MAYOR'S MANAGEMENT REPORT

September 2019

The City of New York
Mayor Bill de Blasio

Dean Fuleihan
First Deputy Mayor

Jeff Thamkittikasem, Director
Mayor's Office of Operations

LETTER FROM THE MAYOR

Friends:

Since this Administration took office five years ago, we've devoted ourselves to making New York the Fairest Big City in America. With crime at historic lows, Pre-Kindergarten for every four-year-old, and higher wages for working people, we've made significant progress.
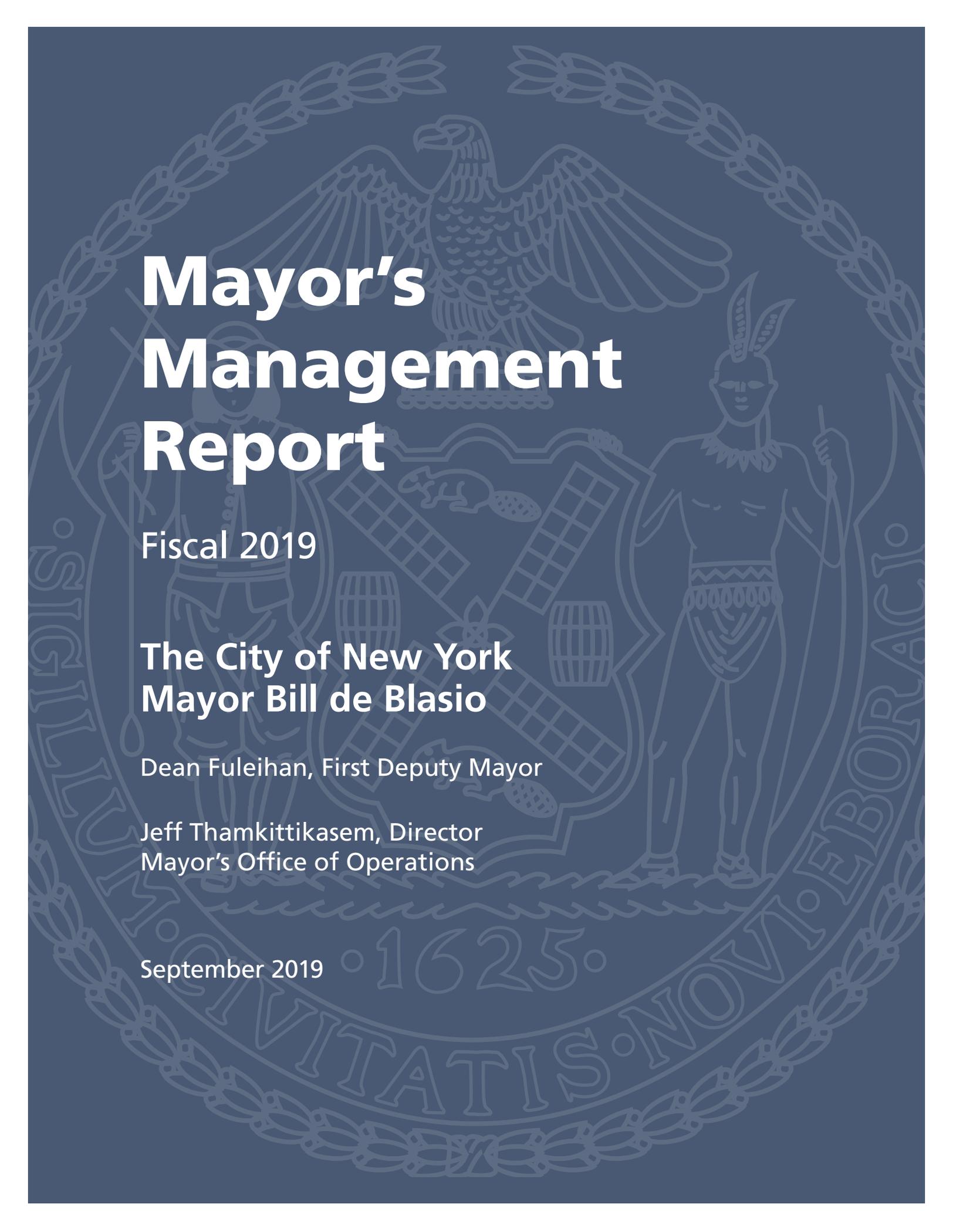
But there is more to do—and we are determined to make things even better. The Mayor's Management Report (MMR) is a crucial tool in these efforts. It highlights the full breadth of what our government does, across programs vast and small, and invites every New Yorker to look at what we've achieved.

For more than 40 years, the MMR has provided a transparent and open look at the leaders who serve this city. We're proud to continue that tradition of good governance, and keep pushing for a city that is more fair and just for all.

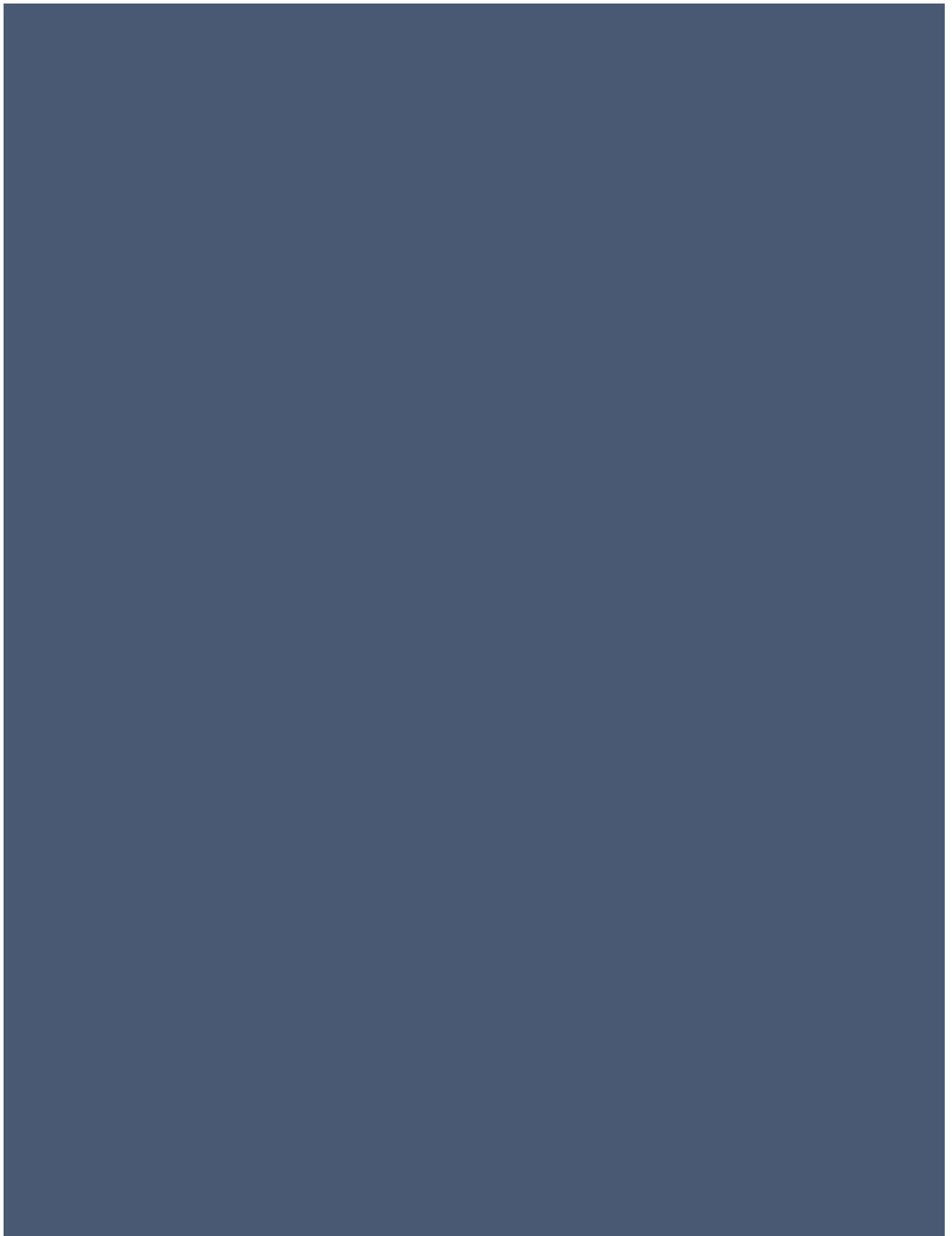Sincerely,
Bill de Blasio
Mayor

Mayor's Management Report

Fiscal 2019

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MESSAGE FROM THE DIRECTOR

The Mayor's Management Report (MMR) is an annual report produced by the Mayor's Office of Operations that helps City agencies, offices, advocates, and the public better understand how New York City is performing. The report was first produced by the Mayor's Office in 1977, and remains an important tool for accountability and management across the City. The MMR includes both quantitative metrics and qualitative explanations that show how each City agency and related projects are doing and allows for year-over-year comparisons to show where progress has been made, where more attention is needed, and where there are opportunities for improvement.

New York City is one of the most complex and expansive municipalities in the world, with dozens of agencies and offices, and more than 350,000 employees – all in service of New York City's 8.6 million residents. While each agency measures its progress across different metrics to meet their missions, we all share the goal of maximizing City resources to provide excellent services to each resident and to advance equity for all New Yorkers. This report is always an opportunity for us to take stock of where we are, hold ourselves accountable, and to continue to make informed management decisions about how to further improve our city's efforts. It serves as an effort to provide data-driven context for the City's broader and values-driven goals.

The MMR this year highlights many areas in which our City is a national leader, where we've put our values to work and achieved concrete gains. New York City is the safest big city in the United States; Universal Pre-K has provided thousands of families with excellent early education opportunities; and we've built or preserved a record number of affordable housing units.

While there is always room to improve, it's also important to recognize what is working, and to continue progress where it's already occurring.

Thank you to the staff at the Mayor's Office of Operations and across City agencies for making this important report possible. It is only through their diligent service to the city's residents that not only do we get to take a detailed measure of where we are, but use it to continuously improve and meet the needs of all New Yorkers.

Jeff Thamkittikasem
Director, Mayor's Office of Operations

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INTRODUCTION

MAYOR'S MANAGEMENT REPORT

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

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

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

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

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

Two types of MMR-related information are also available at www.nyc.gov/mmr:

1. Definitions for each agency performance indicator including the data source.

2. Additional tables showing information of interest across agencies including workforce absence rates and fleet vehicle usage.

Additionally, Community-level information for selected performance measures, disaggregated by local service district (community district, police precinct or school district), is available through the "Mapping" tab in the Citywide Performance Reporting (CPR) website (https://www1.nyc.gov/site/cpr/mapping/performance-mapping-report.page).

