emission Vehicles (ULEV)	0	0
- LDV Purchases - Low Emission Vehicles (LEV)	0	0
o Medium Duty Vehicle (MDV) Purchases	0	0
- MDV Purchases - Zero Emission Vehicles (ZEV)	0	0
- MDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	0	0
- MDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- MDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	0	0
- MDV Purchases - Ultra Low Emission Vehicles (ULEV)	0	0
- MDV Purchases - Low Emission Vehicles (LEV)	0	0
"NA" Not Available      *None      "na" not applicable		



DEPARTMENT OF CORRECTION INDICATORS	Actual	
	FY17	FY18
Total Vehicles	621	611
- Light Duty	250	267
- Medium Duty	164	142
- Heavy Duty	194	189
- Other Vehicles	13	13
Vehicle in-service rate (%)	94%	94%
Fleet miles per gallon (FMPG)	6,0	6.9
Collisions involving City vehicles	110	114
Preventable collisions involving City vehicles	64	75
Collisions per 100,000 miles involving City vehicles	2.9	2.7
Preventable collisions per 100,000 miles involving City vehicles	1.7	1.8
Injuries involving collisions in City vehicles per 100,000 miles	1.7	1.3
Injuries involving preventable collisions per 100,000 miles	0.5	0.2
Authorized City drivers trained in defensive driving (%)	NA	NA
Revenue from recoverable affirmative claims	\$14,183	\$17,652
Applicable Agency Light-Duty and Medium-Duty Vehicle Purchases by California LEV II Standards - DOC		
o Light Duty Vehicle (LDV) Purchases	0	0
- LDV Purchases - Zero Emission Vehicles (ZEV)	0	0
- LDV Purchases - Transitional Zero Emission Vehicles (TZEV)	0	0
- LDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	0	0
- LDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- LDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	0	0
- LDV Purchases - Ultra Low Emission Vehicles (ULEV)	0	0
- LDV Purchases - Low Emission Vehicles (LEV)	0	0
o Medium Duty Vehicle (MDV) Purchases	0	0
- MDV Purchases - Zero Emission Vehicles (ZEV)	0	0
- MDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	0	0
- MDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- MDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	0	0
- MDV Purchases - Ultra Low Emission Vehicles (ULEV)	0	0
- MDV Purchases - Low Emission Vehicles (LEV)	0	0
"NA" Not Available      *None      "na" not applicable		

DEPARTMENT OF EDUCATION	Actual	
INDICATORS	FY17	FY18
Total Vehicles	319	314
- Light Duty	188	175
- Medium Duty	107	116
- Heavy Duty	24	23
- Other Vehicles	0	0
Vehicle in-service rate (%)	99%	99%
Collisions involving City vehicles	54	54
Preventable collisions involving City vehicles	22	18
Revenue from recoverable affirmative claims	\$84,607	\$36,575
Applicable Agency Light-Duty and Medium-Duty Vehicle Purchases by California LEV II Standards - DOE		
o Light Duty Vehicle (LDV) Purchases	5	3
- LDV Purchases - Zero Emission Vehicles (ZEV)	0	0
- LDV Purchases - Transitional Zero Emission Vehicles (TZEV)	3	1
- Ford Fusion Energi Plug-in Hybrid	3	1
- LDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	0	0
- LDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- LDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	0	2
- Toyota Rav4 Hybrid	0	2
- LDV Purchases - Ultra Low Emission Vehicles (ULEV)	2	0
- Ford Transit 150	2	0
- LDV Purchases - Low Emission Vehicles (LEV)	0	0
o Medium Duty Vehicle (MDV) Purchases	0	9
- MDV Purchases - Zero Emission Vehicles (ZEV)	0	0
- MDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	0	0
- MDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- MDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	0	0
- MDV Purchases - Ultra Low Emission Vehicles (ULEV)	0	9
- Ford Transit Van	0	9
- MDV Purchases - Low Emission Vehicles (LEV)	0	0
"NA" Not Available      *None      "na" not applicable		

# FLEET 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).

**Citywide fleet size:**

The total number of vehicles in the city managed fleet and the subtotals by vehicle size/type.

**Collisions in City vehicles:**

The number of collisions in the year as reported by City agencies.

**Collisions per 100,000 miles involving City vehicles citywide:**

The number of City-vehicle involved collision reports per 100,000 miles involving injury or property damage in the citywide fleet reported in the citywide collision reporting system (CRASH).

**Daily fleet in-service targets achieved (%):**

The percentage of days the target for vehicle in-service rate was met.

**Electric chargers installed:**

The number of chargers installed for the City hybrid-electric powered vehicles.

**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 employees trained in defensive driving centrally.

**Fatalities involving collisions in nonemergency City vehicles:**

The number of fatalities to City employees and all other parties involved in collisions that included one or more non-emergency City fleet vehicle (and no City emergency response vehicle).

**Fleet acquisition expenditures (capital) (\$000,000):**

The amount of capital funds spent on City fleet during the year.

**Fleet acquisition expenditures (expense) (\$000,000):**

The amount of expense funds spent on fuel for City fleet during the 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.

**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.

# LIST OF AGENCIES IN THE CITYWIDE FLEET

Department of Citywide Administrative Services*	New York City Fire Department
Department of Environmental Protection	New York City Police Department
Department of Correction	Department of Transportation
Department of Parks and Recreation	Department of Sanitation
Department of Health and Mental Hygiene	Department of Education
**"Department of Citywide Administrative Services" vehicles include those used by the following agencies:	
Administration of Children's Services	Department of Youth and Community Development
Board of Elections	Financial Information Services Agency
Bronx Borough President	GrowNY (formerly known as "Council on the Environment")
Brooklyn Borough President	Human Resources Administration
Business Integrity Commission	Landmarks Preservation Commission
Campaign Finance Board	Law Department
City Commission on Human Rights	Manhattan Borough President
City Council	Mayor's Office
Civilian Complaint Review Board	New York City Emergency Management
Department for the Aging	NYC Economic Development Corporation
Department of Buildings	Office of Administrative Trials and Hearings
Department of City Planning	Office of Chief Medical Examiner
Department of Citywide Administrative Services	Office of Labor Relations
Department of Consumer Affairs	Office of Management and Budget
Department of Cultural Affairs	Office of Payroll Administration
Department of Design and Construction	Office of the City Clerk
Department of Finance	Office of the Comptroller
Department of Homeless Services	Office of the Public Advocate
Department of Housing Preservation and Development	Queens Borough President
Department of Information Technology and Telecommunications	Sheriff's Office
Department of Investigation	Sports Commission
Department of Probation	Staten Island Borough President
Department of Records and Information Services	Tax Commission
Department of Small Business Services	Taxi and Limousine Commission

# AGENCY PROCUREMENT ACTIONS BY METHOD FISCAL 2018

Section 12c(5) of the Charter requires that the Mayor’s Management Report include for each agency a summary of the number and dollar value of the contracts entered into during the previous fiscal year (e.g., Fiscal 2018), categorized by the method of procurement used. This information is maintained by the Mayor’s Office of Contract Services (MOCS) and presented in the tables below.

To find additional information on agency procurement in MOCS’ “Annual Procurement Indicators Report” upon its release in September 2018, and other information on City contracting and procurement, please visit: <http://www1.nyc.gov/site/mocs/resources/publications.page>.

Agency	Amendment							
	Fiscal 2018		Fiscal 2017		Fiscal 2016		Fiscal 2015	
	Count	Value	Count	Value	Count	Value	Count	Value
ACS	421	\$237,961,700	292	\$58,187,900	561	\$197,320,943	190	\$67,598,315
BIC	1	\$265,200	2	(\$79,200)	2	\$4,068	2	(\$5,109)
CCHR	2	\$7,900	9	\$35,300	5	\$49,580	0	\$0
CCRB	2	\$33,000	3	\$1,800	1	\$32,406	5	\$14,501
DCA	3	\$61,100	2	(\$50,300)	4	\$95,103	10	\$502,745
DCAS	56	\$49,951,400	43	\$180,197,700	69	\$6,270,750	70	\$62,458,417
DCLA	2	(\$44,900)	3	\$71,200	1	\$195	6	\$113,637
DCP	4	\$1,856,700	6	\$3,832,000	0	\$0	1	\$1,071,000
DDC	69	\$35,820,800	55	\$179,376,000	37	\$22,328,675	48	\$10,509,889
DEP	68	\$42,073,200	86	\$28,133,500	52	\$20,039,127	84	\$73,999,434
DFTA	1,027	\$74,655,600	966	\$66,445,500	932	\$45,970,515	781	\$37,531,681
DHS	105	\$231,202,100	248	\$356,305,400	107	\$55,196,103	76	\$50,735,080
DOB	3	\$34,900	5	\$9,962,700	2	\$48,939	10	\$1,339,895
DOC	10	\$11,217,900	17	\$20,953,700	46	\$11,141,978	9	\$26,924,070
DOE	0	\$0	163	\$44,839,500	0	\$0	0	\$0
DOF	16	\$18,942,400	21	\$7,127,800	11	\$528,266	20	\$5,296,565
DOHMH	421	\$70,226,400	609	\$65,380,000	99	(\$4,004,761)	156	\$22,450,522
DOI	1	(\$183,300)	0	\$0	2	\$213,336	0	\$0
DoITT	52	\$39,213,000	45	\$92,734,300	47	\$246,340,273	48	(\$47,316,844)
DOP	9	(\$76,700)	35	\$295,300	26	\$303,862	11	\$208,732
DOT	43	\$62,450,800	49	\$86,326,100	50	\$34,933,345	26	\$75,014,719
DPR	45	\$4,524,700	38	\$4,261,300	36	\$1,048,435	43	\$9,717,780
DSNY	15	(\$46,748,500)	48	(\$341,100)	15	\$6,597,325	24	(\$19,805,026)
DYCD	1,343	\$78,279,400	1,587	\$79,815,500	1,763	(\$531,986)	1,039	\$70,440,799
FDNY	12	\$6,190,300	20	\$23,042,000	35	\$16,369,090	24	\$6,474,139
HPD	13	(\$11,384,600)	22	\$1,653,600	8	(\$2,783,142)	13	\$2,264,877
HRA	176	\$51,709,700	166	\$31,797,900	176	\$34,694,636	35	(\$68,099,972)
Law	33	\$13,529,100	38	\$6,510,000	36	\$6,455,817	29	\$7,130,385
MOCJ	27	\$35,464,700	72	\$18,549,100	13	\$3,176,523	21	\$8,449,691
NYCEM	4	\$116,700	4	\$166,600	1	\$120	2	\$250,025
NYPD	26	\$55,266,100	16	\$35,059,100	23	\$33,789,958	30	\$27,019,718
OATH	3	\$5,800	6	\$40,000	11	\$792,745	10	\$240,159
SBS	89	\$29,423,100	69	\$48,843,100	231	\$225,078,418	31	\$1,055,370
TLC	3	\$40,200	2	\$11,100	3	\$1,007,375	2	\$183,831
Total	4,104	\$1,092,085,900	4,747	\$1,449,484,400	4,405	\$962,508,020	2,856	\$433,769,023

Amendment Extension								
Agency	Fiscal 2018		Fiscal 2017		Fiscal 2016		Fiscal 2015	
	Count	Value	Count	Value	Count	Value	Count	Value
ACS	42	\$45,619,500	26	\$2,906,100	23	\$8,103,817	12	\$4,437,678
BIC	1	\$79,800	0	\$0	0	\$0	0	\$0
DCA	5	\$2,584,900	1	\$60,400	1	\$60,360	1	\$60,360
CCHR	4	\$216,600	0	\$0	0	\$0	0	\$0
DCAS	14	\$17,124,800	13	\$8,216,600	5	\$206,017	6	\$688,952
DCLA	0	\$0	0	\$0	0	\$0	2	\$39,511
DCP	1	\$117,600	0	\$0	5	\$3,743,945	0	\$0
DDC	12	\$8,418,100	8	\$7,410,300	3	\$1,190,662	0	\$0
DEP	30	\$64,873,700	18	\$22,831,800	19	\$2,921,368	10	\$6,702,133
DFTA	14	\$8,460,600	2	\$250,000	17	\$4,412,786	29	\$35,384,550
DHS	51	\$299,985,200	43	\$115,273,500	26	\$74,243,811	17	\$26,628,913
DOB	12	\$18,657,400	7	\$253,100	5	\$5,644,920	23	\$7,334,717
DOC	11	\$11,359,600	8	\$16,809,200	3	\$1,077,123	13	\$10,188,083
DOE	0	\$0	11	\$11,978,000	0	\$0	0	\$0
DOF	28	\$4,927,800	36	\$8,605,200	17	\$12,366,352	18	\$4,177,903
DOHMH	22	\$9,475,600	29	\$10,232,000	56	\$13,172,537	44	\$28,524,328
DOI	3	\$600,000	2	\$1,600,000	0	\$0	0	\$0
DoITT	105	\$14,731,900	105	\$47,884,500	82	\$50,662,063	103	\$65,327,678
DOP	10	\$3,152,200	8	\$2,548,800	1	\$29,000	0	\$0
DOT	16	\$31,041,600	13	\$412,300	21	\$7,898,310	2	\$1,889,950
DPR	2	\$231,000	0	\$0	4	\$593,188	1	\$360,000
DSNY	42	\$22,146,000	71	\$12,022,000	72	\$8,845,927	51	\$5,779,346
DYCD	12	\$4,138,700	11	\$3,730,700	85	\$39,606,959	61	\$13,299,671
FDNY	11	\$14,322,700	8	\$9,106,600	7	\$2,143,402	22	\$9,526,093
HPD	10	\$5,357,700	21	\$5,363,400	17	\$1,071,817	30	\$3,159,077
HRA	24	\$117,619,500	48	\$56,744,100	21	\$15,011,799	15	\$5,279,456
Law	15	\$12,562,800	6	\$3,021,200	4	\$2,913,000	9	\$3,798,775
LPC	1	\$0	0	\$0	0	\$0	0	\$0
MOCJ	10	\$155,894,400	6	\$5,781,100	3	\$178,406	5	\$13,390,902
NYCEM	0	\$0	1	\$0	1	\$30,554	0	\$0
NYPD	8	\$1,643,300	10	\$1,316,000	10	\$1,905,717	10	\$2,686,111
OATH	9	\$2,367,100	8	\$635,400	13	\$1,695,709	2	\$113,879
SBS	15	\$20,817,400	57	\$135,671,000	17	\$11,023,453	14	\$4,711,580
TLC	2	\$612,300	0	\$0	2	\$723,960	0	\$0
Total	542	\$899,139,800	577	\$490,663,300	540	\$271,476,962	500	\$253,489,647

Accelerated								
Agency	Fiscal 2018		Fiscal 2017		Fiscal 2016		Fiscal 2015	
	Count	Value	Count	Value	Count	Value	Count	Value
DCAS	99	\$126,370,600	85	\$182,945,000	91	\$52,086,346	98	\$121,828,122
Total	99	\$126,370,600	85	\$182,945,000	91	\$52,086,346	98	\$121,828,122