Also in CPR, all 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 is updated every month on the first day of the month, making indicators available more frequently than the twice-yearly MMR/PMMR cycle. Visit the CPR website at www.nyc.gov/cpr.

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

Collaborating to Deliver Results

ACS

CUNY

DFTA

DHS

DOC

DOE

DOHMH

DVS

DYCD

H + H

HRA

NYPD

Mayor's Community Affairs Unit

Mayor's Office to End Domestic and Gender Based Violence

Mayor's Office for Economic Opportunity

Mayor's Office of Operations

NYC Children's Cabinet
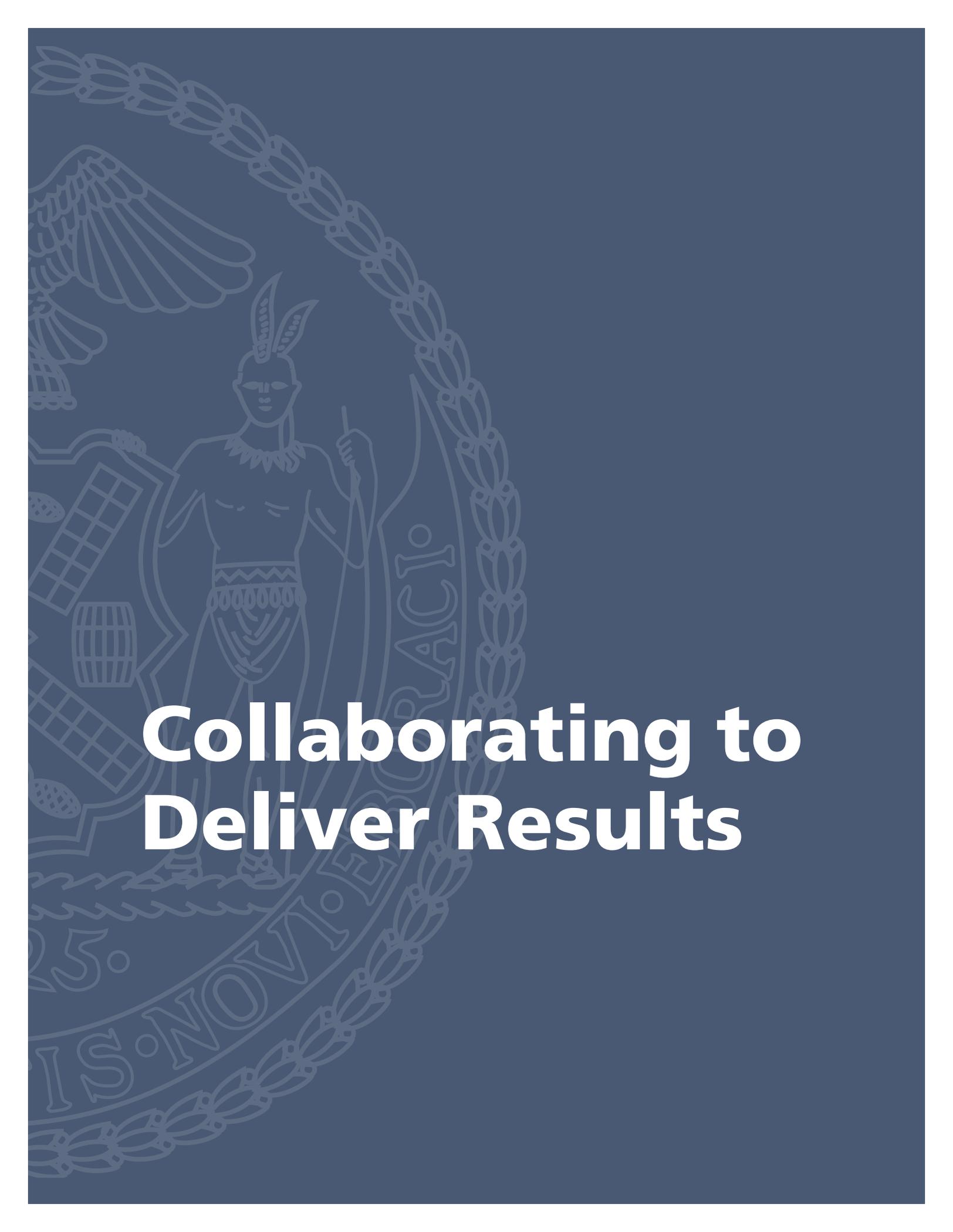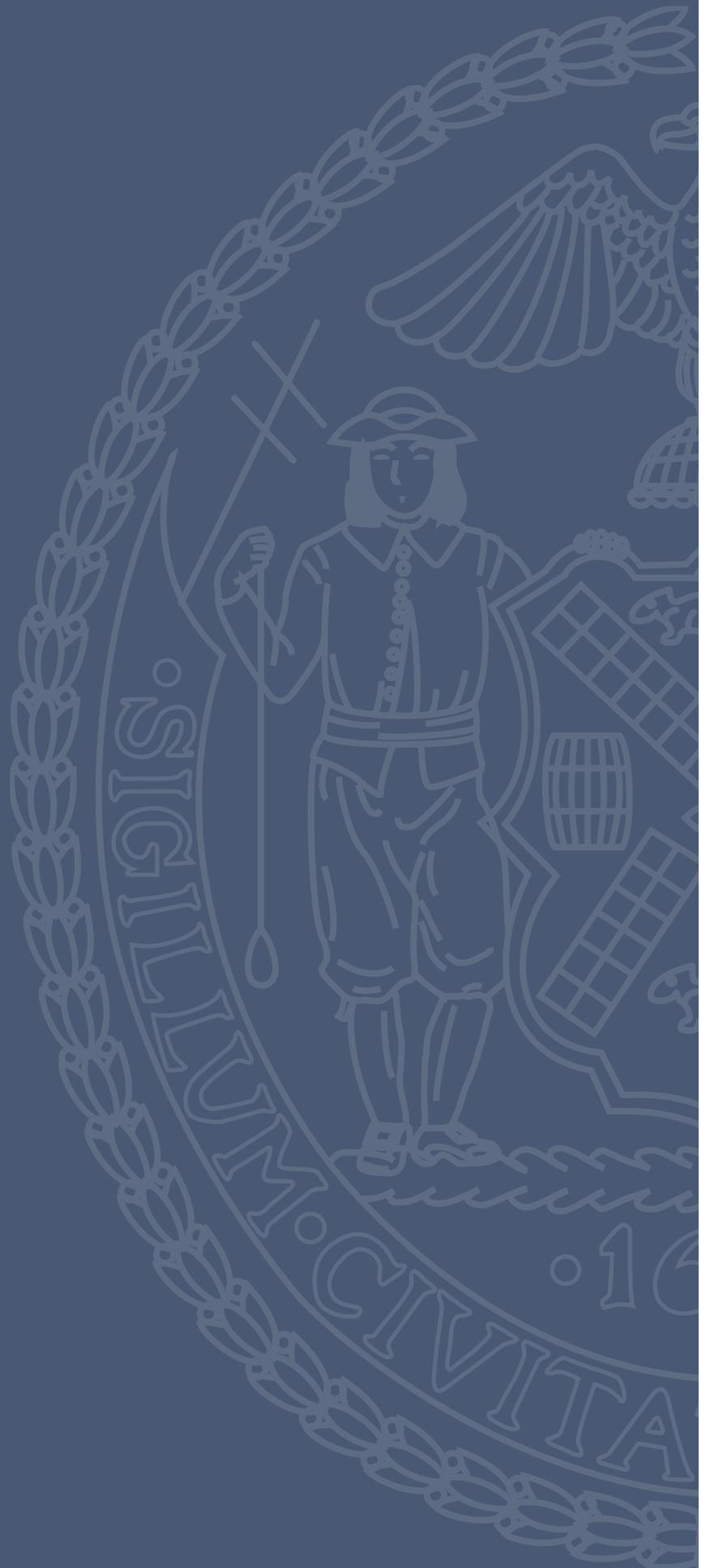
THRIVENYC: ENHANCING ACCESS TO MENTAL HEALTH SUPPORT FOR EVERY NEW YORKER IN NEED

Since launched by First Lady Chirlane McCray and Mayor Bill de Blasio in 2015, ThriveNYC has worked to ensure that every New Yorker has access to mental health support, whenever and wherever they need it. In Fiscal 2019 this work was consolidated under the management of the new Mayor's Office of ThriveNYC, which works in partnership with over ten City agencies to:

- Pilot new evidence-driven strategies to address mental health needs;

- Enhance mental healthcare equity by increasing access to mental health support outside of traditional clinical settings, in locations such as homeless shelters, senior centers, schools and community-based organizations; and

- Promote inclusion by reducing stigma and cultural barriers to care. ThriveNYC partners with communities to ensure that vulnerable populations know about and have access to mental health support.

In the last three years, ThriveNYC has brought mental health support to communities and locations where it never existed before, serving over 750,000 New Yorkers. ThriveNYC does this by implementing dozens of initiatives that enhance connections to care: providing new services to vulnerable populations; strengthening crisis prevention and response; intervening early; and developing the mental health workforce of the future.

All ThriveNYC programs are united by a commitment to six principles for achieving sustainable innovation: change the culture; act early; close treatment gaps; partner with communities; use data better; and strengthen government's ability to lead.

In June 2019, the Mayor's Office of ThriveNYC published the framework it will be using to measure the impact of its work. The framework includes a set of outcome indicators that were developed with experts at the City University of New York's Institute for State and Local Governance and in partnership with the City agencies that implement ThriveNYC programs. Depending on how the data is collected for each measure, such as through an annual survey, regular client screening or observation, the data will be updated either quarterly, semi-annually or annually.

To measure ThriveNYC's work, the City is using an approach similar to that used in evaluating other large-scale public health strategies, such as efforts to reduce obesity or smoking-related fatalities. In the first few years of ThriveNYC, the City closely monitored implementation, tracking hundreds of metrics on the number of people reached by ThriveNYC's programs and the overall progress of implementation. The outcome framework published in June 2019 reflects a second phase of measurement, which looks more closely at whether new programs are making an impact in the lives of those served. ThriveNYC's approach to measurement also leverages the expertise of external researchers to conduct formal programmatic evaluations and to refine which long-term, population-level measures are appropriate to associate with ThriveNYC's work.

ELIMINATE BARRIERS TO CARE

One in five adults in New York City experiences a mental health disorder in any given year. Yet hundreds of thousands of individuals in need are not connected to care. For example, over half a million adult New Yorkers are estimated to have depression, yet less than 40 percent reported receiving care for it in 2014. Some barriers to care are cultural, while others are limited by a lack of resources available nearby. For some, navigating complicated bureaucracy or insurance issues can make it difficult to seek help. Others are overwhelmed by stigma or do not want to admit that they are struggling.

ThriveNYC works to address these barriers and increase access to care in many ways. In Fiscal 2019, 29,640 community members and 21,266 front-line City employees were trained in Mental Health First Aid, bringing the three-year total to 127,150. Hiring challenges in Fiscal 2019 delayed progress toward this year's Mental Health First Aid training targets. The Office of ThriveNYC and DOHMH anticipate improved staff capacity in Fiscal 2020 and will work together with other City agencies toward the training target in Fiscal 2020. Mental Health First Aid is an evidence-driven, free eight-hour training that helps people become more comfortable talking about mental health, listening to others, recognizing signs and symptoms of mental illness, and helping direct people in need to relevant services. Mental Health First Aid is conducted regularly in English, Mandarin and Spanish and other languages by request. There are also Mental Health First Aid classes specifically designed for veterans and their families, youth and people who work with youth, and for LGBTQ+ people. The Department of Homeless Services has now mandated this training for all homeless shelter staff.

NYC Well is the City's comprehensive mental health helpline. Available by call, text or online chat, NYC Well provides a safe, easy way for New Yorkers to connect to care no matter where they are, what emotional state they are in, or what signs and symptoms they express. Trained counselors provide brief counseling, peer support, assistance navigating the mental healthcare system, and help setting appointments with mental healthcare providers. The service is free, confidential and has the capacity to respond in over 200 languages. NYC Well answered 274,365 calls, texts and chats from people seeking mental health support in Fiscal 2019, for a total of 705,952 since launching in 2016.

The Connections to Care (C2C) program is an innovative partnership between fourteen community-based organizations, ThriveNYC, NYC Opportunity, the Mayor's Fund and the Department of Health and Mental Hygiene. In Fiscal 2019, C2C trained 375 employees (for a total of 1,680 since 2016) from participating community-based organizations to act as front-line responders to screen their clients for mental health needs, offer direct support when appropriate, and link to local health providers for further care if needed. In Fiscal 2019, over 14,500 people from all five boroughs received services through C2C (over 34,000 since launch in 2016), including over 1,300 who were referred to outside care, for a total of over 3,700 since launch.

REACH PEOPLE WITH THE HIGHEST NEED

Many who are particularly vulnerable to mental illness—often those who have been exposed to trauma—are especially underserved. ThriveNYC implements programs that bring new, dedicated support to these individuals, with a current focus on victims of crime, families living in shelters, seniors, veterans and vulnerable young people.

From 2016 to the end of Fiscal 2019, the Crime Victim Assistance Program supported over 115,500 people, 59,008 of whom were served through the program in Fiscal 2019. Before the launch of ThriveNYC, many crime victims navigated the complicated landscape of the criminal justice and social service systems alone. Just three precincts had one onsite victim advocate to serve victims of domestic violence. Now, through ThriveNYC throughout New York City victims of any kind of crime can be served by the Crime Victim Assistance Program, which operates in precincts and Housing Police Service Areas citywide.

In Fiscal 2019, over 560 seniors struggling with mental health issues were treated by clinicians now onsite in 25 senior centers operated by the Department for the Aging (DFTA). Over 830 seniors have received both short-term and ongoing clinical treatment through this program in the last three years. In order to help break down the stigma of seeking mental health services that some seniors feel, the clinicians offer a variety of engagement and support activities, which encourage the seniors to accept help. Before ThriveNYC, many seniors went without ready access to mental health support. Services for homebound older adults at risk of profound social isolation and loneliness were scarce. Through ThriveNYC, the City has added clinicians to 25 senior centers operated by DFTA and will expand to an additional 23 senior centers in Fiscal 2020. Of those seniors receiving clinical mental health treatment, 75 percent were treated onsite while the remaining 25 percent were either already in care elsewhere, referred for off-site services or refused care.Since

launch, 65 percent of seniors suffering from anxiety and 56 percent of seniors suffering from depression who received onsite treatment have shown improvement, according to regular client screenings conducted by clinicians.

In partnership with ThriveNYC, the Department of Homeless Services (DHS) has placed 327 licensed social workers in contracted shelters for families with children. These clinicians served thousands of families in need comprised of more than 13,780 New Yorkers since the inception of the program in 2016, with 7,570 people served in Fiscal 2019. Previously, families served by these shelters did not have ready access to dedicated social work staff specifically focused on providing social work services.

The Department of Youth and Community Development (DYCD) funds Runaway and Homeless Youth residences and drop-in centers, which provide specialized services for vulnerable young people, including LGBTQ+ identifying young people. Since 2016, ThriveNYC has invested in DYCD's Runaway and Homeless Youth (RHY) programs to enhance mental health services offered to young people residing in more than 30 RHY residences and to young people seen in drop-in centers. Mental health professionals served over 2,500 young people in Fiscal 2019, and over 11,000 young people have been served since the program launched in 2016.

STRENGTHEN CRISIS PREVENTION AND RESPONSE

The needs of New Yorkers with serious mental health conditions are complex, and hospitalization is not always the answer. To help people with serious needs stay in their communities, ThriveNYC implements several innovative programs, including mobile early intervention and long-term treatment programs.

In the last three years, Co-Response Teams, a collaboration between the New York City Police Department and the Department of Health and Mental Hygiene, have assisted more than 1,043 people across the City, 618 of whom were served in Fiscal 2019. Each team includes two police officers and one behavioral health professional. Teams are available 16 hours a day, seven days a week to assist people with mental illness and substance use disorders who may pose risk to themselves or others. Since launch, 84 percent of the people engaged by Co-Response Teams were successfully connected or re-connected to care or another stabilizing support, including services, transportation to, and referrals for community-based treatment, including medical, mental health, legal, housing, and a range of other social and clinical services.

ThriveNYC also partners with the Department of Health and Mental Hygiene to implement several new mobile treatment team models. As one example, ThriveNYC has supported the addition of a Substance Use Specialist on 40 of the City's Assertive Community Treatment (ACT) Teams. ACT teams provide intensive, mobile mental health treatment and rehabilitation services to New Yorkers with serious mental illnesses. These teams have the capacity to serve 2,720 individuals at a time.

ThriveNYC has also supported five Forensic ACT Teams, which provide the same intensive mental health treatment and rehabilitation services as traditional ACT teams, and include additional staff and training to serve up to 340 individuals at a time with current or recent justice system involvement.

ThriveNYC has also supported the creation of seven Intensive Mobile Treatment (IMT) teams that can serve up to 189 individuals per year. IMT Teams provide a uniquely flexible model of mental health treatment and intensive support to adults with mental illness and/or substance use disorders, homelessness and/or transience and escalating behaviors.

DEVELOP RESILIENCY FOR THE YOUNGEST NEW YORKERS

Half of all lifetime mental health disorders appear before the age of 14. Grounded in research showing that early identification and treatment of mental health disorders has been shown to build positive mental health in the long-term, ThriveNYC supports several programs to promote the healthy development and life-long resiliency of young New Yorkers.

ThriveNYC has significantly enhanced access to mental health support in the City's public schools. Over 50 percent of New York City public schools now have access to professional mental health experts to build the capacity of school staff through training and customized mental health plans. DOE provides significant onsite mental health support in schools. In Fiscal 2019, ThriveNYC partnered with DOE to offer onsite mental health clinicians to 173 schools and onsite mental health clinics in 68 schools.

Every Pre-K site in New York City has access to social emotional learning resources, including tools for families, and training in social emotional learning for teachers, program leaders and social workers. In Fiscal 2019, 2,198 Pre-K program leaders, teaching staff, social workers and parents/adult-caregivers participated in social emotional training, bringing the total to 5,564 people trained over the last three years.

Additionally, in June 2019, ThriveNYC announced that it will partner with the Department of Education (DOE) in School Year 2019-2020 to add 85 licensed social workers to provide direct clinical care and mental health services to students and schools at times of crisis.

DEVELOP THE MENTAL HEALTH WORKFORCE OF THE FUTURE

ThriveNYC is committed to building a diverse, multi-lingual mental health workforce, a critical investment in order to ensure that every New Yorker can access mental health support.

Beginning on January 1, 2020, Health + Hospitals will oversee the redesigned Mental Health Service Corps, an innovative treatment and training program building a diverse, multi-lingual mental health workforce skilled in collaborative care. Under the renovated program, Health + Hospitals will supervise early-career mental health clinicians in behavioral health and primary care settings sites across the Health + Hospitals system. This groundbreaking program was launched in 2016 and will continue in its current form until December 31, 2019. It is currently managed by the Department of Health and Mental Hygiene and operated by the City University of New York.

In Fiscal 2019, the Mental Health Services Corps provided clinical services to more than 28,361 individuals at sites across all five boroughs, bringing the total served to over 64,000 since the program began collecting data in 2017. Seventy-six percent of these sites are in federally designated health and mental health professional shortage areas. The program has helped participating early-career mental health clinicians earn more than 141,000 hours toward their clinical licensure in Fiscal 2019 and over 310,000 hours since the program launched.

SELECTED PERFORMANCE INDICATORS	Actual				Target	
	FY16	FY17	FY18	FY19	FY19	FY20
Eliminate barriers to care						
People who live or work in NYC trained in Mental Health First Aid (with DOHMH)	NA	18,656	46,761	50,564	72,000	76,000
Supportive connections provided by NYC Well, a behavioral health helpline (with DOHMH)	NA	152.6	256.6	274.4	*	*
Individuals who received mental health support through Connections to Care (with OEO)	NA	7,532	12,080	14,885	9,292	10,900
Reach people with the highest need						
Individuals who, after reporting a crime, received support to deal with the emotional, physical and financial aftermath of crime through the Crime Victim Assistance Program (with NYPD)	NA	16,088	40,410	59,008	*	*
Requests from veterans, family members and caregivers that resulted in a successful connection to care, services or resources (with DVS)	NA	194	282	293	285	285
Young people who received mental health support in a City-funded residential program or drop-in center serving runaway and homeless youth (with DYCD)	NA	2,408	2,802	2,569	2,800	2,800
Families living in shelter who received onsite biopsychosocial screenings from mental health clinicians (with DHS)	NA	392	4,975	7,570	*	*
Strengthen crisis prevention and response						
Individuals who received services from long-term mobile community-based treatment providers (with DOHMH) (Includes ACT, FACT, and IMT Teams)	NA	NA	NA	4,979	*	*

SELECTED PERFORMANCE INDICATORS	Actual				Target	
	FY16	**FY17**	**FY18**	**FY19**	**FY19**	**FY20**
Individuals connected to services by a Co-Response Team (with DOHMH/NYPD)	33	186	260	618	*	*
Develop resiliency for the youngest New Yorkers						
Schools with access to ThriveNYC-funded onsite clinical mental health services (with DOE/DOHMH)	NA	130	129	173	173	173
Mental health workshops and trainings conducted for teachers, school staff, mental health professionals, families, and students (with DOE/DOHMH)	NA	3,920	6,602	9,479	*	*
Develop the mental health workforce of the future						
Individuals who received clinical services from Mental Health Service Corps behavioral health clinicians (with DOHMH)	NA	NA	24,432	28,361	*	*

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The indicator 'Individuals trained in MHFA (DOHMH)' was revised to 'People who live or work in NYC trained in Mental Health First Aid (with DOHMH).'This revision more fully articulates the range of individuals reached and the skills developed through this training.