Assignment								
Agency	Fiscal 2018		Fiscal 2017		Fiscal 2016		Fiscal 2015	
	Count	Value	Count	Value	Count	Value	Count	Value
ACS	9	\$27,865,300	4	\$4,247,500	1	\$1,248,885	0	\$0
DCA	1	\$300,000	1	\$55,300	0	\$0	0	\$0
DCAS	18	\$27,472,300	17	\$32,021,600	2	\$1,222,645	0	\$0
DDC	5	\$49,669,100	3	\$13,037,300	2	\$2,160,263	0	\$0
DEP	1	\$91,600	4	\$8,028,700	0	\$0	0	\$0
DFTA	0	\$0	1	\$835,200	1	\$327,200	0	\$0
DHS	0	\$0	4	\$10,750,600	0	\$0	0	\$0
DOC	1	\$1,400	0	\$0	0	\$0	0	\$0
DOE	0	\$0	1	\$318,000	0	\$0	0	\$0
DOF	1	\$370,600	0	\$0	0	\$0	0	\$0
DOHMH	8	\$10,425,500	3	\$1,578,000	1	\$15,999,494	0	\$0
DoITT	0	\$0	1	\$119,600	1	\$35,000,000	0	\$0
DOP	1	\$262,400	0	\$0	0	\$0	0	\$0
DOT	10	\$51,538,300	0	\$0	0	\$0	0	\$0
DPR	1	\$1,798,100	0	\$0	1	\$1,476,000	0	\$0
DSNY	1	\$494,500	1	\$267,100	0	\$0	0	\$0
DYCD	15	\$6,477,100	26	\$10,176,100	19	\$7,731,365	1	\$260,000
FDNY	0	\$0	2	\$913,200	0	\$0	0	\$0
HPD	2	\$121,000	0	\$0	0	\$0	0	\$0
HRA	1	\$603,100	0	\$0	0	\$0	0	\$0
Law	2	\$278,700	2	\$3,093,700	3	\$71,551	2	\$278,134
MOCJ	2	\$5,729,700	0	\$0	0	\$0	1	\$299,278
NYCEM	0	\$0	1	\$14,300	0	\$0	0	\$0
NYPD	3	\$2,789,700	1	\$900,500	0	\$0	0	\$0
SBS	1	\$465,600	0	\$0	0	\$0	0	\$0
Total	83	\$186,754,000	72	\$86,356,700	31	\$65,237,403	4	\$837,412

Buy-Against								
Agency	Fiscal 2018		Fiscal 2017		Fiscal 2016		Fiscal 2015	
	Count	Value	Count	Value	Count	Value	Count	Value
BIC	1	\$5,100	0	\$0	0	\$0	0	\$0
DCAS	2	\$4,296,000	2	\$22,700,800	7	\$5,471,053	8	\$3,500,916
DOHMH	0	\$0	1	\$90,400	0	\$0	0	\$0
HRA	0	\$0	0	\$0	1	\$1,363,675	0	\$0
Total	3	\$4,301,100	3	\$22,791,200	8	\$6,834,728	8	\$3,500,916



Competitive Sealed Bid								
Agency	Fiscal 2018		Fiscal 2017		Fiscal 2016		Fiscal 2015	
	Count	Value	Count	Value	Count	Value	Count	Value
ACS	4	\$22,451,400	2	\$3,450,500	1	\$321,336	1	\$3,468,416
DCAS	216	\$1,083,869,200	223	\$636,011,100	208	\$674,315,488	262	\$800,138,987
DDC	96	\$1,221,389,700	157	\$1,842,713,300	126	\$1,052,406,852	101	\$778,442,528
DEP	65	\$638,620,400	48	\$273,709,600	63	\$598,210,628	82	\$1,269,079,348
DHS	11	\$17,990,000	8	\$14,771,300	0	\$0	11	\$34,736,022
DOB	2	\$310,100	0	\$0	2	\$23,575,600	0	\$0
DOC	5	\$14,782,400	17	\$45,063,800	7	\$25,127,193	8	\$12,077,461
DOF	3	\$1,339,700	1	\$33,000	3	\$17,994,739	1	\$361,954
DOHMH	13	\$45,652,200	11	\$11,227,400	1	\$4,763,118	1	\$76,805
DoITT	2	\$1,384,300	2	\$933,000	0	\$0	2	\$303,540
DOT	29	\$839,510,500	24	\$540,365,300	42	\$430,710,405	39	\$636,640,818
DPR	133	\$315,792,300	152	\$375,438,800	111	\$210,005,305	95	\$201,996,282
DSNY	24	\$69,157,700	18	\$294,515,800	24	\$560,044,273	33	\$1,038,298,968
DYCD	1	\$7,108,800	0	\$0	0	\$0	0	\$0
FDNY	12	\$51,474,300	9	\$37,224,400	11	\$27,954,896	12	\$63,255,754
HPD	14	\$8,868,700	22	\$5,979,200	5	\$929,394	11	\$16,533,542
HRA	9	\$11,744,100	7	\$12,343,700	6	\$24,851,742	5	\$5,824,065
Law	2	\$3,058,300	1	\$3,000,000	0	\$0	1	\$799,044
NYPD	15	\$25,382,100	12	\$11,417,900	16	\$92,232,519	9	\$5,867,861
OATH	1	\$1,109,000	1	\$2,432,700	0	\$0	0	\$0
SBS	0	\$0	1	\$10,203,200	0	\$0	0	\$0
Total	657	\$4,380,995,200	716	\$4,120,834,000	626	\$3,743,443,487	674	\$4,867,901,397

Construction Change Order								
Agency	Fiscal 2018		Fiscal 2017		Fiscal 2016		Fiscal 2015	
	Count	Value	Count	Value	Count	Value	Count	Value
CCHR	0	\$0	3	\$6,700	0	\$0	0	\$0
DCAS	26	\$3,970,600	71	(\$4,869,400)	173	\$9,844,566	212	\$8,842,234
DDC	1,023	\$85,013,200	983	\$137,265,000	1,156	\$233,880,360	1,373	\$146,113,786
DEP	187	\$9,632,800	262	\$20,411,400	368	\$23,252,060	549	\$150,647
DHS	3	\$3,423,900	4	\$3,602,400	0	\$0	3	\$1,429,667
DOB	1	\$170,000	1	\$800,000	0	\$0	0	\$0
DOC	8	\$25,375,200	13	\$600,100	11	\$6,213,900	3	\$12,353,848
DOHMH	0	\$0	1	\$10,500	0	\$0	0	\$0
DOT	79	\$49,167,900	62	\$84,285,000	67	\$60,616,585	40	\$70,337,109
DPR	266	\$12,609,000	138	\$10,909,100	302	(\$11,152,020)	259	\$38,212,668
DSNY	17	(\$1,170,100)	43	(\$2,384,100)	73	(\$1,191,196)	143	\$4,732,084
FDNY	3	\$21,940,100	2	\$5,641,400	5	\$86,957,269	0	\$0
HPD	78	(\$34,682,200)	9	(\$3,048,800)	14	\$352,929	9	\$41,833
HRA	1	\$56,400	1	\$34,600	0	\$0	0	\$0
LPC	0	\$0	1	\$20,200	0	\$0	0	\$0
NYPD	3	\$1,402,300	7	\$154,100	3	\$121,017	8	\$2,043,784
SBS	42	\$93,457,400	8	\$2,915,300	0	\$0	0	\$0
Total	1,737	\$270,366,500	1,609	\$256,353,500	2,172	\$408,895,470	2,599	\$284,257,660

Demonstration Project								
Agency	Fiscal 2018		Fiscal 2017		Fiscal 2016		Fiscal 2015	
	Count	Value	Count	Value	Count	Value	Count	Value
ACS	3	\$4,250,400	3	\$7,784,300	0	\$0	0	\$0
DCAS	0	\$0	14	\$1,725,500	2	\$1,063,880	3	\$228,475
DFTA	0	\$0	4	\$3,529,600	0	\$0	0	\$0
DOB	0	\$0	1	\$178,000	0	\$0	0	\$0
DOC	1	\$0	1	\$11,537,800	0	\$0	0	\$0
DOF	0	\$0	1	\$0	0	\$0	0	\$0
DOHMH	1	\$900,000	0	\$0	3	\$9,975,906	2	\$5,600,223
DoITT	0	\$0	0	\$0	2	\$2,633,267	0	\$0
MOCJ	3	\$3,290,800	1	\$320,800	1	\$1,048,748	1	\$521,400
NYPD	0	\$0	0	\$0	0	\$0	1	\$1,500,000
OATH	0	\$0	1	\$4,431,300	0	\$0	0	\$0
Total	8	\$8,441,200	26	\$29,507,300	8	\$14,721,801	7	\$7,850,098

Design Change Order								
Agency	Fiscal 2018		Fiscal 2017		Fiscal 2016		Fiscal 2015	
	Count	Value	Count	Value	Count	Value	Count	Value
ACS	0	\$0	1	\$2,432,300	0	\$0	0	\$0
DCAS	4	(\$902,100)	2	\$3,099,300	1	\$300,000	1	\$1,500,000
DCP	1	\$400,000	1	\$1,550,000	0	\$0	0	\$0
DDC	193	\$74,435,100	156	\$259,855,300	179	\$43,935,538	137	\$36,576,488
DEP	43	\$28,875,000	54	\$25,898,300	54	\$44,527,036	55	\$88,482,908
DHS	2	\$4,025,300	0	\$0	0	\$0	0	\$0
DOB	1	\$14,000	1	\$40,000	0	\$0	0	\$0
DOC	2	(\$810,100)	11	\$1,027,500	4	(\$238,121)	3	\$293,172
DOT	27	\$338,848,400	16	\$103,402,900	16	\$17,847,424	12	\$14,299,275
DPR	52	\$2,208,500	41	\$1,855,400	42	\$2,117,836	45	\$3,865,220
DSNY	1	\$1,454,900	2	\$7,159,600	1	\$766,733	2	\$468,000
FDNY	0	\$0	1	\$4,910,000	1	\$1,884,784	0	\$0
HPD	7	(\$4,175,300)	0	\$0	0	\$0	0	\$0
Law	5	\$860,700	1	\$30,400	0	\$0	0	\$0
MOCJ	6	\$792,900	7	\$758,700	2	\$348,670	0	\$0
NYPD	1	\$14,700	0	\$0	1	\$20,000	0	\$0
Total	345	\$446,042,000	294	\$412,019,700	301	\$111,509,900	255	\$145,485,063

Emergency								
Agency	Fiscal 2018		Fiscal 2017		Fiscal 2016		Fiscal 2015	
	Count	Value	Count	Value	Count	Value	Count	Value
ACS	4	\$230,000	1	\$2,102,500	5	\$5,809,858	1	\$74,250
DCAS	2	\$214,200	7	\$10,724,900	11	\$11,327,363	4	\$2,289,249
DDC	5	\$55,505,900	0	\$0	3	\$14,163,259	1	\$1,888,000
DEP	2	\$6,046,200	3	\$21,422,400	2	\$3,160,000	0	\$0
DHS	15	\$63,740,200	1	\$4,919,500	14	\$41,107,225	13	\$23,362,122
DOB	1	\$100,000	1	\$100,000	2	\$400,000	0	\$0
DOC	0	\$0	0	\$0	4	\$993,548	1	\$310,000
DOHMH	3	\$336,600	6	\$934,000	2	\$100,000	4	\$919,700
DOT	0	\$0	2	\$15,135,000	2	\$51,865,201	3	\$101,256,942
DPR	1	\$3,147,400	2	\$4,298,500	0	\$0	3	\$4,242,113
DSNY	2	\$11,420,900	22	\$3,604,900	28	\$4,575,068	5	\$1,395,418
FDNY	1	\$47,700	1	\$448,200	1	\$225,000	0	\$0
HPD	25	\$5,752,800	39	\$12,640,700	44	\$8,217,535	56	\$11,638,800
HRA	0	\$0	0	\$0	5	\$6,349,779	0	\$0
NYCEM	0	\$0	0	\$0	0	\$0	1	\$120,280
NYPD	2	\$2,677,300	3	\$610,200	4	\$515,145	4	\$927,350
Total	63	\$149,219,200	88	\$76,940,800	127	\$148,808,981	96	\$148,424,224

Government-to-Government								
Agency	Fiscal 2018		Fiscal 2017		Fiscal 2016		Fiscal 2015	
	Count	Value	Count	Value	Count	Value	Count	Value
ACS	1	\$3,178,700	1	\$3,237,500	2	\$5,128,936	0	\$0
CCHR	0	\$0	0	\$0	0	\$0	1	\$500
DCA	0	\$0	1	\$300	4	\$35,889	0	\$0
DCAS	4	\$5,879,600	5	\$32,600	4	\$29,679	3	\$21,468
DCLA	0	\$0	1	\$364,000	0	\$0	0	\$0
DCP	0	\$0	2	\$14,200	2	\$3,783	0	\$0
DDC	1	\$150,000	5	\$120,100	0	\$0	4	\$132,107
DEP	6	\$14,360,100	8	\$36,799,500	11	\$20,761,102	10	\$50,550,444
DFTA	0	\$0	1	\$1,516,400	0	\$0	0	\$0
DHS	0	\$0	0	\$0	2	\$175,773	2	\$1,594,456
DOF	4	\$46,000	10	\$43,100	3	\$4,095	13	\$113,637
DOHMH	10	\$678,600	11	\$550,400	2	\$19,528,737	2	\$1,250,000
DOI	1	\$89,600	0	\$0	0	\$0	0	\$0
DoITT	1	\$116,600	0	\$0	0	\$0	0	\$0
DOP	0	\$0	0	\$0	17	\$256,615	1	\$24,570
DOT	0	\$0	0	\$0	1	\$150,000	0	\$0
DPR	6	\$644,800	6	\$2,193,200	11	\$19,261,160	10	\$28,041,812
DSNY	0	\$0	1	\$908,600	0	\$0	0	\$0
DYCD	1	\$3,535,600	0	\$0	0	\$0	0	\$0
HPD	0	\$0	1	\$2,500	1	\$9,818,000	0	\$0
HRA	0	\$0	0	\$0	0	\$0	1	\$12,392
MOCJ	2	\$18,150,200	0	\$0	0	\$0	0	\$0
SBS	0	\$0	0	\$0	1	\$200,000	0	\$0
Total	37	\$46,829,800	53	\$45,782,400	61	\$75,353,769	47	\$81,741,385

Innovative								
Agency	Fiscal 2018		Fiscal 2017		Fiscal 2016		Fiscal 2015	
	Count	Value	Count	Value	Count	Value	Count	Value
ACS	0	\$0	0	\$0	4	\$6,105,208	0	\$0
DOB	2	\$681,300	0	\$0	0	\$0	0	\$0
DOE	0	\$0	1	\$113,300	0	\$0	0	\$0
DOHMH	0	\$0	0	\$0	1	\$250,546	0	\$0
DYCD	0	\$0	0	\$0	1	\$45,000	0	\$0
Total	2	\$681,300	1	\$113,300	6	\$6,400,754	0	\$0