- The indicator 'Total number of answered contacts by NYC Well (DOHMH)' was revised to 'Supportive connections provided by NYC Well, a behavioral health helpline (with DOHMH).' This revision more fully describes the impact of NYC Well.

- The indicator 'Individuals served by NYC Mental Health Service Corps (DOHMH)' was revised to 'Individuals who received clinical services from Mental Health Service Corps behavioral health clinicians (with DOHMH).' This revision better describes the structure and goals of this program. In January 2020, the management of this program will transfer from the Department of Health and Mental Hygiene (DOHMH) to Health + Hospitals.

- The indicator 'Participants served by C2C (OEO)' was revised to 'Individuals who received mental health support through Connections to Care (with OEO).' This revision more fully describes the structure and goals of the Connections to Care (C2C) program. In addition, the Fiscal 2018 total has been revised to reflect updated data.

- The indicator 'Connections to advocacy services for crime victims (NYPD)' was revised to 'Individuals who, after reporting a crime, received support to deal with the emotional, physical and financial aftermath of crime through the Crime Victim Assistance Program (with NYPD).' This indicator better captures the multitude of services available through the Crime Victim Assistance Program, including advocacy services, safety planning and assessment, navigating the criminal justice system, conducting home visits and connections to mental health care.

- The indicator 'Runaway and homeless youth served (DYCD)' was revised to 'Young people who received mental health support in a City-funded residential program or drop-in center serving runaway and homeless youth (with DYCD)' to better describe the services being delivered to the individuals captured in this data point. In addition, the target for Fiscal 2019 was increased from 2,250 to 2,800 because of the opening of additional facilities.

- The indicator 'Families living in shelter who received onsite biopsychosocial screenings from mental health clinicians (with DHS)' was added under "Reach people with the highest need." This new indicator measures ThriveNYC's partnership with the Department of Homeless Services to address the mental health needs of families living in shelters.

- The indicator 'Requests from veterans, family members and caregivers that resulted in a successful connection to care, services or resources (with DVS)' was added under "Reach people with the highest need." This new indicator reflects the number of veterans supported through ThriveNYC's partnership with the Department of Veterans' Services.

- The indicator 'Individuals who received services from long-term mobile community-based treatment providers (with DOHMH)' was added under "Strengthen Crisis Prevention and Response." This indicator aggregates the number of individuals served by multiple mobile teams focused on providing intensive and continuous care and treatment to individuals living with a serious mental illness. These teams include: Intensive Mobile Treatment (IMT), Assertive Community Treatment (ACT) and Forensic Assertive Community Treatment teams (FACT).

- The indicator 'Schools with access to Thrive-funded onsite clinical mental health services (with DOE/DOHMH)' replaces 'Schools served by the school Mental Health Consultant Program (DOE).' This new indicator better captures ThriveNYC's partnership with the Department of Education to expand mental health services in high-need schools.

- The indicator 'Mental health workshops and trainings conducted for teachers, school staff, mental health professionals, families, and students (with DOE/DOHMH)' was added under "Develop resiliency for the youngest New Yorkers." This new indicator measures ThriveNYC's partnership with the Department of Education to promote mental health and well-being in the City's Pre-K through grade 12 public schools and includes Community Schools, Prevention and Intervention Program, School Mental Health Consultants, Social Emotional Learning (Pre-K, Trauma Smart, and Early Childhood Mental Health Network), and Youth Mental Health First Aid.

- The indicator 'Individuals connected to services by a Co-Response Team (with DOHMH/NYPD)' was added under "Strengthen Crisis Prevention and Response." This new indicator measures an important ThriveNYC inter-agency collaboration with NYPD and DOHMH. Service provisions include verification of services, referrals to new services or transport.

- The indicators 'Teachers, assistant teachers, paraprofessionals and social workers that have attended Social-Emotional Learning professional development (DOE),' 'Individuals (staff and parents) who received mental health consultation in early care and education programs (DOHMH),' 'Eligible families residing in DHS shelters who have been successfully visited by the Newborn Home Visiting Program (DOHMH),' 'Maternal depression screenings conducted for clients visited by the Newborn Home Visiting Program (DOHMH),' 'Naloxone Kits distributed from DOHMH to Opioid Overdose Prevention Programs (DOHMH),' 'Direct callers/texters/chatters (non-service providers) who report that they are accessing mental health care for the first time (DOHMH) (%)' were replaced with the new indicators above that more accurately reflect the focus and scope of ThriveNYC's programmatic work.

ADDITIONAL RESOURCES

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

- Thrive News
https://thrivenyc.cityofnewyork.us/news/

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

From the 2014 launch of Housing New York (HNY) through June 2019, the City has financed the creation or preservation of 135,437 affordable homes across New York City. Over 40 percent of these homes are reserved for households making less than $37,350 for a single person or $48,050 for a family of three. In Fall 2017, Mayor de Blasio committed to accelerating and expanding the pace of HNY to achieve 300,000 affordable apartments by 2026 – 100,000 more than initially planned. Already, the City had ramped up to produce more than 20,000 affordable homes a year, and has now surpassed 25,000 affordable apartments annually for the last two years.

In Fiscal 2019, the Department of Housing Preservation and Development (HPD) and the New York City Housing Development Corporation (HDC) financed a total of 25,299 affordable homes, including the highest production of homes for seniors and homeless households of any year on record. The City financed nearly 2,000 affordable homes for seniors in this fiscal year alone, for a cumulative total of 8,476 senior-restricted homes since the beginning of HNY. The City also created 2,682 homes for homeless households, for a cumulative total of 11,552 under HNY to date.

HPD and HDC continue to advance new programs and policies that more effectively target underused sites and preserve the affordability of neighborhoods experiencing rapidly rising rents. A host of new programs are designed to more holistically serve vulnerable populations while also creating new opportunities for affordable homeownership. This includes targeted efforts to combat tenant harassment with the formation of the Tenant Anti-Harassment Unit. Announced in July 2018, this unit will partner with the Department of Buildings and other agencies to pursue potential cases of maintenance harassment in multi-family residential buildings and connect tenants to legal services resources.

These successes depend on the collaboration and commitment of more than a dozen City agencies and offices, including HPD, HDC, the New York City Housing Authority (NYCHA), the Department of City Planning (DCP), the New York City Economic Development Corporation (NYCEDC), the Department of Buildings (DOB), the Human Resources Administration (HRA), the Department of Homeless Services (DHS), the Department of Small Business Services (SBS), the Mayor's Office of Workforce Development and the Mayor's Office of Capital Project Development. HNY is segmented into the following broad strategies and priority initiatives. Unless otherwise noted, the accomplishments below occurred between July 2018 and June 2019.

FOSTERING DIVERSE, LIVABLE NEIGHBORHOODS

HNY recognizes that thriving neighborhoods require affordable housing as well as services and community resources. Together, DCP, HPD, HDC, SBS, NYCEDC and NYCHA work to provide housing and economic opportunities while enhancing the livability of neighborhoods.

Accomplishments include:

In July 2018, NYCEDC, HPD, HDC and Council Member Donovan Richards announced plans to deliver over 670 units of affordable housing across two projects in Far Rockaway. The City selected The Community Builders, Inc. to activate an underutilized City-owned lot at Beach 21st Street to create 224 units of mixed-income affordable housing, commercial space and community facilities. The City also closed on construction financing to deliver 457 units of affordable housing for the initial phase of the Far Rockaway Village project, which will transform the neighborhood's long-neglected shopping center into a vibrant mix of affordable housing, modern retail and public space, serving as a village center for the neighborhood.

Also in July 2018, HPD announced the designation of three development teams to create more than 900 affordable homes in Brownsville, and published its first annual progress report on the commitments made in the Brownsville Plan. This plan was created through a year-long planning process that brought together over 20 government agencies, 30 community-based organizations and nearly 500 residents to identify neighborhood priorities. The Brownsville Plan is leading to the creation of over 2,500 new affordable homes, representing more than $1 billion of investment.

In August 2018, the City Council approved the Inwood Neighborhood Rezoning, the City's plan to ensure Inwood remains an affordable, attractive neighborhood for working and immigrant families. Developed over the course of three years, the Inwood NYC plan will deliver over $200 million in new public investment to the neighborhood for the creation, preservation and protection of thousands of affordable homes, new parks and waterfront access, new STEM education offerings and support for small businesses and good jobs.

In September 2018, HPD announced the team to lead the transformation of the historic Greenpoint Hospital site into a new mixed-use development that will feature over 500 units of affordable housing and new space for an existing shelter to serve 200 New Yorkers experiencing homelessness. St. Nicks Alliance and the Hudson Companies will lead the development of this project in partnership with Project Renewal, a non-profit organization that works with homeless New Yorkers.

PRESERVING THE AFFORDABILITY AND QUALITY OF THE EXISTING HOUSING STOCK

The City works to create new affordable housing units while also preserving the affordability of the existing affordable housing stock so that tenants and homeowners can stay in their homes. In Fiscal 2019, the City preserved the affordability of over 16,000 homes and launched a suite of initiatives focused on protecting tenants and keeping them in their homes.

Accomplishments include:

In July 2018, HPD and HDC announced the launch of Partners in Preservation, a pilot program that will serve as a hub for local anti-displacement initiatives in select New York City neighborhoods that were recently rezoned: East Harlem and Inwood in Manhattan and the Jerome Avenue area in the Bronx. The program provides funding for community-based organizations to jointly coordinate anti-displacement initiatives such as code enforcement, tenant organizing and education, legal representation, affirmative litigation, and other strategies. The Request for Proposals (RFP) for program administrators was released in November 2018, and the City selected community-based organizations to lead the pilot in March 2019.

The de Blasio administration announced the implementation of the Certification of No Harassment (CONH) Pilot Program, which was created under a new law requiring buildings to meet specific criteria certifying that no tenant harassment has taken place before being granted construction permits to significantly alter their properties. The City also published the list of more than 1,000 buildings with approximately 26,000 units that will now be subject to the CONH program. Owners of buildings included on the program list will be required to apply for a Certification of No Harassment before they are approved for construction permits by DOB. HPD will conduct the investigation to certify

that no tenant harassment has taken place. Owners denied a CONH will not be able to significantly alter their buildings for five years, unless they provide permanently affordable housing to be built without City subsidy, tax benefits or inclusionary housing.

Another new tool to fight harassment is the Speculation Watch List, which identifies recently sold rent-regulated buildings where potentially predatory investment may put tenants at risk. The City is making this information available so that tenants and tenant advocates can better target where tenant harassment may occur. The list was announced as part of Council Member Ritchie Torres' Predatory Equity bill, which was signed into law earlier this year. Released quarterly, the Speculation Watch List will include about 150 recently sold rent-regulated buildings a year.

In Fiscal 2019, the City also created the Mayor's Office to Protect Tenants to spearhead anti-harassment initiatives, enhance interagency enforcement and closely engage with tenants and advocates.

BUILDING NEW AFFORDABLE HOUSING FOR ALL NEW YORKERS

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

Accomplishments include:

In November 2018, HPD launched ShareNYC, an initiative to create innovative and affordable shared housing developments in order to test new ways to meet housing needs. The ShareNYC Request for Information (RFI) / Request for Expressions of Interest (RFEI) was the first of its kind in New York City. The RFI sought information from a wide range of organizations to help shape the standards for this type of affordable housing. Proposals submitted to the RFEI will similarly inform a shared housing program by directly engaging issues of design, management, and financing.

In February 2019, HPD joined the Fifth Avenue Committee, Inc. and the Brooklyn Public Library to break ground on a new development which will bring a dramatically expanded library to the Sunset Park community as well as 49 deeply affordable apartments. Developed in partnership with New York State Homes and Community Renewal, this innovative project will provide Sunset Park with a modern, state-of-the-art public library that is nearly twice the size of the previous library, while simultaneously creating new affordable homes in a pioneering shared-use model that is the first of its kind in New York City.

In March 2019, HPD announced plans to develop 167 units of modular affordable housing and a new community medical center on City-owned land in the East New York section of Brooklyn. A development team led by Thorobird Companies along with non-profit partner Bangladeshi American Community Development and Youth Services (BACDYS) was selected through a competitive RFP process. This RFP is the first disposition of City-owned land under the City's modular construction initiative announced under Housing New York 2.0. Manufacturing of the development will be completed by Brooklyn-based FullStack Modular and BACDYS will oversee programming in the community space that will focus on serving immigrants, women and low-income community members.

In May 2019, HPD selected five finalists from the Big Ideas for Small Lots Housing Design Competition. The competition invited architects and designers from around the globe to submit proposals that addressed challenges of developing high-quality affordable housing on small, irregular lots throughout the city. The five finalists' designs rose to the top of the 444 proposals from 36 countries across five continents that HPD received over the two-month submission period. The competition furthers the City's efforts to unlock difficult-to-develop sites for new housing. By engaging the architectural and design community as critical partners in the development of affordable housing, HPD hopes to demonstrate feasible, replicable housing solutions across various site and neighborhood conditions and promote excellence in urban infill design.

In June 2019, HPD and HDC joined L+M Development Partners, Jonathan Rose Companies and Acacia Network to announce the first phase of Sendero Verde, a 100 percent affordable, mixed-use development in East Harlem. The project will include approximately 700 units of affordable housing, community and social service space, a school, publicly accessible open space, community gardens and neighborhood retail. Sendero Verde is anticipated to be the country's largest development to meet rigorous Passive House energy efficiency standards. The project's community offerings, architectural and landscape elements will provide a unique model for the creation of sustainable mixed-

income communities through innovative public-private partnerships. This first phase of the project is expected to begin construction this year and be completed in 2022.

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

The City provides supportive, accessible housing to the homeless and other vulnerable New Yorkers with special needs. In Fiscal 2019, the City financed a greater number of homes for seniors and homeless households than any year on record.

Accomplishments include:

In July 2018, HPD and HRA joined non-profit Jericho Project and B&B Urban, a long-time developer of affordable and supportive housing, at the ribbon cutting ceremony for Walton House, the new home for 89 formerly homeless veterans and young adults in the Bronx. Walton House is New York City's first supportive housing development to open under Mayor de Blasio's NYC 15/15 Initiative to provide 15,000 units of supportive housing over 15 years.

In February 2019, HPD and HDC, Camber Property Group, and Harlem Congregations for Community Improvement, Inc. (HCCI), held a groundbreaking ceremony for Victory Plaza, a 136-unit, 100 percent affordable building for seniors in Harlem. The building will include 41 units set aside for formerly homeless seniors and will be constructed on underutilized land using the latest sustainable design principles. The project will leverage recent zoning changes passed by the New York City Council known as Zoning for Quality and Affordability (ZQA) that provide density bonuses for the creation of senior affordable housing. The nine-story building will feature interior and exterior community space and an outdoor garden, as well as offices for on-site social services.

In March 2019, HPD announced the start of construction on the Arthur Avenue Apartments, a new affordable housing development that will create 176 affordable homes for low-income seniors 62 and older. The nine-story building in the Belmont neighborhood of the Bronx will include 54 apartments reserved for formerly homeless seniors in need of support services. The energy-efficient development also features approximately 4,500 square feet of health-oriented community space including an interior green house with a teaching kitchen, a working vegetable garden for tenant use and two landscaped outdoor terraces.

In April 2019, the City financed the acquisition of 17 cluster site buildings by trusted locally based not-for-profit developers, who will work with HPD to rehabilitate the buildings and preserve them as affordable housing. Consisting of nearly 500 units, the buildings will be converted to permanent affordable housing for over 1,000 New Yorkers in need, who will receive services and support from non-profit providers that will help them get back on their feet and transition to living independently.

The new owners will enter into regulatory agreements with HPD to ensure the long-term affordability of the apartments as housing for homeless families and other low-income New Yorkers. Joint Ownership Entity NYC and Neighborhood Restore will acquire these buildings and, in conjunction with local non-profit organizations including Banana Kelly, Fifth Avenue Committee, Fordham Bedford, HELP USA, MHANY, Samaritan Village, and Settlement Housing Fund, will stabilize and manage the buildings, coordinate light-touch social services, and prepare for rehabilitation of the buildings in the near future.

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:

HPD, in collaboration with Enterprise Community Partners, took the first step in launching HomeFix, a new program to offer financial assistance for needed repairs to one-to-four family homes for low-to-middle income owners. In June 2019, HPD and Enterprise announced that the Center for NYC Neighborhoods (the Center) in collaboration with their partners Restored Homes Housing Development Fund Corporation, Asian Americans for Equality (AAFE), Community Development Fund (CDF), Neighborhood Housing Services of New York City (NHSNYC), and Parodneck Foundation, was selected to administer HomeFix. Along with low-interest and forgivable home repair loans, the program will provide additional technical assistance, education, and other counseling provided by a network of non-profit partners to support owners of eligible one-to-four family homes.

In December 2018, the City launched the new Neighborhood Pillars Program ("Pillars"), which will 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. Pillars will help finance each stage of the process of acquiring and rehabilitating existing rent-stabilized and unregulated buildings to protect current tenants and preserve affordability in neighborhoods across the City. The program aims to fund the acquisition and preservation of nearly 7,500 homes over the next eight years.

In March 2019, HPD and HDC announced the launch of the New York City Down Payment Assistance Fund to help non-profit developers compete for the acquisition of vacant sites to build supportive and affordable housing. In partnership with The Robin Hood Foundation, Charles H. Revson Foundation, Oak Foundation, Supportive Housing Network of New York, Enterprise Community Partners, Local Initiatives Support Corporation, Low Income Investment Fund, the Corporation for Supportive Housing, and the New York City Acquisition Fund, this dedicated $4.75 million fund will enable experienced non-profits to move more rapidly into contract for vacant properties, eliminating a growing obstacle to development on private sites.

		Actual			Annual Target		Cumulative	
		FY17	**FY18**	**FY19**	**FY19**	**FY20**	**HNY(1/1/14 -6/30/2019)**	**Target 2026**
HOUSING UNITS STARTED								
Total starts (new and preservation)		24,350	32,251	25,299	25,000	25,000	135,437	300,000
New construction starts		7,763	9,278	9,029	10,000	10,000	43,930	120,000
Preservation starts		16,587	22,973	16,270	15,000	15,000	91,507	180,000
Total starts (new construction and preservation) by income band	Extremely low income units	4,014	6,130	5,341	*	*	23,069	31,500
	Very low income units	6,452	12,236	8,486	*	*	34,212	43,500
	Low income units	9,962	11,480	7,956	*	*	56,865	166,500
	Moderate income units	1,533	1,548	1,449	*	*	8,187	30,000
	Middle income units	2,270	703	1,934	*	*	12,434	28,500
	Other units (includes units for building superintendents)	119	154	133	*	*	670	*
Total starts (new construction and preservation) by bedroom distribution	Studio Units	4,309	4,557	4,193	*	*	20,306	*
	1 bedroom units	8,350	10,497	8,929	*	*	46,428	*
	2 bedroom units	8,361	11,617	8,660	*	*	47,323	*
	3 bedroom units	3,025	5,208	3,118	*	*	16,481	*
	4+ bedroom units	287	317	309	*	*	1,815	*
	Unclassified units	18	55	90	*	*	3,084	*
Total units started for special needs populations	Units started for homeless individuals or families	2,625	2,264	2,682	2,400	2,400	11,552	15,000
	Units started for senior individuals or families	929	1,889	1,968	2,000	2,250	8,476	30,000
Total units associated with projects containing public land/ buildings		3,106	3,086	4,056	*	*	15,407	*
HOUSING UNITS COMPLETED								
Total completions (new and preservation)		19,353	25,863	17,894	*	*	81,080	*
New construction completions		3,667	5,304	9,045	*	*	18,998	*
Preservation completions		15,686	20,559	8,849	*	*	62,082	*
Total completions (new construction and preservation) by income band	Extremely low income units	2,861	4,189	4,110	*	*	12,888	*
	Very low income units	3,681	7,803	3,222	*	*	16,968	*
	Low low income units	10,340	11,219	7,847	*	*	36,223	*
	Moderate low income units	1,271	2,075	1,286	*	*	5,792	*
	Middle low income units	1,117	454	1,320	*	*	8,811	*
	Other units (includes units for building superintendents)	83	123	109	*	*	398	*
Total completions (new construction and preservation) by bedroom distribution	Studio units	2,508	3,440	3,235	*	*	10,270	*
	1 bedroom units	6,183	9,837	6,147	*	*	28,903	*
	2 bedroom units	6,607	8,894	5,866	*	*	28,334	*
	3 bedroom units	2,235	3,460	2,250	*	*	9,887	*
	4+ bedroom units	220	220	347	*	*	1,142	*
	Unclassified units	1,600	12	49	*	*	2,544	*
Total units completed for special needs populations	Units started for homeless individuals or families	1,232	2,302	2,253	*	*	8,549	*
	Units started for senior individuals or families	1,061	1,070	1,170	*	*	4,355	*

		Actual			Annual Target		Cumulative	
		FY17	FY18	FY19	FY19	FY20	HNY(1/1/14 -6/30/2019)	Target 2026
FISCAL AND ECONOMIC INDICATORS								
Total City investment	Housing New York - Direct City Investment ($000,000)	$1,049	$1,582	$1,502	*	*	$5,877	*
Employment impacts	Estimated number of temporary jobs associated with Housing New York construction projects	20,217	23,692	25,503	*	*	119,814	*
	Estimated number of permanent jobs associated with Housing New York projects	696	1,069	888	*	*	4,543	*
Economic impacts	Estimated economic output associated with Housing New York construction spending	$5,101	$6,137	$6,767	*	*	$30,601	*
	Estimated annual economic output associated with ongoing operations of Housing New York projects (in millions)	$154	$208	$181	*	*	$917	*

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

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

Hurricane Sandy was unlike any storm in the City's long recorded history. The worst-case scenario combination of weather patterns and underlying conditions were exacerbated by the effects of climate change and sea level rise, resulting in an unprecedented amount of damage to the City's housing stock, business sectors and critical infrastructure. Through Fiscal 2019 the City reached a number of significant milestones in its housing, infrastructure and economic recovery efforts. Most significant is the progress made by Build It Back to complete the single-family home program and improve waterfront neighborhood resiliency. Going forward, the administration will continue to leverage our comprehensive 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 New York City 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.