Intergovernmental								
Agency	Fiscal 2018		Fiscal 2017		Fiscal 2016		Fiscal 2015	
	Count	Value	Count	Value	Count	Value	Count	Value
ACS	5	\$408,000	9	\$826,500	7	\$615,610	9	\$742,683
BIC	0	\$0	0	\$0	2	\$186,404	3	\$309,046
CCRB	0	\$0	1	\$45,400	0	\$0	3	\$94,416
DCA	0	\$0	6	\$125,500	8	\$140,396	7	\$265,017
DCAS	85	\$56,124,700	99	\$113,774,300	135	\$132,197,903	285	\$239,746,709
DCLA	1	\$43,800	2	\$77,600	3	\$63,765	2	\$91,335
DCP	1	\$1,400	5	\$7,238,000	2	\$57,415	1	\$40,628
DDC	16	\$981,100	10	\$665,100	9	\$468,677	18	\$784,725
DEP	37	\$6,179,600	67	\$10,067,800	67	\$4,665,328	113	\$23,602,169
DFTA	1	\$79,300	1	\$62,900	2	\$49,900	4	\$164,716
DHS	3	\$114,200	5	\$269,700	3	\$216,185	3	\$8,024,930
DOB	10	\$80,300	13	\$395,500	18	\$618,804	14	\$535,607
DOC	4	\$242,200	0	\$0	11	\$327,061	8	\$620,390
DOF	10	\$22,111,200	9	\$6,478,300	7	\$3,684,798	11	\$659,937
DOHMH	23	\$11,676,900	32	\$4,122,100	23	\$7,261,517	31	\$1,927,063
DOI	7	\$720,700	4	\$435,300	12	\$508,155	7	\$378,892
DoITT	34	\$81,488,900	52	\$137,275,600	49	\$184,402,590	43	\$15,692,317
DOP	2	\$54,600	8	\$226,000	18	\$1,112,972	31	\$385,774
DOR	1	\$61,100	1	\$61,100	0	\$0	0	\$0
DOT	8	\$19,747,000	6	\$469,700	9	\$1,464,669	20	\$2,361,405
DPR	6	\$442,500	14	\$6,094,500	12	\$1,140,319	13	\$2,746,765
DSNY	1	\$1,275,000	1	\$132,700	2	\$141,078	7	\$371,390
DYCD	1	\$62,900	6	\$383,300	6	\$41,146	7	\$105,244
FDNY	41	\$13,036,600	45	\$2,223,700	38	\$26,885,468	68	\$6,243,023
HPD	6	\$4,221,300	0	\$0	3	\$116,342	0	\$0
HRA	50	\$44,287,300	73	\$85,576,300	54	\$44,846,701	98	\$43,530,891
Law	14	\$745,700	7	\$471,200	20	\$1,568,832	19	\$803,021
LPC	0	\$0	0	\$0	2	\$88,709	0	\$0
NYCEM	9	\$1,099,600	4	\$273,200	8	\$467,984	4	\$960,077
NYPD	103	\$24,323,600	91	\$78,315,700	113	\$27,376,333	149	\$30,692,946
OATH	3	\$238,900	1	\$35,400	0	\$0	3	\$111,106
SBS	3	\$187,600	3	\$216,300	1	\$40,805	3	\$122,435
TLC	3	\$248,300	1	\$51,700	1	\$99,312	0	\$0
Total	488	\$290,284,300	576	\$456,390,400	645	\$440,855,178	984	\$382,114,657

Line-Item Appropriation								
Agency	Fiscal 2018		Fiscal 2017		Fiscal 2016		Fiscal 2015	
	Count	Value	Count	Value	Count	Value	Count	Value
ACS	32	\$10,793,000	34	\$11,811,700	35	\$10,697,226	16	\$5,703,102
DCA	2	\$329,400	0	\$0	0	\$0	0	\$0
DCLA	3	\$1,126,600	2	\$560,100	6	\$1,155,380	3	\$1,724,789
DDC	26	\$8,131,600	32	\$10,167,700	36	\$15,337,743	32	\$35,359,473
DFTA	351	\$20,091,700	218	\$10,067,200	295	\$14,672,083	219	\$9,481,571
DHS	50	\$2,815,200	0	\$0	15	\$3,107,465	5	\$575,000
DOHMH	352	\$28,152,300	301	\$20,977,000	207	\$16,694,921	203	\$13,783,658
DOP	8	\$1,552,800	8	\$1,552,800	10	\$1,932,200	8	\$1,673,400
DOT	0	\$0	0	\$0	0	\$0	1	\$19,088
DPR	69	\$2,680,300	73	\$1,132,700	79	\$2,046,588	63	\$1,749,867
DSNY	0	\$0	9	\$255,700	2	\$64,519	0	\$0
DYCD	1,235	\$67,050,800	1,158	\$53,831,900	1,456	\$59,365,094	1,055	\$30,502,889
FDNY	35	\$333,900	23	\$239,200	28	\$1,219,095	23	\$164,250
HPD	101	\$9,349,500	74	\$9,350,200	112	\$10,358,779	86	\$5,229,881
HRA	169	\$34,783,700	217	\$29,153,400	87	\$20,962,327	99	\$11,992,617
MOCJ	31	\$6,209,900	45	\$18,080,400	52	\$16,330,818	37	\$11,521,672
NYPD	0	\$0	0	\$0	1	\$350,000	1	\$305,000
SBS	180	\$28,656,700	131	\$13,273,000	128	\$11,834,188	101	\$11,135,710
Total	2,644	\$222,057,400	2,325	\$180,453,000	2,549	\$186,128,426	1,952	\$140,921,967

Negotiated Acquisition Extension								
Agency	Fiscal 2018		Fiscal 2017		Fiscal 2016		Fiscal 2015	
	Count	Value	Count	Value	Count	Value	Count	Value
ACS	6	\$5,170,800	8	\$3,800,200	14	\$14,144,312	54	\$523,097,397
DCAS	4	\$12,410,000	1	\$142,800	5	\$14,275,259	13	\$23,855,600
DDC	0	\$0	0	\$0	0	\$0	2	\$6,000,000
DEP	0	\$0	1	\$2,000,000	0	\$0	0	\$0
DFTA	44	\$46,278,200	22	\$8,151,000	81	\$87,690,945	68	\$14,513,696
DHS	26	\$170,332,100	35	\$126,227,400	7	\$23,993,672	6	\$39,021,079
DOB	0	\$0	2	\$645,400	1	\$93,788	1	\$250,000
DOC	0	\$0	1	\$1,997,800	0	\$0	2	\$815,610
DOF	0	\$0	1	\$3,900,000	5	\$6,602,677	3	\$1,815,660
DOHMH	8	\$7,384,300	4	\$23,280,400	3	\$2,042,968	144	\$24,794,148
DOI	0	\$0	0	\$0	2	\$1,062,500	0	\$0
DoITT	3	\$41,499,100	1	\$32,600,000	1	\$99,596	1	\$6,432,435
DOP	7	\$2,501,100	0	\$0	0	\$0	0	\$0
DPR	0	\$0	1	\$650,000	0	\$0	0	\$0
DSNY	0	\$0	0	\$0	2	\$16,583,792	0	\$0
DYCD	74	\$27,901,400	165	\$79,284,200	153	\$51,031,624	504	\$115,181,123
FDNY	0	\$0	0	\$0	0	\$0	1	\$30,000
HPD	0	\$0	1	\$5,304,600	23	\$1,820,470	22	\$680,470
HRA	18	\$33,126,700	11	\$4,858,500	52	\$14,644,532	81	\$18,062,244
Law	1	\$80,000	8	\$4,130,000	7	\$3,135,000	5	\$2,099,000
MOCJ	0	\$0	0	\$0	0	\$0	4	\$1,739,525
NYCEM	0	\$0	1	\$270,000	1	\$10,511,354	0	\$0
NYPD	0	\$0	0	\$0	0	\$0	1	\$7,482,686
OATH	0	\$0	1	\$499,500	0	\$0	0	\$0
SBS	0	\$0	2	\$320,500	2	\$289,000	2	\$449,423
TLC	1	\$1,013,200	1	\$1,005,000	1	\$833,259	1	\$833,259
Total	192	\$347,696,900	267	\$299,067,300	360	\$248,854,747	915	\$787,153,355

MWBE Purchase 150k

Agency	Fiscal 2018		Fiscal 2017		Fiscal 2016		Fiscal 2015	
	Count	Value	Count	Value	Count	Value	Count	Value
ACS	9	\$733,200	NA	NA	NA	NA	NA	NA
CCHR	7	\$436,500	NA	NA	NA	NA	NA	NA
CCRB	3	\$121,600	NA	NA	NA	NA	NA	NA
DCA	5	\$174,400	NA	NA	NA	NA	NA	NA
DCAS	16	\$967,500	NA	NA	NA	NA	NA	NA
DCP	1	\$32,400	NA	NA	NA	NA	NA	NA
DDC	3	\$142,100	NA	NA	NA	NA	NA	NA
DEP	17	\$1,359,000	NA	NA	NA	NA	NA	NA
DFTA	1	\$58,400	NA	NA	NA	NA	NA	NA
DHS	2	\$85,100	NA	NA	NA	NA	NA	NA
DOB	9	\$758,900	NA	NA	NA	NA	NA	NA
DOC	9	\$638,500	NA	NA	NA	NA	NA	NA
DOF	3	\$394,700	NA	NA	NA	NA	NA	NA
DOHMH	20	\$936,100	NA	NA	NA	NA	NA	NA
DoITT	16	\$1,483,500	NA	NA	NA	NA	NA	NA
DOP	5	\$223,100	NA	NA	NA	NA	NA	NA
DOT	19	\$1,729,900	NA	NA	NA	NA	NA	NA
DPR	4	\$247,800	NA	NA	NA	NA	NA	NA
DSNY	7	\$435,000	NA	NA	NA	NA	NA	NA
DYCD	3	\$82,300	NA	NA	NA	NA	NA	NA
FDNY	10	\$895,500	NA	NA	NA	NA	NA	NA
HPD	2	\$64,500	NA	NA	NA	NA	NA	NA
HRA	1	\$46,200	NA	NA	NA	NA	NA	NA
NYCEM	2	\$133,500	NA	NA	NA	NA	NA	NA
NYPD	1	\$32,700	NA	NA	NA	NA	NA	NA
OATH	2	\$86,700	NA	NA	NA	NA	NA	NA
SBS	3	\$121,100	NA	NA	NA	NA	NA	NA
TLC	1	\$74,300	NA	NA	NA	NA	NA	NA
Total	181	\$12,494,500	NA	NA	NA	NA	NA	NA

Micropurchase								
Agency	Fiscal 2018		Fiscal 2017		Fiscal 2016		Fiscal 2015	
	Count	Value	Count	Value	Count	Value	Count	Value
ACS	493	\$4,962,800	737	\$6,019,800	775	\$7,075,033	1,791	\$10,892,143
BIC	64	\$157,600	43	\$160,100	47	\$181,335	116	\$176,705
CCHR	17	\$120,300	45	\$169,800	93	\$356,247	232	\$413,705
CCRB	59	\$235,700	107	\$353,300	84	\$286,464	224	\$195,025
DCA	88	\$557,700	100	\$733,200	119	\$526,948	537	\$1,123,040
DCAS	448	\$2,604,500	489	\$2,729,300	418	\$2,440,549	1,206	\$2,622,309
DCLA	44	\$307,800	35	\$143,100	48	\$254,854	68	\$38,764
DGP	66	\$260,400	93	\$428,400	186	\$732,529	296	\$753,127
DDC	243	\$1,500,700	201	\$1,207,200	42	\$450,312	495	\$1,550,133
DEP	1,352	\$14,573,700	1,445	\$13,000,500	1,355	\$12,018,581	5,303	\$15,578,562
DFTA	134	\$1,082,900	120	\$859,200	198	\$1,347,132	275	\$1,088,178
DHS	53	\$589,400	114	\$1,349,000	275	\$2,554,621	1,003	\$2,269,833
DOB	260	\$1,132,800	234	\$888,300	92	\$731,924	663	\$1,059,802
DOC	537	\$4,657,900	575	\$4,839,900	541	\$4,374,257	1,096	\$4,496,407
DOF	263	\$1,390,300	256	\$1,494,200	291	\$1,660,682	653	\$1,442,969
DOHMH	1,305	\$11,701,600	1,361	\$11,823,800	1,410	\$10,368,691	4,400	\$11,483,701
DOI	337	\$1,413,500	274	\$1,316,500	225	\$1,146,876	314	\$863,953
DoITT	366	\$3,131,800	364	\$3,000,900	298	\$2,162,932	342	\$1,044,140
DOP	147	\$667,900	176	\$721,500	214	\$685,767	1,109	\$915,898
DOR	143	\$579,100	136	\$680,900	139	\$577,358	0	\$0
DOT	547	\$5,697,800	545	\$5,443,800	513	\$5,028,741	4,362	\$9,603,192
DPR	1,724	\$7,868,300	1,899	\$8,609,500	1,987	\$8,710,905	5,186	\$10,067,794
DSNY	1,088	\$5,440,200	1,051	\$5,266,400	761	\$4,334,331	1,158	\$4,324,145
DYCD	556	\$1,622,400	571	\$2,085,000	280	\$1,377,299	406	\$1,107,112
FDNY	199	\$2,359,000	259	\$2,562,300	328	\$3,331,095	4,791	\$7,689,763
HPD	8,778	\$10,624,000	8,257	\$10,084,000	9,787	\$10,720,132	9,323	\$9,883,942
HRA	340	\$2,179,400	314	\$1,978,500	365	\$1,731,691	594	\$1,957,194
Law	567	\$1,361,200	823	\$3,105,100	538	\$1,297,804	889	\$3,702,976
LPC	26	\$215,100	40	\$130,700	26	\$103,101	184	\$151,945
MOCJ	45	\$514,500	31	\$335,000	26	\$299,205	6	\$84,950
NYCEM	246	\$1,214,400	243	\$1,196,000	231	\$1,271,657	649	\$1,352,735
NYPD	1,014	\$5,087,600	2,069	\$10,870,200	3,000	\$16,023,512	4,897	\$20,630,419
OATH	169	\$564,100	157	\$531,900	94	\$290,912	148	\$386,117
SBS	240	\$1,301,300	288	\$1,438,900	232	\$1,284,828	290	\$762,402
TLC	260	\$1,560,000	248	\$1,429,000	232	\$1,387,510	149	\$107,898
Total	22,218	\$99,237,700	23,700	\$106,985,200	25,250	\$107,125,814	53,155	\$129,820,978