Innovations such as the Modular Construction Program—which includes approximately 100 homes in Staten Island and Queens—have dramatically sped up the completion of homes and expanded contractor capacity. As of June 30, 2019, the Program has served 99.9 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, 99 percent, have received their full benefit, including construction, reimbursement, or acquisition of their home. For construction projects, the City completed 99 percent of City-managed and homeowner-managed construction projects.

When the de Blasio administration took office in 2014, zero homeowners had started construction and zero reimbursement checks had been issued. Through June 2019, Build It Back had started construction on 5,297 homes, of which 5,227 have been completed. In addition, Build It Back distributed over $134.5 million in reimbursement checks to more than 6,100 families. Build It Back construction partner HPD also accelerated relief to multifamily households, benefiting more than 19,800 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 6/30/2019	Cumulative percent complete as of 6/30/2019
	FY15	FY16	FY17	FY18	FY19		
Number of Homeowners Who Selected Benefit Options	5,236	1,029	160	20	3	8,301	100%
Design Starts in Build it Back Household	2,382	2,796	134	14	7	5,297	100%
Total Construction Starts in Build it Back Households	1,304	1,721	1,715	169	53	5,297	100%
Construction Completions of Build it Back Households	757	1,303	1,948	1067	511	5,227	98.68%
Reimbursement Checks Issued to Build it Back Households	3,611	1,966	141	56	37	6,127	100%
Homeowners Served	3,951	2,642	1,005	253	78	8,298	99.96%

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

BUILD IT BACK COMMUNITY HOUSING RECOVERY PROJECTS FOR MULTIPLE FAMILIES

Build It Back continues to make progress on its most complex and challenging projects, including those with multiple families. The City has nearly completed the elevation and rebuilding of attached homes in Coney Island, with only six homes remaining pending final punch list items. In the Sheepshead Bay Courts, the City is nearing completion of rebuilding and elevating homes and is leveraging additional funding to replace and improve infrastructure.

PARTNERSHIP WITH DEPARTMENT OF DESIGN AND CONSTRUCTION ON MODULAR CONSTRUCTION PROGRAM

In Fiscal 2017, Build It Back began a Modular Construction Program. By the end of Fiscal 2018, 31 homes in Staten Island and 68 in Queens had been delivered and set on their foundations, and through Fiscal 2019, all but eight homeowners have returned home.

BUILD IT BACK — ACQUISITION AND BUYOUT

The Acquisition and Buyout Pathway of the Build It Back Program 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 Pathway 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 120 homes are expected to be purchased, of which 24 homeowners are expected to receive incentives. Through Fiscal 2019, 117 of 120 properties have been purchased through this Pathway and 23 of 24 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 City 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 during Fiscal 2019 from the City's comprehensive citywide resiliency program include the following:

• The Department of Environmental Protection (DEP) continued to advance design at Bowery Bay, Hunts Point, Newtown Creek and Owls Head Wastewater Resource Recovery Facilities and completed conceptual facility planning at Wards Island Wastewater Resource Recovery Facility while initiating conceptual planning at 13 pumping stations as part of DEP's $406 million NYC Wastewater Resiliency Program. In order to advance these projects, DEP has

engaged design firms and is actively 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 $2.2 billion of construction projects are underway.

- The Department of Transportation (DOT) reached 72 percent completion of the rehabilitation to the Battery Park/West Street underpasses in Lower Manhattan, and Sandy-related rehabilitation work on 12 movable bridges is nearing completion. Nine of the 12 movable bridges contracted for rehabilitation are substantially complete, requiring only testing or punch list items. Of the remaining three bridges, construction on the 207th Street Bridge in Manhattan is 55 percent complete, Borden Avenue Bridge in Queens is 90 percent complete and Grand Street Bridge between Brooklyn and Queens is 60 percent complete. DOT is continuing its effort to implement preventive measures to the FDR Drive from the 18th to 25th Street raised-structure-span that will minimize the potential for damage from future coastal events. The project is currently under final design work. Construction is ongoing for five street reconstruction projects in Staten Island and Queens, valued at $56.5 million total.

- The Department of Parks and Recreation (DPR) completed design on approximately $39.7 million of resiliency-related projects and completed construction on another $33.1 million of resiliency-related projects across the City.

ECONOMIC RECOVERY AND WORKFORCE DEVELOPMENT

In Fiscal 2019, the Department of Small Business Services (SBS) disbursed $59,066 in loans and grants to businesses through the Hurricane Sandy Business Loan and Grant Program, which has awarded over $55.7 million—$47.7 million in grants and $8 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. In Fiscal 2019, the SBS Business PREP program provided risk assessments to 236 Sandy-impacted businesses in all five boroughs and $348,159 in grants to 122 businesses.

The New York City Economic Development Corporation (NYCEDC) 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. The New America Foundation began installation at one of their community mesh networks in Far Rockaway, and Bright Power began installing the first RISE microgrid in Coney Island. Other resiliency technology providers are finalizing design and implementation plans, and goTenna is still actively working to register small businesses to participate in the program.

In all of its work, Build It Back is committed to providing high-quality employment for New Yorkers impacted by Hurricane Sandy. The City's Sandy Recovery Hiring Plan advances the hiring of Sandy-impacted residents, women, minorities and 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 Sandy Recovery Hiring Plan encourages Build It Back contractors and subcontractors to hire 20 percent local residents on recovery projects. Twenty-three percent of all trades workers employed on Build It Back were from Sandy- impacted neighborhoods. Build It Back and Sandy Recovery Workforce1 provided jobs for over 1,600 Sandy-impacted New Yorkers including over 1,100 working on Build It Back. Approximately 150 Sandy-impacted residents worked 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

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

Collaborating to Deliver Results

VISION ZERO

PARTNER AGENCIES & OFFICES

- DCAS
- DOHMH
- DOT
- NYPD
- TLC

| Mayor's Office

The City launched Vision Zero in January 2014, recognizing that traffic crashes causing serious injury and death are not inevitable "accidents" but preventable incidents that can be systematically addressed and reduced. In partnership with the Mayor's Office, City agencies are implementing 206 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 over $1.6 billion through Fiscal 2022, has ensured resources will be available to continue an accelerated pace of redesign and reconstruction of New York City streets as well as for enforcement and education initiatives to deter unsafe driving and promote safe walking and biking.

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), the Business Integrity Commission (BIC) and the Sheriff's Office.

This cross-agency collaboration has contributed to the successful implementation of key Vision Zero initiatives. The expansion of the speed camera program, 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 have all resulted from this close coordination.

In Fiscal 2019, overall citywide traffic fatalities rose 4.3 percent, from 209 to 218. Fatalities among pedestrians and motor vehicle passengers increased, while bicyclist and motorcyclist fatalities decreased. Motor vehicle operator fatalities stayed the same.

Fatality Type	Actual					FY18-FY19 % Change
	FY15	**FY16**	**FY17**	**FY18**	**FY19**	
Total Fatalities	249	236	211	209	218	4.3%
Pedestrians	143	132	132	107	120	12.1%
Bicyclists	16	20	16	21	17	-19.0%
Motorcyclists	28	25	20	35	34	-2.9%
Motor Vehicle Operators	29	34	21	30	30	0.0%
Passengers	33	25	22	16	17	6.3%

Source: NYPD

STREET DESIGN

DOT continued to make streets safer by implementing designs that simplify complex intersections, discourage speeding, slow down turns, provide bicycle lanes, make pedestrians and cyclists more visible and shorten pedestrian crossing distances at Vision Zero priority locations. During Fiscal 2019 DOT completed 94 street improvement projects at high crash locations, constructed 318 speed humps, activated 1,121 leading pedestrian intervals, installed accessible pedestrian signals at 112 intersections, installed 67.5 bike lane miles and implemented safety signal retiming on 28 priority corridors.

During Fiscal 2019 DOT advanced work on all four Vision Zero Great Streets projects:

- Queens Boulevard: DOT prepared to implement Phase 4 of this project, which covers the 1.1-mile portion between Yellowstone Boulevard and Union Turnpike. DOT also continued the design process for the capital project, and began the Percent for Art process in Fall 2018. The agency will continue to work with the Department of Design and Construction (DDC) to resolve outstanding National Environmental Policy Act (NEPA) concerns regarding corridor analysis.

- Grand Concourse: Construction continued on Phase 3 of the capital project, from East 171st Street to East 175th Street. DOT and DDC are in construction procurement for Phase 4 (East 175th Street to East Fordham Road) and began the design procurement process for Phase 5 (East Fordham Road to East 198th Street).

- Atlantic Avenue: Construction of Phase 1 (Georgia Avenue to Logan Street) continued through Spring 2019, and is scheduled to be completed in Fall 2019. DOT finalized the design of Phase 2, from Logan Street to Rockaway Boulevard, for the Public Design Commission.

- 4th Avenue: The capital project led by DOT and DDC, between 8th Street and 64th Street, is currently in the construction procurement phase. The next phase, between Atlantic Avenue and 8th Street, is currently in the scoping phase, and will include a raised median, pedestrian ramps, curb extensions, and other geometry changes. DOT also began implementing operational safety improvements from First to 15th Streets in May 2019 and is planning to begin work between 15th and 38th Streets in Fall 2019.

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 use of hand-held devices 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 2019, NYPD issued 151,584 speeding summonses and 57,488 failure-to-yield to pedestrian summonses, increases of one percent and eight percent, respectively, from Fiscal 2018. NYPD also issued 3,632 violations of NYC Administrative Code 19-190—the "right of way law"—to drivers who struck a pedestrian or cyclist who had the legal right of way, and made 55 arrests for these violations. NYPD has a total of 661 LIDAR guns in service. During Fiscal 2019, 628 officers were LIDAR trained, increasing the total number of trained officers to 3,939.