Negotiated Acquisition								
Agency	Fiscal 2018		Fiscal 2017		Fiscal 2016		Fiscal 2015	
	Count	Value	Count	Value	Count	Value	Count	Value
ACS	4	\$15,028,700	9	\$22,266,700	8	\$90,667,188	4	\$17,432,544
CCHR	0	\$0	1	\$75,000	0	\$0	0	\$0
DCAS	0	\$0	0	\$0	2	\$1,616,989	2	\$2,725,358
DCLA	0	\$0	0	\$0	1	\$120,735	0	\$0
DDC	0	\$0	0	\$0	0	\$0	1	\$664,809
DEP	5	\$13,879,600	10	\$66,708,700	1	\$84,162	1	\$1,350,000
DFTA	2	\$5,457,000	0	\$0	0	\$0	13	\$49,828,155
DHS	13	\$1,119,183,700	2	\$918,800	1	\$2,703,589	0	\$0
DOC	8	\$37,249,300	2	\$8,044,300	0	\$0	0	\$0
DOF	2	\$167,700	2	\$122,600	1	\$900,000	2	\$261,510
DOHMH	55	\$109,699,400	9	\$7,093,300	7	\$27,316,783	5	\$5,667,660
DOI	0	\$0	1	\$10,000,000	1	\$3,000,000	4	\$7,124,500
DoITT	2	\$3,687,500	2	\$28,408,800	2	\$836,623	2	\$475,915
DOP	1	\$3,200,000	3	\$539,500	1	\$1,050,000	0	\$0
DOR	0	\$0	1	\$65,000	0	\$0	0	\$0
DOT	5	\$3,935,500	1	\$231,600	1	\$3,661,875	0	\$0
DPR	0	\$0	0	\$0	3	\$295,000	0	\$0
DYCD	13	\$2,848,200	32	\$13,696,400	11	\$6,033,505	11	\$1,084,232
FDNY	1	\$24,200	0	\$0	1	\$175,580	1	\$531,826
HPD	1	\$1,238,400	0	\$0	1	\$55,000,000	0	\$0
HRA	12	\$122,910,400	39	\$323,016,600	0	\$0	1	\$90,992
Law	38	\$12,577,200	50	\$55,808,000	74	\$13,667,304	46	\$22,376,447
MOCJ	24	\$64,950,800	2	\$1,250,000	0	\$0	5	\$7,757,201
NYCEM	0	\$0	1	\$484,500	2	\$1,672,500	0	\$0
NYPD	0	\$0	2	\$6,523,900	7	\$29,501,525	3	\$2,231,522
SBS	1	\$170,000	2	\$1,650,000	0	\$0	0	\$0
Total	187	\$1,516,207,600	171	\$546,903,700	125	\$238,303,358	101	\$119,602,671



Renewal								
Agency	Fiscal 2018		Fiscal 2017		Fiscal 2016		Fiscal 2015	
	Count	Value	Count	Value	Count	Value	Count	Value
ACS	12	\$136,178,200	222	\$2,305,840,400	115	\$1,019,718,058	58	\$376,462,239
BIC	2	\$22,000	0	\$0	0	\$0	0	\$0
DCA	1	\$13,200	1	\$29,200	1	\$65,000	6	\$6,476,949
DCAS	34	\$187,449,100	15	\$15,221,800	12	\$39,073,201	12	\$13,359,936
DDC	5	\$11,500,000	2	\$3,022,700	5	\$5,750,000	12	\$13,750,000
DEP	53	\$96,290,900	36	\$75,098,800	49	\$331,954,504	28	\$43,000,077
DFTA	45	\$106,081,800	137	\$151,695,300	101	\$111,679,360	7	\$12,010,055
DHS	26	\$402,458,400	30	\$381,957,800	25	\$248,083,120	13	\$32,711,136
DOC	5	\$14,172,200	7	\$8,080,100	15	\$76,895,697	12	\$6,706,966
DOE	0	\$0	3	\$666,100	0	\$0	0	\$0
DOF	3	\$1,521,800	3	\$3,660,900	0	\$0	4	\$513,801
DOHMH	87	\$229,647,900	105	\$777,688,700	92	\$170,890,477	90	\$156,148,422
DOI	1	\$307,700	0	\$0	0	\$0	0	\$0
DoITT	6	\$15,535,100	6	\$225,157,100	8	\$23,277,077	7	\$3,459,238
DOP	28	\$12,984,100	12	\$2,905,600	28	\$12,654,773	16	\$6,168,222
DOT	15	\$53,201,300	5	\$28,421,200	15	\$36,742,885	12	\$32,918,265
DPR	6	\$7,649,100	8	\$18,230,500	13	\$3,374,770	7	\$8,207,892
DSNY	17	\$104,999,700	9	\$8,299,300	19	\$33,009,463	22	\$17,074,342
DYCD	220	\$149,724,600	74	\$27,676,200	278	\$259,632,177	24	\$14,969,635
FDNY	1	\$3,419,500	0	\$0	1	\$3,929,612	0	\$0
HPD	9	\$82,661,700	5	\$5,350,000	8	\$4,604,670	4	\$15,926,594
HRA	47	\$275,756,600	20	\$36,694,100	48	\$245,974,647	20	\$49,160,709
Law	3	\$3,922,000	7	\$4,100,000	7	\$11,550,000	5	\$8,150,000
MOCJ	38	\$104,387,100	13	\$59,087,200	16	\$310,231,798	6	\$18,576,342
NYCEM	2	\$315,900	2	\$306,700	2	\$775,000	6	\$927,618
NYPD	8	\$29,773,600	14	\$15,258,900	9	\$26,101,367	6	\$3,404,064
OATH	1	\$5,000	0	\$0	0	\$0	2	\$759,463
SBS	8	\$2,702,600	6	\$16,126,100	15	\$63,644,836	24	\$66,316,027
TLC	0	\$0	1	\$205,700	1	\$181,738	0	\$0
Total	683	\$2,032,681,100	743	\$4,170,780,400	883	\$3,039,794,230	403	\$907,157,993

Request for Proposal								
Agency	Fiscal 2018		Fiscal 2017		Fiscal 2016		Fiscal 2015	
	Count	Value	Count	Value	Count	Value	Count	Value
ACS	11	\$25,912,900	7	\$28,653,500	26	\$60,316,338	4	\$18,186,780
BIC	0	\$0	1	\$19,700	2	\$39,595	0	\$0
DCA	0	\$0	8	\$9,306,900	0	\$0	1	\$25,000
DCAS	8	\$14,082,600	14	\$150,651,500	2	\$5,086,710	4	\$1,500,001
DCLA	0	\$0	1	\$360,400	0	\$0	0	\$0
DDC	14	\$154,609,900	15	\$151,929,500	16	\$75,169,284	20	\$963,554,434
DEP	30	\$287,874,800	32	\$237,460,400	29	\$272,571,129	22	\$100,248,708
DFTA	14	\$26,434,100	9	\$33,447,300	15	\$41,574,000	12	\$12,636,576
DHS	71	\$1,728,982,100	18	\$341,596,300	19	\$473,353,988	22	\$263,204,426
DOB	0	\$0	0	\$0	2	\$325,000	1	\$198,359
DOC	0	\$0	0	\$0	3	\$28,727,029	2	\$21,000,000
DOE	0	\$0	1	\$1,104,400	0	\$0	0	\$0
DOF	0	\$0	1	\$98,900	0	\$0	2	\$23,540,700
DOHMH	23	\$85,071,400	12	\$24,881,900	17	\$36,568,217	34	\$132,157,901
DoITT	6	\$343,511,000	4	\$105,956,400	2	\$4,567,390	1	\$21,199,524
DOP	6	\$1,414,900	9	\$3,431,800	3	\$1,447,500	8	\$8,875,000
DOR	1	\$225,000	0	\$0	0	\$0	0	\$0
DOT	12	\$266,069,000	22	\$109,264,500	19	\$137,094,058	14	\$79,280,385
DPR	2	\$1,195,600	1	\$149,900	0	\$0	2	\$536,001
DSNY	6	\$37,067,400	5	\$2,838,973,900	1	\$6,000,000	0	\$0
DYCD	81	\$196,147,800	176	\$199,340,700	614	\$463,045,239	443	\$372,265,420
FDNY	3	\$88,639,000	0	\$0	1	\$371,108	3	\$54,532,091
HPD	0	\$0	3	\$32,432,300	3	\$1,354,000	4	\$2,867,000
HRA	38	\$276,425,600	78	\$415,640,800	23	\$84,912,994	45	\$146,892,823
Law	3	\$16,195,000	1	\$2,302,500	7	\$4,077,500	1	\$3,600,000
MOCJ	0	\$0	3	\$1,402,300	32	\$86,350,650	6	\$26,190,270
NYCEM	5	\$6,371,700	3	\$21,261,500	0	\$0	1	\$250,000
NYPD	3	\$66,992,100	3	\$29,076,300	0	\$0	2	\$28,410,099
SBS	4	\$4,591,700	14	\$7,347,300	9	\$20,360,554	5	\$3,122,996
TLC	0	\$0	1	\$0	1	\$5,993,056	0	\$0
Total	341	\$3,627,813,600	442	\$4,746,090,900	846	\$1,809,305,339	659	\$2,284,274,493

Required Source or Procurement Method								
Agency	Fiscal 2018		Fiscal 2017		Fiscal 2016		Fiscal 2015	
	Count	Value	Count	Value	Count	Value	Count	Value
ACS	1	\$1,107,000	3	\$6,125,600	8	\$17,066,830	0	\$0
DCAS	0	\$0	0	\$0	0	\$0	2	\$20,042,650
DCLA	0	\$0	0	\$0	1	\$63,886	1	\$56,055
DCP	2	\$74,400	2	\$75,000	0	\$0	0	\$0
DEP	5	\$1,046,000	9	\$2,854,400	1	\$49,879	7	\$423,752
DFTA	12	\$2,871,600	2	\$272,000	11	\$4,456,779	0	\$0
DHS	15	\$11,000,700	21	\$21,330,400	34	\$40,444,912	7	\$20,987,126
DOC	2	\$210,300	1	\$958,200	0	\$0	4	\$2,194,436
DOF	2	\$1,051,400	1	\$49,900	1	\$700,000	2	\$1,135,710
DOHMH	43	\$81,076,500	16	\$43,419,700	17	\$32,210,627	34	\$38,632,126
DoITT	0	\$0	0	\$0	0	\$0	1	\$200,000
DOP	7	\$1,843,700	10	\$1,802,900	7	\$1,458,448	6	\$1,156,171
DOR	0	\$0	0	\$0	1	\$665,035	0	\$0
DOT	1	\$11,177,000	0	\$0	2	\$8,885,971	2	\$1,444,836
DPR	1	\$42,900	4	\$513,800	3	\$67,954	1	\$50,000
FDNY	1	\$712,300	0	\$0	0	\$0	2	\$14,268,561
HPD	0	\$0	3	\$240,000	1	\$1,363,100	1	\$3,500,000
HRA	10	\$13,617,100	12	\$25,191,100	3	\$1,039,500	3	\$772,528
Law	0	\$0	0	\$0	1	\$199,000	0	\$0
MOCJ	1	\$138,500	2	\$900,000	6	\$2,540,275	5	\$1,116,695
NYCEM	1	\$46,700	1	\$46,200	2	\$73,259	0	\$0
NYPD	0	\$0	0	\$0	0	\$0	2	\$280,614
OATH	4	\$258,400	2	\$176,600	3	\$100,406	2	\$51,784
TLC	1	\$38,300	1	\$344,200	0	\$0	2	\$820,302
Total	109	\$126,312,800	90	\$104,300,000	102	\$111,385,861	84	\$107,133,346

Small Purchase								
Agency	Fiscal 2018		Fiscal 2017		Fiscal 2016		Fiscal 2015	
	Count	Value	Count	Value	Count	Value	Count	Value
ACS	83	\$3,391,000	96	\$7,363,100	83	\$6,188,452	69	\$3,371,891
BIC	8	\$125,000	11	\$187,300	3	\$76,085	5	\$114,466
CCHR	94	\$717,700	60	\$527,300	4	\$94,542	3	\$68,384
CCRB	6	\$168,400	5	\$127,400	11	\$305,775	7	\$182,566
DCA	1	\$100,000	3	\$145,600	5	\$302,738	6	\$305,951
DCAS	58	\$2,870,800	54	\$2,852,900	59	\$4,072,851	98	\$6,459,539
DCLA	6	\$302,600	8	\$376,000	5	\$301,180	10	\$569,273
DCP	36	\$256,900	38	\$247,200	9	\$355,911	3	\$95,255
DDC	18	\$1,133,100	18	\$765,800	32	\$1,680,703	22	\$948,212
DEP	102	\$7,292,800	88	\$6,190,500	88	\$6,317,130	96	\$6,896,382
DFTA	70	\$798,000	14	\$530,300	6	\$524,900	9	\$635,330
DHS	10	\$431,700	24	\$1,120,300	33	\$1,280,412	24	\$785,870
DOB	6	\$265,000	11	\$734,600	14	\$944,251	9	\$652,208
DOC	66	\$5,133,400	59	\$3,807,000	77	\$4,799,080	67	\$3,899,214
DOF	9	\$372,300	12	\$670,400	7	\$332,735	9	\$456,971
DOHMH	126	\$7,119,900	115	\$6,609,400	87	\$6,182,947	112	\$7,099,814
DOI	16	\$962,300	21	\$993,000	2	\$103,459	4	\$343,349
DoITT	31	\$1,614,500	45	\$2,372,600	21	\$1,017,217	15	\$852,770
DOP	54	\$927,200	50	\$839,900	11	\$407,791	17	\$930,344
DOR	0	\$0	1	\$31,300	1	\$70,923	0	\$0
DOT	97	\$7,095,000	93	\$6,326,400	113	\$7,031,834	131	\$7,790,969
DPR	442	\$5,558,100	389	\$6,212,800	105	\$5,141,562	100	\$4,483,343
DSNY	80	\$6,741,200	83	\$6,743,100	65	\$5,235,211	70	\$5,525,755
DYCD	8	\$356,800	6	\$312,200	10	\$300,357	7	\$161,883
FDNY	63	\$3,685,400	65	\$3,909,200	94	\$5,755,809	87	\$4,667,406
HPD	77	\$1,762,700	139	\$1,859,100	39	\$2,103,949	88	\$4,142,586
HRA	79	\$4,525,000	61	\$3,501,200	52	\$3,175,624	70	\$3,447,123
Law	2	\$20,600	8	\$239,100	1	\$87,601	3	\$194,398
LPC	1	\$20,300	1	\$51,000	3	\$95,500	0	\$0
MOCJ	6	\$546,300	3	\$252,600	6	\$523,948	0	\$0
NYCEM	15	\$914,000	17	\$740,000	15	\$883,553	7	\$409,961
NYPD	1,803	\$20,189,700	888	\$13,581,500	174	\$9,601,943	146	\$6,952,933
OATH	2	\$117,900	2	\$120,000	1	\$62,913	1	\$99,613
SBS	7	\$311,100	9	\$558,900	8	\$430,285	2	\$175,935
TLC	6	\$410,600	8	\$606,000	4	\$242,556	7	\$356,766
Total	3,488	\$86,237,300	2,505	\$81,505,000	1,248	\$76,031,725	1,304	\$73,076,460

Sole Source								
Agency	Fiscal 2018		Fiscal 2017		Fiscal 2016		Fiscal 2015	
	Count	Value	Count	Value	Count	Value	Count	Value
ACS	3	\$3,182,900	3	\$10,691,300	0	\$0	0	\$0
DCA	0	\$0	3	\$649,300	13	\$411,240	1	\$400
DCAS	24	\$257,031,600	13	\$172,835,600	13	\$24,840,907	16	\$5,071,394
DCP	3	\$34,200	6	\$44,800	1	\$99,900	0	\$0
DDC	3	\$26,700,200	1	\$1,246,000	0	\$0	1	\$26,406
DEP	8	\$10,307,800	2	\$43,306,100	4	\$27,157,853	7	\$4,512,960
DFTA	2	\$702,400	2	\$2,730,000	0	\$0	0	\$0
DHS	1	\$49,200	1	\$49,400	0	\$0	0	\$0
DOB	2	\$854,700	0	\$0	2	\$118,570	1	\$559,949
DOC	2	\$1,428,400	3	\$335,100	6	\$421,452	1	\$196,380
DOF	1	\$214,400	1	\$81,200	1	\$5,217,940	0	\$0
DOHMH	16	\$2,670,700	11	\$7,172,400	7	\$602,914	7	\$23,113,842
DOI	3	\$401,600	2	\$152,000	1	\$80,361	1	\$141,000
DoITT	2	\$486,400	4	\$7,999,700	14	\$41,096,796	1	\$954,778
DOP	0	\$0	2	\$485,000	0	\$0	0	\$0
DOT	3	\$13,934,500	2	\$432,000	0	\$0	0	\$0
DPR	3	\$1,224,500	5	\$583,400	4	\$10,469,122	8	\$2,472,617
DSNY	0	\$0	0	\$0	2	\$12,000,600	0	\$0
FDNY	1	\$562,500	0	\$0	1	\$356,210	2	\$11,326,482
HPD	3	\$341,900	0	\$0	1	\$90,000	0	\$0
HRA	2	\$283,300	2	\$83,300	6	\$75,949	9	\$264,997
Law	2	\$425,000	0	\$0	0	\$0	2	\$1,926,873
MOCJ	0	\$0	0	\$0	1	\$34,344,642	0	\$0
NYCEM	0	\$0	0	\$0	1	\$500,000	0	\$0
NYPD	3	\$1,604,000	1	\$62,205,000	1	\$442,500	4	\$1,289,376
OATH	1	\$45,300	0	\$0	0	\$0	0	\$0
SBS	4	\$2,375,851,600	2	\$105,849,200	4	\$2,479,056,185	3	\$1,923,699,540
TLC	1	\$912,700	0	\$0	0	\$0	0	\$0
Total	93	\$2,699,249,800	66	\$416,930,800	83	\$2,637,383,141	64	\$1,975,556,994

Subscription								
Agency	Fiscal 2018		Fiscal 2017		Fiscal 2016		Fiscal 2015	
	Count	Value	Count	Value	Count	Value	Count	Value
ACS	1	\$5,000	NA	NA	NA	NA	NA	NA
DPR	1	\$900	NA	NA	NA	NA	NA	NA
Total	2	\$5,900	NA	NA	NA	NA	NA	NA

Task Order								
Agency	Fiscal 2018		Fiscal 2017		Fiscal 2016		Fiscal 2015	
	Count	Value	Count	Value	Count	Value	Count	Value
ACS	33	\$3,425,000	21	\$6,664,500	40	\$4,047,241	24	\$11,961,658
BIC	0	\$0	1	\$150,900	0	\$0	0	\$0
CCHR	3	\$287,800	1	\$113,200	0	\$0	2	\$4,848
DCA	7	\$1,640,300	3	\$161,700	1	\$60,510	2	\$148,568
DCAS	38	\$8,192,400	20	\$3,553,300	5	\$698,946	10	\$1,002,438
DCLA	0	\$0	1	\$300	0	\$0	0	\$0
DCP	1	\$115,000	3	\$421,700	2	\$95,176	5	\$1,131,641
DDC	228	\$240,159,900	177	\$224,244,200	166	\$206,655,612	103	\$64,601,285
DEP	14	\$2,330,200	6	\$138,700	3	\$684,836	3	\$1,112,798
DFTA	9	\$574,200	2	\$106,400	7	\$241,019	12	\$186,263
DHS	31	\$831,300	14	\$921,200	40	\$1,863,962	30	\$532,812
DOB	9	\$4,185,300	22	\$33,600,600	9	\$1,492,730	9	\$2,161,613
DOC	6	\$1,004,800	7	\$1,007,100	10	\$1,780,013	6	\$6,424,508
DOE	0	\$0	18	\$1,305,300	0	\$0	0	\$0
DOF	15	\$1,816,000	0	\$0	14	\$3,949,239	6	\$617,594
DOHMH	74	\$11,017,300	37	\$1,848,100	54	\$4,893,014	70	\$4,700,920
DoITT	113	\$75,305,000	130	\$84,333,700	102	\$22,396,644	74	\$93,616,116
DOP	8	\$227,100	1	\$39,600	6	\$33,905	1	\$20,219
DOR	1	\$100	0	\$0	1	\$9,793	0	\$0
DOT	35	\$12,796,500	28	\$4,373,600	31	\$5,460,462	21	\$78,624,325
DPR	142	\$42,213,000	127	\$43,506,500	87	\$27,770,305	69	\$22,083,117
DSNY	5	\$11,556,300	24	\$14,009,600	80	\$9,157,001	54	\$5,360,144
DYCD	5	\$399,400	1	\$78,600	8	\$4,242,291	2	\$132,706
FDNY	11	\$26,034,800	8	\$43,513,800	5	\$11,386,473	4	\$3,275,552
HPD	21	\$2,635,800	18	\$2,627,300	44	\$7,223,985	30	\$5,443,111
HRA	105	\$8,075,400	54	\$21,431,200	6	\$1,011,103	15	\$125,047,331
Law	2	\$217,300	1	\$36,700	1	\$117,260	1	\$422,302
NYCEM	5	\$781,600	2	\$521,200	0	\$0	2	\$220,899
NYPD	21	\$134,015,700	10	\$81,969,500	13	\$16,933,151	10	\$12,420,048
OATH	35	\$2,191,500	13	\$344,600	6	\$223,547	20	\$3,081,383
SBS	9	\$837,500	8	\$798,200	100	\$225,222,528	4	\$238,926
TLC	3	\$199,200	4	\$185,000	0	\$0	2	\$119,693
Total	989	\$593,065,700	762	\$572,006,300	841	\$557,650,745	591	\$444,692,818

Fiscal 2018 Procurements by Agency

Agency	Fiscal 2018		Fiscal 2017		Fiscal 2016		Fiscal 2015	
	Count	Value	Count	Value	Count	Value	Count	Value
ACS	1,177	\$551,855,600	1,479	\$2,494,411,800	1,708	\$1,454,575,300	2,248	\$1,043,564,900
BIC	77	\$654,700	58	\$438,800	56	\$487,500	178	\$687,700
CCHR	127	\$1,786,900	119	\$927,200	102	\$500,400	238	\$487,400
CCRB	70	\$558,600	116	\$527,900	96	\$624,600	239	\$486,500
DCA	113	\$5,760,900	129	\$11,217,100	156	\$1,698,200	656	\$9,070,900
DCAS	1,156	\$1,859,979,700	1,187	\$1,534,567,000	1,224	\$986,441,100	2,407	\$1,318,281,700
DCLA	56	\$1,735,900	53	\$1,952,700	65	\$1,960,000	120	\$2,739,800
DCP	116	\$3,148,900	156	\$13,851,200	207	\$5,088,700	308	\$3,093,900
DDC	1,960	\$1,975,260,600	1,823	\$2,833,025,500	1,812	\$1,675,577,900	2,389	\$2,061,002,100
DEP	2,025	\$1,245,707,400	2,179	\$894,061,200	2,166	\$1,368,374,700	6,417	\$1,686,013,900
DFTA	1,726	\$293,626,000	1,501	\$280,498,300	1,666	\$312,946,600	1,618	\$174,376,500
DHS	488	\$4,057,239,900	572	\$1,381,363,000	601	\$968,324,800	1,293	\$506,744,100
DOB	318	\$27,244,800	298	\$47,598,100	149	\$33,994,500	771	\$14,408,300
DOC	677	\$126,663,400	722	\$125,061,600	738	\$161,640,200	1,240	\$108,550,800
DOE	0	\$0	180	\$59,018,900	0	\$0	0	\$0
DOF	360	\$54,666,400	373	\$33,670,800	361	\$53,941,500	745	\$40,401,700
DOHMH	2,610	\$723,849,400	2,674	\$1,018,919,500	2,089	\$374,818,700	5,350	\$478,399,100
DOI	369	\$4,312,000	304	\$14,496,800	245	\$6,114,700	400	\$9,259,200
DoITT	739	\$623,188,500	761	\$768,776,100	629	\$614,492,500	669	\$246,863,500
DOP	293	\$28,934,300	322	\$15,388,900	342	\$21,372,800	1,212	\$20,360,400
DOR*	146	\$865,400	139	\$838,300	142	\$1,323,100	0	\$0
DOT	946	\$1,767,940,900	868	\$984,889,400	902	\$809,391,800	4,685	\$1,111,481,300
DPR	2,906	\$410,078,800	2,898	\$484,639,700	2,800	\$282,366,400	5,913	\$338,889,700
DSNY	1,306	\$224,270,200	1,388	\$3,189,433,600	1,147	\$666,164,100	1,570	\$1,063,525,400
DYCD	3,568	\$545,736,400	3,813	\$470,410,900	4,684	\$891,920,100	3,562	\$619,516,900
FDNY	405	\$233,677,700	443	\$133,733,900	557	\$188,944,900	5,042	\$181,996,500
HPD	9,147	\$82,757,900	8,614	\$89,838,200	10,111	\$112,362,000	10,094	\$81,796,900
HRA	1,082	\$997,749,600	1,103	\$1,048,045,600	905	\$500,646,700	1,095	\$344,271,300
Law	689	\$65,833,700	953	\$85,847,900	699	\$45,140,700	1,012	\$55,281,400
LPC	28	\$235,400	42	\$202,000	31	\$287,300	186	\$152,700
MOCJ	195	\$396,069,800	185	\$106,717,000	158	\$455,373,700	146	\$89,873,100
NYCEM	289	\$10,994,000	280	\$25,280,000	265	\$16,195,700	687	\$4,579,500
NYPD	3,014	\$371,194,600	3,127	\$347,259,100	3,375	\$254,914,700	5,283	\$154,144,500
OATH	230	\$6,989,700	192	\$9,247,300	128	\$3,166,200	189	\$4,843,500
SBS	606	\$2,558,894,600	600	\$345,211,000	748	\$3,038,465,100	479	\$2,011,790,300
TLC	281	\$5,108,900	267	\$3,837,800	245	\$10,468,800	418	\$3,585,400
Total	39,295	\$19,264,571,500	39,918	\$18,855,204,100	41,309	\$15,320,106,000	68,859	\$13,790,520,800

\*DOR was broken out of DCAS procurement reporting in FY 2016

Fiscal 2018 Procurements by Method

Method	Fiscal 2018		Fiscal 2017		Fiscal 2016		Fiscal 2015	
	Count	Value	Count	Value	Count	Value	Count	Value
Accelerated	99	\$126,370,600	85	\$182,945,000	91	\$52,086,300	98	\$121,828,100
Amendment	4,104	\$1,092,085,800	4,747	\$1,449,484,400	4,405	\$962,508,000	2,855	\$518,247,731
Amendment Extension	542	\$899,139,900	577	\$490,663,300	540	\$271,477,000	500	\$253,489,600
Assignment	83	\$186,753,900	72	\$86,356,700	31	\$65,237,400	4	\$837,400
Buy-Against	3	\$4,301,100	3	\$22,791,200	8	\$6,834,700	8	\$3,500,900
Competitive Sealed Bid	657	\$4,380,995,200	716	\$4,120,834,000	626	\$3,743,443,500	674	\$4,867,901,400
Construction Change Order	1,737	\$270,366,400	1,609	\$256,353,500	2,173	\$408,905,200	2,599	\$284,257,700
Demonstration Project	8	\$8,441,200	26	\$29,507,300	8	\$14,721,800	7	\$7,850,100
Design Change Order	345	\$446,041,900	294	\$412,019,700	301	\$111,509,900	255	\$145,485,100
Emergency	63	\$149,219,300	88	\$76,940,800	127	\$148,809,000	96	\$148,424,200
Government-to-Government	37	\$46,829,800	53	\$45,782,400	61	\$75,353,800	47	\$81,741,400
Innovative	2	\$681,300	1	\$113,300	6	\$6,400,800	0	\$0
Intergovernmental	488	\$290,284,300	576	\$456,390,400	645	\$440,855,200	984	\$382,114,700
Line-Item Appropriation	2,644	\$222,057,400	2,325	\$180,453,000	2,549	\$186,128,400	1,952	\$140,922,000
Micropurchase	22,218	\$99,237,900	23,700	\$106,985,200	25,250	\$107,125,800	54,659	\$135,272,500
MWBE Purchase 150k	181	\$12,494,600	NA	NA	NA	NA	NA	NA
Negotiated Acquisition	187	\$1,516,207,700	171	\$546,903,700	125	\$238,303,400	101	\$119,602,700
Negotiated Acquisition Extension	192	\$347,696,900	267	\$299,067,300	360	\$248,854,700	915	\$787,153,400
Renewal	683	\$2,032,681,000	743	\$4,170,780,400	883	\$3,039,794,200	403	\$907,158,000
Request for Proposal	341	\$3,627,813,800	442	\$4,746,090,900	846	\$1,809,305,300	659	\$2,284,274,500
Required Source or Procurement Method	109	\$126,312,600	90	\$104,300,000	102	\$111,385,900	84	\$107,133,300
Small Purchase	3,488	\$86,237,400	2,505	\$81,505,000	1,248	\$76,031,700	1,304	\$73,076,500
Sole Source	93	\$2,699,249,700	66	\$416,930,800	83	\$2,637,383,200	64	\$1,975,557,000
Subscription	2	\$5,900	NA	NA	NA	NA	NA	NA
Task Order	989	\$593,065,800	762	\$572,006,300	841	\$557,650,800	591	\$444,692,800
All Methods	39,295	\$19,264,571,400	39,918	\$18,855,204,600	41,309	\$15,320,106,000	68,859	\$13,790,521,031





# IMPLEMENTATION OF THE CITYWIDE STATEMENT OF NEEDS

## STATUS OF PROPOSALS

### FY 2019-2020 CITYWIDE STATEMENT OF NEEDS

Section 204 of the City Charter requires the Mayor to submit an annual Citywide Statement of Needs for City Facilities to the City Council, Borough Presidents, borough boards and community boards. The Statement, prepared as part of the City's "fair share" siting process, identifies all new facilities the City plans to site and all existing facilities the City plans to close or to significantly expand or reduce in size during the ensuing two fiscal years. The Borough Presidents and community boards have the opportunity to comment on the proposed projects within 90 days of the Statement's release.

Sections 12(c) and 204(h) of the Charter require that the Mayor's Management Report review the implementation of proposals in the Statement. The following chart provides the status, as of June 30, 2017, of all actions proposed by City agencies in the Citywide Statement of Needs for Fiscal Years 2017 and 2018. Where appropriate, the locations of sited and implemented projects are indicated.

- Implemented: Proposal for which a ULURP or Section 195 application received final approval; or for which a contract for operation of a facility was approved; or for which a facility was located in existing city space; or for which an expansion, reduction or closing was completed.
- In Progress: ULURP or Section 195 application filed but not yet approved; or contractor selected but contract has not yet received final approval; or expansion/reduction of existing site is underway.
- Active: City still actively seeking site for a facility, or ULURP or Section 195 application has not yet be filed or no contractor has been selected.
- Modified: Proposal was modified and is included in this Statement or will be included in a later Statement.
- Cancelled: City not actively seeking site or implementing proposal because of fiscal or programmatic considerations.