In addition, TLC's enforcement officers focused on these same high-priority violations among TLC-licensed vehicles. These summonses include failure-to-yield right of way to a pedestrian, speeding and stop sign and traffic signal violations. TLC also enforces against bike lane obstruction by its driver licensees both in the field and via consumer complaints. Working with the public, TLC issues summonses in response to these complaints and fines drivers for this unsafe behavior, encouraging drivers to keep these lanes clear to keep bicyclists safe.

In Fall 2018 (Fiscal 2019) TLC improved its enforcement policy for red light camera violations to TLC-licensed drivers. In the past, TLC-licensed drivers, like private vehicle owners, faced only monetary fines. After reviewing patterns of red light camera violations among TLC-licensed drivers while on for-hire trips, TLC now adds points to a driver's TLC license after the first offense instead of issuing a fine. This change means that running a red light and getting caught by a camera has the same consequence as being pulled over by police or TLC enforcement officers. TLC points are a strong deterrent and encourage drivers to change their driving behavior, reduce recidivism and stop fully at each red light.

OUTREACH AND ENGAGEMENT

The Vision Zero Street Teams integrate education and enforcement to discourage unsafe behavior on City streets. Teams of DOT and NYPD staff work together to identify corridors with significant crash history, along with the causes of those crashes. Staff then spend a week distributing fliers to pedestrians and drivers with safety tips about the most common causes of crashes in those corridors, which is followed by NYPD enforcement in the same area in the subsequent week. In Fiscal 2019 Street Teams concentrated efforts on nine high-priority corridors, connecting with 368,200 New Yorkers during the period.

Vision Zero also delivers safe-driving messaging and training to specific populations of drivers, such as for-hire vehicle drivers, City employee drivers and MTA bus operators. At the City level, DCAS has reinforced the safety message to City employees with 10,307 City drivers trained in defensive driving during Fiscal 2019, bringing the total number of employees who have completed the day-long safety training to over 55,000 since the beginning of Vision Zero. In Fiscal 2019 DCAS procured a virtual reality (VR) training system to augment class sessions. VR will be operational this fall beginning with the Department of Parks and Recreation. DCAS also worked with DOT, BIC, TLC and MTA to share best practices and coordinate training themes for fleet operators.

In Fiscal 2019 over 17,500 drivers completed TLC's pre-licensure driver training course. Over 121,000 drivers have taken this course since 2014. This training requirement includes a specialized Vision Zero curriculum developed for for-hire drivers that highlights important safety information, such as road designs like 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.

TLC held a variety of outreach events to educate drivers on Vision Zero in Fiscal 2019. The new "TLC In Your Borough" program features an agenda that is tailored to provide drivers with information on TLC policies such as fatigued driving prevention rules and other Vision Zero regulations. In addition, TLC staff conducted Vision Zero driver outreach meetings to for-hire vehicle bases and taxi garages throughout the City and distributed Vision Zero materials at locations that drivers congregate and transportation hubs.

The "Dusk and Darkness" campaign returned for a third year in Fiscal 2019. Based on a 2016 DOT and NYPD analysis of crash trends, it was 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 this multi-agency seasonal enforcement and education approach. 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 89 fatalities in the targeted October-February period of Fiscal 2019, compared to 97 during the same period in Fiscal 2016, a decline of 8.2 percent.

FLEETS

At the end of Fiscal 2019 DCAS announced that it acquired, through new vehicle purchases and retrofits, over 25,000 vehicle safety devices including vehicle telematics, truck sideguards, backup cameras, automatic braking, driver alerts and automatic headlights. These new investments are designed to reduce collisions, improve training and driver awareness, and lessen the impact of crashes that do happen.

In partnership with the U. S. Department of Transportation's Volpe Center, in November 2018 DCAS released an updated Safe Fleet Transition Plan for 2018-2019. In this update DCAS now requires high-vision cabs for City work trucks, wherever the high-vision models are available and operational suitable. The plan also calls for the expansion of the use of vehicle to vehicle (V2V) technologies. The Safe Fleet Transition Plan (SFTP) is a model for public and commercial fleets nationwide in how to manage the rapid pace of technology change impacting fleet safety. The next update to the SFTP will be in 2020. As part of this next update, DCAS and Volpe will examine verbal turning alerts for trucks, puncture proof tires and steering adaptive headlights, among other technologies.

In Calendar 2014 non-emergency City fleet vehicles were involved in eight fatalities. In the four years since, through June 2019, the non-emergency fleet has been involved in a combined total of eight fatalities. The City has also achieved reductions in collisions, while injuries per vehicle mile traveled is down 23 percent from 2014.

At the end of Fiscal 2019 the number of City vehicles with truck sideguards exceeded 2,600. New units with sideguards were delivered and retrofits were completed on a daily basis. The City's rollout of sideguards is the biggest implementation in North America and DCAS continues to work with other public and private fleets to advocate for these lifesaving safety devices.

DCAS through its NYCFleet unit expanded outreach with other private and public fleets by helping to organize international forums in London and Montreal in Fiscal 2019. These events promote the important role that fleets and fleet operators have in bringing about Vision Zero. These programs also support an exchange of ideas and best practices, review of lessons learned as well as promoting joint research into emerging technologies. Cities from throughout Canada and England participated in the events, along with other major U.S. cities. In June 2019, DCAS also hosted a webinar with the National Association of City Transportation Officials (NACTO) on Vision Zero and fleets which drew over 600 registrants from more than 25 different countries.

TLC honored 410 drivers and 27 businesses for their safety records at the Fifth Annual Safety Honor Roll ceremony in October 2018; 212 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 205,000 TLC-licensed drivers of the high value that the City places on safety.

In June 2019, TLC held the first-of-its-kind Vision Zero Bike Ride & Discussion with for-hire drivers and bicycling advocates in Brooklyn. The event was organized to respond to the growing number of cyclists and TLC-licensed drivers interacting on the road. After riding bikes together through Bushwick, bicyclists and drivers participated in a productive TLC-led conversation. The participants listened to each other's concerns and came to agreement on street safety improvements they'd like to see to allow bicyclists to ride without fear of "dooring" or being cut-off in the bike lane and the need for access to curb space for for-hire drivers to pick up and drop off passengers safely. New bike safety outreach and training materials based on this conversation will be developed and distributed by TLC to drivers in Calendar 2019. TLC will also engage with fellow Vision Zero agencies and business licensees to improve communication to drivers and passengers on sharing the road safely and routing for-hire trips in ways that decrease conflict with bike infrastructure.

In an effort to better understand the impact of retraining for first-time violators of traffic rules, TLC began a diversion pilot program in 2018 targeted to drivers summonsed for using an electronic device (cell phones, tablets, headphones and Bluetooth) while driving for-hire. This pilot program will compare the traffic safety violation recidivism rates of two groups of TLC-licensed drivers: one group received the standard fine for this violation and another group were given the opportunity to take a distracted driving retraining course. Drivers who took the retraining course did so in Summer 2018. TLC will track the driving records of both groups for evaluation of the program and analyze outcomes in Calendar 2019 to determine if expanded low-cost retraining offerings in lieu of fines is a policy TLC should expand to reduce the financial burden on drivers while changing driving behavior.

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. During Fiscal 2019 the Vision Zero Data Working Group made progress on drafting scopes to address key research agenda questions. These lay the groundwork for studies going forward.

In partnership with the Vision Zero Data Working group and Department of Design and Construction's Town+Gown, DOHMH spearheaded the planning and implementation of a third Research on the Road Event. Held on June 13, 2019 this event convened external researchers to promote collaboration and encourage studies that address traffic safety issues. At the event there were expert panels on vehicle telematics and traffic law enforcement, as well as breakout discussion sessions on pedestrian volume, transportation mode shifts, driver training, and enforcement. New York City has an engaged academic community. Vision Zero can advance its efforts even further through collaboration and coordination with the research community.

SELECTED PERFORMANCE INDICATORS	Actual					Target	
	FY15	**FY16**	**FY17**	**FY18**	**FY19**	**FY19**	**FY20**
Vision Zero-related moving summonses issued	577,353	629,153	686,450	709,726	710,806	*	*
- NYPD	570,715	620,216	675,949	698,501	695,625	*	*
- TLC	6,638	8,937	10,501	11,225	15,181	*	*
Speed boards deployed	100	60	58	94	70	*	*
Speed humps installed	382	395	365	409	318	250	250
Senior centers partnering with DOT to increase feedback on street safety improvements	100	120	125	170	188	*	*
Bike lane miles installed	51.2	53.9	82.9	70.5	67.5	50	50
Leading pedestrian intervals installed (signal timing that allows pedestrians to start crossing before traffic is released)	208	648	939	749	1,121	300	300
Intersections with accessible pedestrian signals installed	18	52	116	51	112	75	75
City employees trained in defensive driving citywide	15,266	7,929	7,876	11,162	10,307	8,500	10,000

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✐

- The indicator 'LIDAR guns (advanced speed detection equipment) purchased' has been removed as NYPD met the program's target. The number of officers trained in LIDAR continues to be tracked.

ADDITIONAL RESOURCES

For additional information go to:

- Vision Zero Website:
  www.nyc.gov/visionzero

- Vision Zero View:
  http://www.nyc.gov/html/visionzero/pages/maps-and-data/maps-and-data.shtml

- Vision Zero Year One 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 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

- 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/global-entrepreneur-program/

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 End Domestic and Gender Based 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—enhancing opportunities for work and play, health and well-being and youth development; promoting well-designed spaces that are active and maintained; and improving trust between neighbors and with a responsive and just government. MAP enhances coordination between City agencies and New York City Housing Authority (NYCHA) residents to increase mutual accountability over local conditions and challenges. Since 2014, MAP has focused on 15 of the 326 NYCHA developments across the five boroughs in neighborhoods that have faced persistent safety challenges and violent crime. Through MAP, residents, government agencies, nonprofit partners and police officers work together to co-produce enduring improvements in safety.

What makes MAP unique is its focus on trust, accountability and social cohesion. Through MAP's fundamental organizing process, NeighborhoodStat, partner agencies and residents come together for joint problem identification and the testing of solutions that enable system-wide change. The innovative NeighborhoodStat meetings have served as a platform for resident stakeholders and City agency partners to work together to enhance public safety. They have resulted in the identification and deployment of a diverse array of social services, physical space interventions and infrastructure improvements. Through MAP, MOCJ has made significant investments to help create a safer environment through physical infrastructure improvements including exterior lighting and closed-circuit TV cameras at the 15 developments.

MAP has contributed to substantial reductions in crime at the MAP developments where shootings are down 21 percent, property crime is down 22 percent, index crime is down 14 percent and violent crime is down 11 percent since the inception of the initiative in 2014. These crime reductions are larger than the crime reductions that occurred for NYCHA as a whole during the same period. In Fiscal 2019 index crime and property crime declined at MAP sites by four percent and 15 percent, respectively, compared to Fiscal 2018, and these crime reductions are larger than the reductions that occurred NYCHA-wide during the same period. From Fiscal 2018 to Fiscal 2019, violent crime remains unchanged which is also true for all of NYCHA. At MAP sites, shootings increased from 22 in Fiscal 2018 to 27 in Fiscal 2019, a 23 percent increase. However, shootings at MAP sites are still down 21 percent from the 34 that occurred in Fiscal 2014 when MAP began.