## ADMINISTRATION FOR CHILDREN'S SERVICES

Proposed Project	Proposed Location	Status
Relocation of Division of Child Protection Office in the Bronx	1260 Water Place Brox, CD 11	Active
Consolidation of Division of Child Protection Offices in the Brooklyn	Brooklyn, CD 2	Active
New Youth Reception Centers	TBD	Active

## BOARD OF ELECTIONS

Proposed Project	Proposed Location	Status
Relocation of the Bronx Board of Elections Office and Voting Machine Facility (VMF)	TBD - Central Bronx	Active

## BRONX COMMUNITY BOARD 8

Proposed Project	Proposed Location	Status
Relocation of the Community District Office	Kingsbridge Bronx, CD 8	Active

## BRONX DISTRICT ATTORNEY

Proposed Project	Proposed Location	Status
Relocation of the Bronx District Attorney's Office	260 East 261st Street, Bronx, CD 4	In Progress

## BROOKLYN DISTRICT ATTORNEY

Proposed Project	Proposed Location	Status
Expansion of Brooklyn Family Justice Center	350 Jay Street, Brooklyn, CD 2	Active
Acquisition of New Warehouse Space	Brooklyn	Active

## DEPARTMENT OF ENVIRONMENTAL PROTECTION

Proposed Project	Proposed Location	Status
Relocation of DEP Laboratory	TBD	Active
Relocation of North Brooklyn Water Maintenance & Brooklyn Sewer Maintenance Field Offices and Garage	TBD but with close proximity to CDs 1-4, 6-10, and 17	Active

## DEPARTMENT OF PARKS AND RECREATION

Proposed Project	Proposed Location	Status
Administrative Headquarters for Central Forestry, Horticulture, and Natural Resources Division	TBD	Active
Office Space for Freshkills Park Administration	Staten Island, CD 1	Active

NEW YORK CITY LAW DEPARTMENT

Proposed Project	Proposed Location	Status
New Administrative Office Space for the Family Court Division’s “Raise the Age” Program	Manhattan, CD 1	Active
New Office Space for the Family Court Division’s “Raise the Age” Program – Bronx	Bronx, CD 4	Active
New Office Space for the Family Court Division’s “Raise the Age” Program – Brooklyn	Brooklyn, CD 2	Active
New Administrative Office Space for the Family Court Division’s “Raise the Age” Program – Manhattan	Manhattan, CD 1	Active
New Office Space for the Family Court Division’s “Raise the Age” Program - Staten Island Division	Staten Island, CD 1	Active

NEW YORK CITY POLICE DEPARTMENT

Proposed Project	Proposed Location	Status
Relocation of the World Trade Center Command	TBD, CD 1	Active

OFFICE OF ADMINISTRATIVE TRIALS AND HEARINGS

Proposed Project	Proposed Location	Status
Relocation of OATH’s Bronx Hearings Division	260 East 161st Street, Bronx, CD 4	Implemented

OFFICE OF LABOR RELATIONS

Proposed Project	Proposed Location	Status
Relocation of OLR’s Headquarters	22 Cortlandt Street, Manhattan, CD 1	In Progress

STATEN ISLAND COMMUNITY BOARD 2

Proposed Project	Proposed Location	Status
Relocation of Community District Office	Staten Island, CD 2	Active



# AGENCY INTERNAL CONTROLS

## CHARTER INTERNAL CONTROL REPORTING REQUIREMENT

Statements on the status of mayoral agencies' internal control environments and systems for Fiscal 2017 and the actions taken or to be taken to strengthen such systems are set forth below, pursuant to Section 12(c)(3) of the New York City Charter. The Mayor's Office of Operations compiled these statements based upon reviews of 33 mayoral agencies' internal control certifications, financial integrity statements, applicable State and City Comptrollers' audit reports and agency responses to such reports. The heads of those agencies attested to the status of their agencies' internal control systems with respect to principal operations, including the 13 areas covered by the City Comptroller's Directive 1 checklist, specifically: effectiveness and efficiency; cash receipts; imprest funds (petty cash); billings and receivables; expenditures and payables; inventory; payroll and personnel; IT controls and procedures; single audit; licenses and permits; violations certificates; leases, concessions and franchises; and internal audit function.

## SUMMARY STATEMENTS ON THE STATUS OF INTERNAL CONTROL SYSTEMS

Agency heads reporting indicate that their systems of internal control, taken as a whole, are sufficient to meet the City's internal control objectives of maximizing the effectiveness and integrity of operations and reducing vulnerability to waste, abuse and other errors or irregularities. Certain agencies identified inefficiencies, which are covered below. The covered agencies are committed to pursuing applicable corrective actions and continuing to monitor their internal control systems.

### ***Administration for Children's Services***

The Administration for Children's Services (ACS) reports continued oversight and enhancement of its system of internal controls, including ongoing efforts to formalize and develop written policies and procedures with respect to child safety and welfare, under the guidance of federal, state, and local oversight. ACS is also updating Information Technology system controls and security to align with written policies, procedures and best practices. ACS will continue its course of corrective action and will monitor its overall internal control environment through its internal audit group, external audit follow-up and Information Technology.

### ***City Commission on Human Rights***

The City Commission on Human Rights (CCHR) reports continued oversight with respect to its system of internal controls, including further corrective actions through the implementation of Information Technology application systems to enhance data tracking and reporting, documentation of operational practices, as well as increased staffing across program areas to assist with segregation of duties. CCHR will continue its course of corrective action and monitor its overall internal control environment through continuous self-assessments and agency management reviews.

### ***Civilian Complaint Review Board***

The Civilian Complaint Review Board (CCRB) reports continued activities to further enhance its internal control environment, including ongoing efforts with respect to segregating responsibilities as well as annual physical inventory audits. The agency also reports the development and monitoring of formal written policies for each operating unit. CCRB will continue to take appropriate corrective actions and will monitor its overall internal control environment through internal audits.

### ***Department of Buildings***

The Department of Buildings (DOB) reports the continuation of oversight with respect to its system of internal controls, including review of current operations and implementation of updated technology supporting data classification and encryption, as well as measures to strengthen invoice and voucher processing procedures, cash receipts processing and recording, and strengthened procedures related to the reconciliation of printed licenses and permits to authorization files. DOB will continue its course of corrective action with the objective of maximizing the effectiveness and integrity of operations while reducing the vulnerability of agency waste, abuse, errors or irregularities through ongoing monitoring of its internal control systems, internal audits, external audit follow-up activity and risk assessments.

### ***Department of City Planning***

The Department of City Planning (DCP) reports ongoing oversight of its system of internal controls. DCP will continue to monitor its internal control environment through follow-up on external audits and by conducting management reviews.

### ***Department of Citywide Administrative Services***

The Department of Citywide Administrative Services (DCAS) reports the continuation of activities to further strengthen its system of internal controls, including the development of policies and procedures for Information Technology applications to align with operational changes. Additionally, DCAS continues to strengthen inventory operations through automation; expand encryption and data elimination technologies; and develop access requirements for portable devices. DCAS will continue to monitor its overall internal control environment through internal audits, follow-up on external audits, and risk assessments.

### ***Department of Consumer Affairs***

The Department of Consumer Affairs (DCA) reports ongoing oversight and activities to further enhance its system of internal controls. In particular, the agency reports continued attention with respect to developing and enhancing policies and procedures, as well as oversight of data security. DCA will continue to monitor its overall internal control environment through internal process reviews and follow-up on external audits.

### ***Department of Correction***

The Department of Correction (DOC) reports continued oversight and progress to further enhance its internal control environment. In particular, the agency reports ongoing improvements to its asset management system throughout agency facilities, including tracking and reporting as well as relinquishment processes. Additionally, DOC reports continued improvement and development of Information Technology infrastructure related to comprehensive security camera coverage and network connectivity around various facilities. DOC will continue its course of corrective action and monitor its overall internal control environment through internal audits, external audit follow-up, risk assessments and agency management reviews.

### ***Department of Cultural Affairs***

The Department of Cultural Affairs (DCLA) reports ongoing oversight with respect to its system of internal controls, including Information Technology, inventory management and financial functions. In particular, DCLA continues to utilize its management, planning and application systems as a monitoring tool for inventory and accountability, promoting improvements in internal controls over equipment and inventory management. DCLA will continue its course of corrective actions and monitor its overall internal control environment through internal reviews and the use of Information Technology.

### ***Department of Design and Construction***

The Department of Design and Construction (DDC) reports ongoing activities with respect to the operations of its internal control environment. Specifically, the agency reports continued work on inspections, public surveys to evaluate client and resident satisfaction, staff training, and audits covering construction projects to further improve site safety and work quality. Additionally, DDC continues enhancements to automated systems to improve tracking and management of communications and documentation associated with certain information requests for contracts and payments. DDC will continue the present course of action and will monitor its overall internal control environment through internal audits, external audit follow-up and risk assessments.

### ***Department of Environmental Protection***

The Department of Environmental Protection (DEP) reports the continuation of activities with respect to the oversight and enhancement of its system of internal controls. Specifically, the agency reports ongoing efforts toward implementing computerized

maintenance management systems with inventory control modules that support waste water treatment facilities. DEP also reports continued improvements with respect to asset management and inventory controls for computers and related equipment. In addition, DEP reports efforts to update agency specific contract procedures. DEP will continue to monitor its overall internal control environment through risk assessments, internal audits, and external audit follow-up.

### ***Department of Finance***

The Department of Finance (DOF) reports oversight and enhancements with respect to its system of internal controls, including development and implementation of Information Technology applications deploying encryption methods; review of user access permissions safeguarding against unauthorized computer systems access; and performing security standard compliance assessments. Further, the agency continues to enforce statutory renewal requirements related to personal exemption programs, along with creation of a new compliance unit, established to maintain oversight as well as continued review of discrepancies between the ledger for court assets and bank account balances. DOF will continue its course of corrective action and monitor its overall internal control environment through internal audits, external audit follow-up and risk assessments.

### ***Department for the Aging***

The Department for the Aging (DFTA) reports continued oversight with respect to its internal control environment. These actions include development of auditing practices, audit scope expansions, and increased audit sampling, as well as augmenting staff to perform this work. In addition, DFTA reports streamlining document collection practices and staff training with respect to fraud detection and analysis. DFTA will continue its course of corrective action and will monitor its overall internal control environment by conducting program audits and external audit follow-up.

### ***Department of Health and Mental Hygiene***

The Department of Health and Mental Hygiene (DOHMH) reports further enhancements with respect to its system of internal controls. Specifically, DOHMH reports continued use of performance indicators to measure service delivery, including the quality of its activities and relationships with organizational partners in neighborhoods throughout the City. DOHMH also reports the continuation of upgrades to its Revenue Management System to automate claiming State Aid and to improve reporting. In addition, the agency reports enhancements in Information Technology services and Cybersecurity controls with respect to encryption of laptops and tablets, and development of input validation technology to promote authorized data entry. DOHMH will continue to monitor its overall internal control environment through internal audits, follow-up on external audits, self-assessments and internal management reporting systems.

### ***Department of Homeless Services***

The Department of Homeless Services (DHS) reports continued oversight with respect to its internal control environment, including ongoing work to develop and implement standardized policies and procedures across the administrative management structure reporting to the Department of Social Services. DHS also reports implementation of a new set of serious incident standards impacting safety and well-being of shelter clients and staff, as well as improvements to existing homeless response and prevention programs designed to better identify, engage, and transition homeless New Yorkers to appropriate services and ultimately, permanent housing. DHS will continue its course of corrective action and monitor its overall internal control environment through the Department of Social Services' Office of Program Accountability.

### ***Department of Housing Preservation and Development***

The Department of Housing Preservation and Development (HPD) reports the continuation of activities to further strengthen its internal control environment. Specifically, the agency reports further improvements in recordkeeping with respect to capital assets, as well as the assessment and review of updated write-off policies and procedures impacting program areas, namely property



management, housing litigation, emergency repair and mortgage services. HPD will continue its course of corrective action and monitor its overall system of internal controls through its Management Review and Internal Compliance Division's follow-up activity.

### ***Department of Information Technology and Telecommunications***

The Department of Information Technology and Telecommunications (DOITT) reports continued oversight with respect to its system of internal controls. Specifically, the agency reports continued focus on application of resources, information security initiatives as well as the ongoing maintenance and continuous improvement of internal controls. The agency will continue to monitor its internal control environment through an internal oversight group, external audit follow-up and Information Technology.

### ***Department of Investigation***

The Department of Investigation (DOI) reports ongoing oversight and enhancements with respect to its system of internal controls, including an updated emergency plan and trained staff in this regard, to facilitate disaster preparedness and continuous operations in the event of an emergency. DOI will continue to monitor its system of internal controls through its internal audit group and the use of Information Technology.

### ***Department of Parks and Recreation***

The Department of Parks and Recreation (DPR) reports continued activities and oversight to further strengthen its system of internal controls. In particular, DPR reports continued efforts toward developing and implementing a new web-based tracking application to facilitate recordkeeping and transparency for hiring and processing seasonal employees. In addition, the agency reports implementation of comprehensive upgrades to the asset management system, streamlining various operational functions related to work order processing, asset inventory management, and field inspections. Further, DPR reports adoption of a digital scanning system with respect to the deposit of cash receipts. DPR will continue its course of corrective action and monitor its overall internal control environment through internal audits, risk assessments and external audit follow-up.

### ***Department of Probation***

The Department of Probation (DOP) reports ongoing oversight with respect to its internal control environment, including specific measures to enhance quarterly performance management meetings and reports to senior managers from each borough. DOP is also implementing best practices with respect to case conferencing and documentation reviews, strengthening supervision plans. Associated work includes formal training, internal quality assurance checks, and management development seminars. The agency will continue to monitor its internal control environment through its internal audit group and management reviews.

### ***Department of Records and Information Services***

The Department of Records and Information Services reports ongoing oversight to further strengthen its system of internal controls, including the development and implementation of policies and procedures with respect to procurement and inventory. The Department of Records and Information Services will continue to monitor its overall internal control environment through an internal audit group and the use of Information Technology.

### ***Department of Sanitation***

The Department of Sanitation (DSNY) reports ongoing oversight and further enhancements with respect to its internal control environment. In particular, the agency reports implementation of a mobile device management tool, allowing remote distribution of applications and removal of information from a device if lost or stolen. With respect to promoting a safe and secured computing environment, DSNY reports the review of related security policies and guidelines and the conversion and consolidation of multiple File Transfer Protocol servers, installed security applications for security event visibility across the enterprise, and strengthened cyber protection. Further, DSNY reports efforts to enhance EZ-Pass usage and monitoring including vehicle usage, reimbursement

procedures, and inventory reconciliation to ensure log and usage accuracy. DSNY will continue to monitor its internal control environment through internal audits, self-inspections, risk assessments and external audit follow-up activity.

### ***Department of Small Business Services***

The Department of Small Business Services (SBS) reports continued oversight with respect to its system of internal controls, including continued development and implementation of security surveillance systems monitoring office and work stations, as well as the addition of staff in the Information Technology unit to assist with long term strategic planning. SBS will continue to monitor its overall internal control environment through internal audits and management recommendations.

### ***Department of Transportation***

The Department of Transportation (DOT) reports continued oversight with respect to its current system of internal controls, including ongoing efforts toward implementing new procedures with respect to access and security controls within Information Technology, and policies requiring all new agency employees to receive user awareness training on information security policies to mitigate potential data loss. DOT also reports the evaluation of data loss prevention solutions that will provide control of portable storage devices, in addition to implementing tools to enable the process of remotely deleting data on portable devices. Further, DOT reports additional staff hires and the revision of standard operating procedures while implementing a risk-based audit planning process to enhance the overall effectiveness and efficiency of agency operations. DOT will continue its course of corrective action and continue to monitor its internal control environment through internal and external audits, the implementation of corrective actions and agency-wide risk assessments.

### ***Department of Youth and Community Development***

The Department of Youth and Community Development (DYCD) reports the continuation of oversight and monitoring of its system of internal controls, including system enhancements related to a comprehensive automated procurement tracking system, streamlined contract approval processes, as well as ongoing training sessions promoting staff and contractor awareness of fiscal integrity, contract management, budget and reporting requirements, and conflicts of interest. Further, DYCD reports enhanced security with respect to laptops, tablets, and smartphones, including remote capabilities. DYCD will continue to monitor its internal control environment through internal audits, risk assessments and external audit follow-up.

### ***Fire Department***

The Fire Department (FDNY) reports ongoing activities to further enhance its system of internal controls. Specifically, the agency reports continued efforts to improve its application of technology, innovation, and analytical strategies to ensure that measuring outputs for efficiency is as accurate and useful as possible. In addition, FDNY reports an established Information Technology Governance Board that reviews, approves and prioritized proposed technology projects for implementation. FDNY will continue its course of corrective action and monitor its overall internal control environment through internal audits, risk assessments and external audit activity.

### ***Human Resources Administration***

The Human Resources Administration (HRA) reports the oversight of agency operations and continuation of activities to further strengthen its system of internal controls. Specific activities cover upgrades to application systems to improve communications related to client interactions including the implementation of staffing reorganization plans with additional staff, as well as training to support the Office of Constituent Services. In addition, HRA reports continued monitoring of computer system access and daily deactivation of employee system accounts to prevent unauthorized data access. HRA also reports continued review of inventory management operations, in connection with wireless transmission of inventory receiving transactions used in warehouse operations and inventory processes for bar-coding purposes. HRA will continue its course of corrective action and will monitor its overall internal control environment through its Office of Program Accountability.

### ***Landmarks Preservation Commission***

The Landmarks Preservation Commission (LPC) reports activities to further strengthen its system of internal controls, including enhanced procedures to reconcile permit issuance records with revenue reports as well as the development and implementation of a permit tracking system to ensure effective supervisory review and control over the timeliness of permit issuance. LPC will continue to monitor its system of internal controls.

### ***Law Department***

The Law Department reports continued compliance with respect to the operation of its system of internal controls, including evaluation and identification of security information and event management solutions to provide real-time analysis of security alerts generated by applications and network hardware. The agency will continue to monitor its overall internal control environment through internal audit unit activity, management information systems, external audit follow-up and management reviews.

### ***Police Department***

The New York City Police Department (NYPD) reports continued oversight with respect to its system of internal controls, including ongoing processes for encrypting all local hard drives and evaluating options to encrypt all data on removable media. The NYPD reports further development of incident response and management procedures, disaster recovery plan, and continuity of operations plan. The NYPD will continue to monitor its internal control environment through its Internal Affairs Bureau, Quality Assurance Division, Fiscal Accountability Unit, Integrity Control Officers, and the Department's Self-Inspection Program.

### ***Taxi and Limousine Commission***

The Taxi and Limousine Commission (TLC) reports the continuation of activities supporting proper operations of its internal control environment, including the realignment of metrics with respect to patrol summons indicators. The action will facilitate improved reporting of summonses by license type and help TLC to monitor driver enforcement action. In addition, TLC reports work on the existing automated inspection system to help improve the vehicle inspection process. TLC will continue to monitor its internal control environment through management and performance reviews, policies and procedures, external audit follow-up activity, and Information Technology.

### ***Business Integrity Commission***

The Business Integrity Commission (BIC) reports the continuation of activities with respect to the review and oversight of its internal control environment, including work to maximize the effectiveness and integrity of agency operations and to reduce vulnerability of agency waste, abuse, errors, or irregularities. The agency will continue to monitor its internal control environment through internal audits and Information Technology controls and reporting.

### ***New York City Emergency Management***

New York City Emergency Management reports ongoing oversight to further strengthen its internal controls by conducting routine self-assessments, as well as exploring an inventory database to help ensure completeness and accuracy. The agency will continue to monitor its internal control environment through internal reviews and external audit follow-up.

# AGENCY RULEMAKING FISCAL 2018

Agency	Total adopted/ amended	Not in regulatory agenda*	Emergency actions
BIC	1	0	0
CCHR	4	2	0
CCRB	1	1	0
DCA	11	1	0
DCLA	1	0	0
DCP	2	0	0
DEP	4	3	0
DOB	19	5	0
DOF	4	2	0
DOHMH	14	9	0
DOT	6	2	0
DPR	2	2	0
DSNY	2	0	0
FDNY	3	0	0
HPD	16	13	1
OATH	2	2	0
SBS	2	1	0
TLC	4	2	0
TOTAL	98	45	1

\*During Fiscal 2018, 45 of 98 rules (46% of the rulemaking actions) were not included in agency regulatory agendas because they were not contemplated at the time. Rules that were not included in regulatory agendas still went through the full City Administrative Procedure Act rule review process.

For more information on the rulemaking process and regulatory agendas, go to NYC Rules: <http://rules.cityofnewyork.us/>

Agency	Rule Summary	Title	Chapter	Section	Adoption Date
BIC	Improves BIC's capacity to properly regulate the trade waste industry and the public wholesale food markets by ensuring that the rules are fair, consistent, easier to understand, and not obsolete.	17	1 2, 4, 5, 6, 7, 11, 12, 14	1-02, 1-03, 1-06, 1-09, 1-10, 2-01, 2-02, 2-04, 2-05, 2-07, 4-02, 5-01, 5-03, 5-07, 5-10, 6-01, 6-02, 6-03, 6-06, 7-01, 7-03, 11-05, 11-09, 11-20, 12-08, 12-14, 12-15, 12-16, 12-25, 14-07, 14-09	3/6/2018
CCHR	Implements the procedural, enforcement and other details of the Fair Chance Act.	47	2	2-01, 2-04	7/6/2017
CCHR	Clarifies that authority is delegated to the Chair of the Commission by the Commission to propose rules for comment.	47	1	1-04	7/6/2017
CCHR	Establishes certain definitions and procedures applying the Stop Credit Discrimination in Employment Act, which amended the Human Rights Law's provisions regarding credit discrimination in employment and applications for licenses and permits.	47	2	2-01, 2-05	11/24/2017
CCHR	Fixes clerical error in the Fair Chance Act rule.	47	2	2-04	11/24/2017
CCRB	Revises multiple sections to simplify language for the public to understand the rules, to accelerate investigations and make them more transparent to the public, and to codify Board resolutions that were previously voted on and adopted.	38-A	1	1-01, 1-02, 1-11, 1-12, 1-13, 1-14, 1-15, 1-16, 1-21, 1-22, 1-24, 1-31, 1-32, 1-33, 1-34, 1-35, 1-36, 1-41, 1-42, 1-43, 1-44, 1-45, 1-46, 1-47, 1-51, 1-52, 1-53, 1-54	2/1/2018
DCA	Provides guidance to those who want to settle their violations before appearing at OATH, including by setting fixed penalties for violations issued by the Department.	6	6	6-01, 6-10, 6-11, 6-19, 6-47, 6-61, 6-62, 6-63, 6-64, 6-65	8/22/2017
DCA	Requires all gasoline stations that post road signs include the price of the lowest grade of gasoline offered for sale, and if the cash price is less than the price charged for other forms of payment, the price for each type of accepted payment.	6	4	4-63	12/8/2017
DCA	Amends the rules regarding the content and placement of signage about the tax preparer "consumer bill of rights", including its distribution in other languages, and signage about the provision of written estimates by tax preparers.	6	5, 6	5-63, 5-173, 6-153	12/14/2017

Agency	Rule Summary	Title	Chapter	Section	Adoption Date
DCA	Establishes record-keeping requirements, Requires ticket sellers to provide receipts disclosing certain information to consumers, and establishes a schedule of fixed penalties for violations of the ticket seller law and rules.	6	2, 6	2-441, 6-66	2/27/2018
DCA	Simplifies compliance for garage and parking lot license applicants who have previously been approved for a license at same location; aligns license application requirements with current practices, and removes outdated references.	6	2	2-161	3/19/2018
DCA	Amends and establishes fixed penalties for various violations.	6	2, 5, 6	2-57, 5-41, 5-265, 6-15, 6-47, 6-48, 6-57, 6-67	4/26/2018
DCA	Adds new rules to implement LL 197 and 198 of 2017 relating to second-hand automobile dealers, including financing disclosures, contract cancellation options, a consumer bill of rights, and recordkeeping.	6	2	2-106, 2-107, 2-108, 2-109,	5/25/2018
DCA	Repeals rules that are outdated, unnecessary, and/or apply to a defunct license.	6	3, 5	3-111, 3-112, 3-113, 3-114, 3-115, 3-116, 3-117, 3-118, 3-119, 3-120, 3-121, 3-122, 3-123, 3-124, 3-125, 3-126, 3-127, 3-128, 3-129, 3-130, 3-131, 5-62, 5-211, 5-212, 5-213, 5-214, 5-215, 5-216	6/7/2018
DCA	Implements Local Law 87 of 2016 in relation to the regulation of laundries. Establishes a penalty schedule of penalties for rule violations.	6	2, 6	2-131, 2-132, 2-133, 2-134, 2-135, 2-136, 6-22	6/20/2018
DCA	Establishes fixed penalties for the violations of the laws related to the prohibition of conversion therapy.	6	6	6-69	6/22/2018
DCA	Establishes fixed penalties for the violations of the laws related to secondhand auto dealers pursuant to Local Laws 197 and 198 of 2017.	6	6	6-19	6/29/2018
DCLA	Simplifies the language in the Joint Living-Work Quarters for Artists rules to make them easier for the public to understand, updates contact information for the agency, and clarifies that electronic download of application materials is allowable.	58	1	1-04, 1-05	12/1/2017
DCP	Permits applicants to use the electronic filing system planned for May 2018.	62	1, 2, 3, 5, 6, 8, 9, 10	1-02, 2-02, 2-03, 2-05, 2-06, 2-08, 2-09, 3-01, 3-06, 5-05, 5-06, 5-07, 5-08, Appendix A, 6-02, 6-03, 6-06, 6-09, 8-01, 8-02, 8-03, 9-02, 9-03, 10-04, 10-06, 10-07, 10-09.	3/21/2018
DCP	Sets the contribution amount for the West Chelsea Affordable Housing Fund under the New York City Zoning Resolution.	62	3	3-11	3/22/2018
DEP	Revises the rule governing (E) Designations, which are placed on a tax lot or lots, to provide notice that environmental requirements must be met before the property can be redeveloped.	15	24	24-08	8/14/2017
DEP	Requires registration of mobile food vending unit engines with an input of less than 50 horsepower.	15	50	50-01	1/16/2018
DEP	Updates and clarifies the existing rules on use of the public sewers.	15	19	19-01, 19-02, 19-10, 19-13	2/28/2018
DEP	Requires precautions to be in place before the spraying of insulating material in or upon any building during construction, alteration or repair.	15	49	49-01, 49-02, 49-03	3/23/2018
DOB	Modifies the prohibition of ballast for grade-level installations, and clarifies requirements of the New York City Building Code, which apply to ballast systems.	1	105	105-02	9/6/2017
DOB	Exempts operators of certain cranes of a limited size and capacity from licensing requirements.	1	3300	3319-01	9/6/2017
DOB	Regulates the design, construction, installation, alteration, maintenance and operation of individual private onsite sewage disposal systems when a permit is also issued for the construction or alteration of a building.	1	8000	8000-01	9/18/2017
DOB	Conforms rule to changes in the 2016 New York City Energy Conservation Code that were necessitated by updates to the New York State Energy Code.	1	5000	5000-01	9/20/2017
DOB	Amends the qualification requirements for energy auditors and retro-commissioning agents.	1	100	103-07	10/13/2017
DOB	Establishes requirements for cableways utilized in conjunction with the construction or demolition of a building or structure.	1	3300	3320-01	10/24/2017
DOB	Establishes criteria governing the training of individuals learning to become a hoisting machine operator.	1	100	104-09	12/6/2017
DOB	Updates the physical fitness, experience, and national certification requirements for licensed hoisting machine operators.	1	100, 3300	104-23, 3319-01	12/6/2017
DOB	Amends the rules relating to fees payable to the Department, to include fees for responding to certain requests submitted to the Department.	1	100	101-03	12/29/2017
DOB	Repeals rules relating to the National Fire Protection Association, Flammable Combustible Code edition amendment; smoke detecting devices and systems; required carbon monoxide detecting devices and systems; and the procedure for amending, revising or promulgating Reference Standards.	1	28, 37, 7000	28-01, 28-02, 37-01, 7000-01	1/22/2018

Agency	Rule Summary	Title	Chapter	Section	Adoption Date
DOB	Amends rules relating to the duties, registration, renewal and discipline of special inspectors and special inspection agencies.	1	100	101-06	2/5/2018
DOB	Updates the Buildings Penalty Schedule to reflect the current construction environment and to encourage construction safety.	1	100	102-01	2/5/2018
DOB	Amends the Reference Standard regarding the Flood Insurance Rate Maps published by FEMA.	1	3600	3606-03	2/28/2018
DOB	Updates the physical fitness, experience, and national certification requirements for licensed hoisting machine operators	1	100	104-09	4/4/2018
DOB	Renames Section 3301-02 of Chapter 3300 of Title 1 of the Rules of the City of New York relating to construction superintendents, and repeals portions of this section that Local Law 81 of 2017 incorporated into the Building Code.	1	3300	3301-01, 3301-02	4/19/2018
DOB	Allows non-Registered Design Professionals to file plans related to selected elevator work, and allows approved elevator agencies to perform a broader scope of work, including elevator door monitoring work.	1	100	101-02, 101-07	4/20/2018
DOB	Amends rule relating to the annual reporting of energy and water use by individual "covered" buildings.	1	100	103-06	5/7/2018
DOB	Increases the experience requirements for Concrete Safety Managers who oversee the concrete portion of building projects that involve pouring at least 2,000 cubic yards of concrete.	1	3000	3310-02	6/28/2018
DOF	Allows senior citizens and the disabled, under certain circumstances, to file after the deadline renewal applications for the Senior Citizen Rent Increase Exemption (SCRIE) and Disability Rent Increase Exemption (DRIE) programs.	19	52	52-01	7/3/2017
DOF	Amends the rules related to Power of Attorney.	19	27	27-01	8/17/2017
DOF	Requires that Real Property Transfer Tax returns be electronically filed to report transfers of real property located in Staten Island.	19	23	23-09	11/13/2017
DOF	Waives the fees cash bail or partially secured bail bond deposits.	19	8	8-06	1/18/2018
DOHMH	Repeals a section in Chapter 10 because the Department will no longer be considering applications for waivers of certain State anti-smoking laws enforced by the Department.	24	10	10-15	7/21/2017
DOHMH	Removes the inadvertent barriers created by the service dog tag provision of the Health Code.	24	Article 161	161.02, 161.04, 161.15, 161.17	9/20/2017
DOHMH	Amends rule to conduct more effective, timely, and complete disease surveillance and control of Hepatitis C.	24	Article 13	13.03	9/20/2017
DOHMH	Amends the provisions of child care in family homeless shelters in order to enhance the health, safety, and supervision of children receiving care in such facilities.	24	Article 47	47.01, 47.03, 47.05, 47.07, 47.09, 47.11, 47.13, 47.18, 47.19, 47.21, 47.23, 47.25, 47.27, 47.29, 47.31, 47.33, 47.35, 47.37, 47.39, 47.41, 47.45, 47.47, 47.49, 47.51, 47.53, 47.55, 47.57, 47.59, 47.61, 47.63, 47.65, 47.67, 47.69, 47.71, 47.73, 47.75, 47.77, 47.79	9/20/2017
DOHMH	Increases the monetary penalty that can be imposed when either a violation of the Health Code results in serious physical injury or when there is a repeat violation of the Health Code that poses a serious risk to health.	24	Article 3	3.11	9/20/2017
DOHMH	Repeals rules that prohibited businesses from serving water unless it was requested by a patron and required them to immediately repair leaks because they are not necessary and discourage the consumption of water, a healthy beverage.	24	11	All sections	11/3/2017
DOHMH	Creates rules regarding the issuance of performance summary cards to child care programs.	24	3	3-01, 3-02, 3-03, 3-04, 3-05, 3-06	12/29/2017
DOHMH	Adds new Chapter 5 - Pet Shops.	24	5	5-01, 5-02, 5-03, 5-04, 5-05, 5-06	3/5/2018
DOHMH	Requires laboratories to report carbapenem-resistant Enterobacteriaceae (CRE), an emerging bacterial threat.	24	Articles 11 and 13	11.03, 13.03	3/19/2018
DOHMH	Establishes a schedule for making birth and death records public and transferring them to the DORIS.	24	Article 207	207.21	3/19/2018
DOHMH	Establishes requirements for a business to obtain a permit to operate a non-tobacco hookah establishment in the City.	24	10 and 13	10-01, added new 10-17, 10-18, 10-19, 10-20, 10-21, 10-22, 10-23; 13-06	4/10/2018
DOHMH	Allows certain direct descendants and other family members to access the birth and death records of their deceased relatives prior to those records becoming public.	24	Article 207	207.11	6/12/2018

Agency	Rule Summary	Title	Chapter	Section	Adoption Date
DOHMH	Promotes the health and safety of children under six years old attending child care programs or family shelter-based drop-off child supervision programs.	24	Article 47	47.01, 47.03, 47.05, 47.07, 47.09, 47.11, 46.12, 47.13, 47.14, 47.15, 47.16, 47.17, 47.18, 47.19, 47.21, 47.23, 47.25, 47.29, 47.31, 47.33, 47.35, 47.37, 47.43, 47.45, 47.47, 47.49, 47.51, 47.53, 47.55, 47.57, 47.59, 47.61, 47.63, 47.65, 47.67, 47.69, 47.71, 47.73, 47.75, 47.77	6/12/2018
DOHMH	Promotes the health and safety of children attending school-based programs for children aged three through five.	24	Article 43	43.07, 43.17, 43.21, 43.25, 43.27	6/12/2018
DOT	Clarifies that pedal-assist bicycles are permissible, while throttle e-bikes are not permissible.	34	4	4-01; 4-12	6/28/2018
DOT	Updates rules to reflect simplified parking signage and general clean-up amendments, including clarification to bus lane provisions.	34	4	4-01, 4-08, 4-11, and 4-12	7/2/2018
DOT	Allows oversized trucks hauling sealed shipping containers to travel to/from NJ across the Goethals Bridge to/from the Howland Hook Global Container Terminal in Staten Island.	34	4	4-15	12/21/2017
DOT	Establishes carshare parking permit.	34	4	4-08	9/11/2017
DOT	Updates Bikes in Buildings rules to reflect recent local laws.	34	2	2-19	10/5/2017
DOT	Repromulgates and updates DOT penalty schedule from ECB/OATH's Title in the RCNY to DOT's Title.	34	3	Adds entirely new chapter in Title 34	9/1/2017
DPR	Codifies existing programs as well as clarifies the terms of programs offered by the Urban Park Rangers.	56	2	2-09	11/1/2017
DPR	Allows individuals to use a wider array of documents to qualify for the Department's reduced membership fees for persons with disabilities at the Ocean Breeze Track & Field Athletic Complex and the City's recreation centers.	56	2	2-13, 2-14	11/1/2017
DSNY	Expands organic waste source separation requirements for various commercial entities.	16	1	1-11	2/15/2018
DSNY	Amends a definition relating to the criteria used in the siting of solid waste transfer stations.	16	4	4-31	3/9/2018
FDNY	Relocates the FDNY Penalty Schedule from the OATH rules to the FDNY rules.	3	1	109-01, 109-02, 109-03	8/30/2017
FDNY	Repeals and repromulgates the rule regulating carbon dioxide installations to adopt the latest national and industry standards and eliminate or update New York City-specific fire safety requirements.	3	30	3004-1	8/30/2017
FDNY	Requires use of FDNY-issued decals and tags to prove compliance with Fire Code requirements relating to inspection, testing, cleaning of commercial cooking exhaust systems and inspection, testing and servicing of portable fire extinguishers.	3	115	115-01, 115-02	4/18/2018
HPD	Limits to on-site usage the zoning bonuses that can be generated by 421-a affordable units.	28	41	41-01, 41-25	9/13/2017
HPD	Clarifies the information owners must provide on required notices informing tenants of procedures to be followed if a gas leak is suspected, and on notices for smoke detectors and carbon monoxide alarms.	28	12	12-01, 12-03, 12-04, 12-06, 12-07, 12-09, 12-10, 12-11, 12-12, 12-12.1	9/18/2017
HPD	Provides the Office of Comptroller additional means to enforce building service workers prevailing wage requirements for multiple dwellings that will be receiving 421-a benefits, and supports the Comptroller's enforcement of the minimum average hourly wage requirement for construction workers in certain rental projects.	28	50	50-Title, 50-01, 50-04, 50-06, 50-07, 50-08	9/26/2017
HPD	Adds a new chapter to implement the Affordable New York Housing Program recently adopted by the State Legislature.	28	6, 51	6-Title, 51-01, 51-02, 51-03, 51-04, 51-05, 51-06	9/26/2017
HPD	Eliminates the requirement that tenants must apply for relocation services within 90 days after a vacate order is issued, and clarifies that affected tenants may apply for relocation services at any time while a law, regulation or order is in place which requires occupants to vacate the building.	28	18	18-01	10/13/2017
HPD	Amends rules regarding certification of the cost of the conversion, alterations or improvements of a multiple dwelling that is eligible for tax benefits under the J-51 program.	28	5	5-05	10/24/2017
HPD	Amends the rules governing the filing of applications for tax benefits under the J-51 program.	28	5	5-05	10/24/2017
HPD	Restricts the type of affordable units that can qualify a building for tax exemption benefits pursuant to the 421-a program.	28	6	6-08	11/29/2017
HPD	Repeals rules for Neighborhood Entrepreneurs Program, which was completed.	28	35	All	12/22/2017
HPD	Amends rules to reflect the Comptroller's enforcement authority related to the 421-a extended affordability program.	28	50	50-01, 50-06	2/6/2018
HPD	Adds an additional ground for waiver of the distribution requirements for the former 421-a program based upon a story containing a single dwelling unit.	28	6	6-09	3/30/2018



Agency	Rule Summary	Title	Chapter	Section	Adoption Date
HPD	Clarifies HPD practices related to marketing in the 421-a extended affordability program.	28	49	49-01, 49-02, 49-03	4/3/2018
HPD	Adjusts the fee for application for a certification of no harassment.	28	10	10-01	5/25/2018
HPD	Repeals finder's fees rules because they are no longer used.	28	18	18-03	6/13/2018
HPD	Sets fees related to Affordable Housing Plans and Mandatory Inclusionary Housing Applications.	28	41	41-23	6/20/2018
HPD	Updates contribution schedule for Mandatory Inclusionary Housing Affordable Housing Fund. This was an Emergency Rulemaking Action as the final rule was published with a finding of substantial need letter indicating that it went into effect immediately upon publication.	28	41	41-24	6/29/2018
OATH	Repeals the FDNY Penalty Schedule from the OATH rules.	48	3	3-106	8/30/2017
OATH	Repeals DOT Penalty Schedule from OATH rules.	48	3	3-124	9/1/2017
SBS	Continues the program that provides grants to companies that provide school bus transportation in order to encourage such companies to maintain the wages and benefits of those employees who have had prior experience in the industry.	66	11	11-87, 11-88, 11-89, 11-90, 11-91, 11-92	12/14/2017
SBS	Creates a new program to devise effective, business level interventions to achieve the public goal of retaining the benefits that small, diverse, retail businesses provide to the City's residents and economy.	66	15	15-01, 15-02, 15-03, 15-04, 15-05, 15-06	6/21/2018
TLC	Permits for-hire vehicle passengers to tip using the same method of payment that they use to pay for the trip.	35	59	59B-23	7/20/2017
TLC	Requires all FHV Bases to send 25% of their dispatched trips to wheelchair accessible vehicles.	35	59	59A-11, 59B-17	12/20/2017
TLC	Amends and clarifies the taxicab vehicle specifications, permits TLC to increase driver TIF payments, and clarifies rules regarding fitness revocation hearings and procedures, as well as the penalties imposed when drivers fail to complete drug tests	35	51, 58, 67, 68, 82	51-03, 58-16, 67-03, 67-04, 67-05, 67-05.1, 67-05.2, 67-06, 67-18, 68-14, 82-17, 82-70	5/14/2018
TLC	Amends rules governing the technology systems required to be in taxicabs and street hail liveries.	35	51, 53, 58, 63, 64, 66, 67, 75, 78, 80, 82, 83	51-03, 53-03, 53-06, 58-16, 58-21, 58-22, 58-26, 58-32, 58-34, 58-37, 58-39, 58-40, 58-41, 58-45, 63-03, 63-13, 64-04, 64-09, 64-14, 64-19, 64-24, 64-26, 64-31, 64-32, 66-01, 66-02, 66-03, 66-04, 66-05, 66-06, 66-07, 66-08, 66-09, 66-10, 66-11, 66-12, 66-13, 66-14, 66-15, 66-17, 66-18, 66-18, 66-19, 66-20, 66-21, 66-22, 66-23, 66-24, 67-15, 75 (all sections), 78-03, 78-09, 78-21, 80-11, 80-16, 80-17, 80-19, 80-20, 80-22, 80-23, 80-25, 80-26, 82-03, 82-11, 82-22, 82-26, 82-33, 82-34, 82-35, 82-38, 82-40, 82-41, 82-42- 82-44, 82-54, 82-55, 82-68, 83 (all sections)	5/17/2018





# SPENDING AND BUDGET INFORMATION

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 MMR 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 budgeted amounts for Fiscal 2018 as modified in June 2018. Figures cited reflect all funds.

The Preliminary Mayor's Management Report and Mayor's Management Report cover the operations of City agencies that report directly to the Mayor. Additional non-Mayoral agencies, legally separate organizations, and unit components of agencies are included in these reports, however, spending and budget or goal information may be more limited. These include:

- 311
- Board of Elections
- City University of New York
- New York City Health + Hospitals
- New York City Housing Authority
- Public Libraries
- School Construction Authority

The City's contributions to the New York City Housing Authority (NYCHA) and the School Construction Authority (SCA), both public authorities, are not made through distinct units of appropriation. For more information, refer to:

- NYCHA's Annual Plan and Financial Information webpage:  
<http://www1.nyc.gov/site/nycha/about/annual-plan-financial-information.page>
- SCA's proposed five year capital plan:  
<http://www.nycsca.org/Community/Capital-Plan-Reports-Data>



# USER'S GUIDE

**What We Do** – A summary of agency activities, facilities and resources.

**Focus on Equity** – Articulates how each agency works to promote fair delivery and quality of services among and across groups of people and places, supporting the goals of equity, equality and opportunity for all New Yorkers.

**Our Services and Goals** – The agency's major areas of responsibility for delivering services to New Yorkers and the steps it takes to provide those services.

**How We Performed** – Narrative describing how the agency has progressed in meeting its goals.

**Performance Indicators** – Measures of agency performance, organized by goal, including five full years of data for the most recent fiscal years wherever available.

**Critical Indicator Icon** – A star (★) designates indicators that are considered key to agency performance. These indicators also appear on the Citywide Performance Reporting website.

**Target** – Desired levels of performance for the current fiscal year and the next fiscal year. Targets can be numeric or directional. Numeric targets can set an expected level of performance, a maximum level not to be exceeded, or a minimum level to be met. Directional targets are represented by up or down arrows. An asterisk means no numeric or directional target was set.

**5yr Trend** – This column shows whether or not the five years of data presented in the performance indicator table exhibits an upward or downward trend. An upward trend means that the end point of the computer-generated trend line is more than 10 percent higher than the start point. A downward trend means that the end point of the computer-generated trend line is more than 10 percent lower than the start point. Neutral means that the trend is neither up nor down. NA means five full years of data are not available.

**Desired Direction** – The desired performance trend of an indicator over time; can be used to assess performance comparing the current year to prior years or to the overall five-year trend.

**Agency-wide Management** – Indicators that apply to broad aspects of management within an agency rather than a single goal.

**Agency Customer Service** – Statistics on how well an agency provides services to its customers via phone, e-mail, letters and walk-in centers. For 12 agencies that handle 311 Customer Service Center service requests, a table shows performance for five key service request types.

**Agency Resources** – Overview of the financial and workforce resources used by an agency over the past five fiscal years and the planned resources available to the agency in the current and upcoming fiscal years.

**Spending and Budget Information** – Shows the relationship, where possible, between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation.

**Noteworthy Changes, Additions or Deletions** – Describes changes to an agency's data.

**Additional Resources** – Provides the full Internet addresses of links to additional agency information and statistics, including the agency's website.

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213	Department for the Aging	231	Department of Youth and Community Development
275	Department of Buildings	67	Fire Department
289	Department of City Planning	179	NYC Health + Hospitals
325	Department of Citywide Administrative Services	185	Human Resources Administration
143	Department of Consumer Affairs	319	Landmarks Preservation Commission
81	Department of Correction	99	Law Department
137	Department of Cultural Affairs	295	New York City Economic Development Corporation
283	Department of Design and Construction	75	New York City Emergency Management
219	Department of Education	309	New York City Housing Authority
259	Department of Environmental Protection	59	New York City Police Department
341	Department of Finance	113	Office of Administrative Trials and Hearings
163	Department of Health and Mental Hygiene	173	Office of Chief Medical Examiner
205	Department of Homeless Services	239	Public Libraries*
301	Department of Housing Preservation and Development	227	School Construction Authority
349	Department of Information Technology and Telecommunications	155	Taxi and Limousine Commission
103	Department of Investigation		

\*Non-Mayoral Agencies

This report was produced by  
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