In Fiscal 2020, the sixth year of MAP, the focus on strengthening neighborhood engagement by deepening relationships with community members and drawing upon their local knowledge to develop tailored solutions for the MAP neighborhoods will continue. The MAP Stakeholder Teams, which consist of at least 15 residents per site, will continue to develop priority areas and place-based interventions to ensure that residents' voices are included in the City's decision-making process. By working together to honor the needs, desires and concerns of the community, MAP is better able to create culturally-appropriate and sustainable solutions that are most beneficial to MAP communities. This year, by pursuing a process similar to participatory budgeting, residents living in MAP developments will not only generate ideas for place-based projects, but also vote on which ideas should be implemented. Encouraging democratic selection of these projects advances MAP's work to amplify resident voices in government decision-making.

OPPORTUNITIES

SUMMER YOUTH EMPLOYMENT FOR ALL MAP YOUTH

A crucial component of MAP is connecting youth to employment opportunities that provide valuable skills and job readiness. MOCJ supported the expansion of the Summer Youth Employment Program (SYEP) and, starting in Summer 2017, the City guaranteed summer jobs to all MAP youth ages 14-24 who successfully complete applications. Since Summer 2014, the number of youth from MAP developments who secured a guaranteed summer job has more than doubled, an increase achieved through robust, coordinated outreach efforts and assistance. In Summer 2019, DYCD assigned specific community-based organizations to MAP developments to reduce the number of residents who started but did not complete applications to enroll in SYEP. The application assistance and coordination provided by these local community-based organizations reduced the drop-off rate from application to enrollment by 15 percent at MAP sites, compared to previous years. In Summer 2019, these committed efforts resulted in the successful enrollment of 3,033 young people in SYEP.

NEXT STEPS PROVIDES MENTORING TO MORE MAP YOUTH AND EXPANDS TO INCLUDE A PATHWAY TO PERMANENT EMPLOYMENT

MAP partners with the Department of Probation (DOP) for Next STEPS, a program that seeks to address the need for supportive mentoring for young people who may have been exposed to crime or trauma in MAP communities. Through Next STEPS, a trusted community-based organization provides mentorship and cognitive behavioral therapy to young adults between the ages of 16-24 at each of the 15 MAP developments. With the guidance of credible messengers, Next STEPS participants are supported with education, work opportunities and community engagement. In Fiscal 2019, 184 participants positively exited Next STEPS, 57 percent more than in Fiscal 2018. In Fiscal 2019 Next STEPS enrolled 235 youth, 35 fewer than in Fiscal 2018. Since the start of Next STEPS in Fiscal 2016, the program has served over 750 new participants and has had over 450 graduates. This year, MAP partnered with Good Shepherd Services and ideas42, a non-profit behavioral science research and design lab, to provide individualized job training and placement for young people from East New York. This new program component was initiated with a pilot cohort of 23 participants who each completed a minimum of 30 hours of job-readiness sessions, 60 hours of behavioral sessions, 80 hours of training in digital marketing and 40 hours of training in entrepreneurship.

ENGAGING ACTIVITIES FOR CHILDREN AND TEENS

Safe, engaging opportunities for play are a critical part of any healthy neighborhood. In partnership with 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 program, which provides four to seven hours of free activities and programs at City playgrounds. Led by Playground Associates, which is employed by DPR, Kids in Motion encourages young people to be engaged in activities through organized sports, games, fitness demos, board games, water games and more. Fifteen Kids in Motion programs have been established at playgrounds near MAP developments since the start of MAP. Participation in Kids in Motion, while still robust, decreased from Fiscal 2018, likely due to the availability of additional youth programming at MAP sites.

GREEN CITY FORCE PROVIDES ENVIRONMENTAL SERVICE OPPORTUNTIES TO MAP RESIDENTS

MAP partners with Green City Force to provide 50 MAP residents between the ages of 18 and 24 a year with an AmeriCorps service year experience where they gain job readiness skills, hands-on experience in green service projects and connections to sustainable career pathways in the green economy sector. Additionally, the Green City Force Corps supports community education in sustainability, energy, composting and community engagement and stewardship. Moving forward, the Green City Force Corps will support diverse stewardship projects prioritized by MAP Stakeholder Teams.

DESIGN

NEIGHBORHOOD ACTIVATION OFFERS DESIGN SOLUTIONS TO PUBLIC SAFETY

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

MAP continues to seek and lead partnerships with other City agencies to catalyze community transformation using Neighborhood Activation guiding principles. The NYCx Challenge, a partnership with the Mayor's Office of the Chief Technology Officer (MOCTO) and the Department of Transportation (DOT), sought technology solutions to increase nighttime activity in public spaces in Brownsville and concluded in Summer 2019. The Neighborhood Activation Community Challenge which, in partnership with Building Healthy Communities, provided $50,000 to community-based organizations in Brownsville and Morrisania, concluded in Summer 2018. Claremont Illuminated, a partnership with Bronx Documentary Center to activate neighborhood hot spots with nighttime artwork and programming, which was awarded the Mayor's Grant for Cultural Impact and the National Endowment for the Arts Our Town grant, will continue through Fall 2019. In Fiscal 2020 MOCJ will launch a Neighborhood Activation Playbook, which is a how-to guide for communities that outlines processes and best practices to activate public space owned by NYCHA, DOT and DPR.

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

As part of MAP, NYCHA residents and NYPD Neighborhood Coordination Officers have been trained in Crime Prevention Through Environmental Design (CPTED), a multidisciplinary approach to urban and environmental design that teaches trainees how to effectively develop solutions to address unsafe conditions in physical spaces within their developments. As part of MAP, residents use their skills to identify and implement community-based projects that address public safety at each development.

Using $50,000 grants provided in Fiscal 2018, stakeholder teams at each MAP site developed CPTED-informed Action Plans that promote increased stewardship of public spaces and support community-led public art projects that re-imagine the expressive impact of public spaces. Residents at Wagner Houses, for example, have plans to revitalize an underutilized green space on campus that has been the locus of quality-of-life conditions, such as public urination, graffiti, dog waste, and crime, such as robberies. The Wagner team plans to transform this underutilized space into an open-air community hub that can support year-round social programming. In Fiscal 2019, 14 teams developed and submitted Action Plan proposals and received approval for implementation. The final site, Red Hook Houses, is currently revising its Action Plan proposal and is expected to have approval by Winter 2019.

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

MAP, in partnership with John Jay College of Criminal Justice's Research and Evaluation Center, engaged ideas42 to identify behavioral "bottlenecks" in public housing communities related to three issues: broken doors, household trash disposal and dog waste. Ideas42 designed feasible, cost-effective and scalable solutions to address these issues. Working with MOCJ and NYCHA to test the effectiveness of these interventions, ideas42 will conduct a randomized-controlled trial that will be completed at 30 test developments by the end of September 2019. Throughout their engagement, 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.

TRUST

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

Through the NeighborhoodStat model, partner agencies and residents come together to identify priority safety issues and solutions for the NYCHA developments and their surrounding neighborhoods. The theoretical framework for NeighborhoodStat is built upon decades of research and practice showing that trust in one another (collective efficacy) and trust in government (legitimacy) are keys to sustained crime reduction. 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 they generate, are an important part of MAP's strategy to enhance accountability by providing local residents and stakeholders with considerable 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 resident stakeholder teams with opportunities to escalate issues that have not been resolved locally.

Local NeighborhoodStat provides residents at each NYCHA development 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 (MEC) from the Center for Court Innovation, Jacob A. Riis Neighborhood Settlement and Los Sures, who are responsible for facilitating a process for identifying systemic issues at each development and executing action planning to address those issues. The entire NeighborhoodStat process is shepherded by a MEC who, at each development, convenes stakeholder teams consisting of residents, City agency partners and local community-based organizations (CBO). These teams meet regularly to identify public safety concerns, share data, create action plans and implement collaborative solutions. MECs lead stakeholder teams in the process of identifying drivers of crime, such as conditions of disorder, distrust among neighbors, insufficient youth engagement or the need for support services. MECs help the group in its selection, planning and implementation of action plans to confront those drivers, with a focus on increasing opportunities, enhancing trust and improving design. In Fiscal 2019 MAP hosted its first ever round of Local NeighborhoodStat at all 15 MAP developments, with more than 2,000 residents participating in the process.

Twice yearly, five borough-wide Central NeighborhoodStat meetings are attended by senior executives from City agencies and MAP residents. The meetings serve as an opportunity for the stakeholder teams to present their priorities to City agency leaders and for the agencies in attendance to collaborate in the development of their responses. The multi-agency strategies developed at Central NeighborhoodStat are carefully monitored and tracked to ensure transparency and accountability. In Fiscal 2019 MAP conducted its fourth and fifth cycles of Central NeighborhoodStat meetings.

EVALUATION

The Research and Evaluation Center at the 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 impacts, 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 Calendar 2019.

CRIME STATISTICS IN THE 15 DEVELOPMENTS

				% Change	
Number of Incidents	FY14	FY18	FY19	FY18-FY19	FY14-FY19
Total Index Crime	867	778	747	-4.0%	-13.8%
Violent Crime	625	558	559	0.2%	-10.6%
Property crime	242	220	188	-14.5%	-22.3%
Shootings	34	22	27	22.7%	-20.6%

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	
		FY18	FY19	FY19	FY20
Improved Infrastructure / Environmental Design					
NYCHA	Permanent lights installed (# fixtures) [1]	1,280	NA	*	*
	Layered access projects completed (repairing and adding additional security to development entry and access points) (# bldgs.)	106	67	*	15
	Cameras installed (closed circuit television) (# cameras)	1,118	232	977	745
DPR	Kids in Motion participants across MAP sites	52,301	43,510	65,000	65,000
	Shape-Up participants across MAP sites	19,414	22,616	3,000	20,000
DYCD	MAP Summer Youth Employment (SYEP) participants	2,826	3,033	3,500	3,500
DOP	Participants enrolled in the Next STEPS youth mentorship program [2]	270	235	240	240
	Participants who positively exited Next STEPS program [2]	117	184	144	180
ENDGBV	Healthy Relationship Academy workshops held [3]	121	61	120	*
	Community outreach events [3]	336	481	480	*
HRA	Appointments to connect individuals to HRA services	2,300	2,109	2,000	2,200
	Individuals connected to HRA services	1,379	1,508	1,000	1,400
DFTA	Total participants in DFTA support groups, trainings, and workshops	985	3,002	325	1,500
	Seniors engaged at public events	3736	5,868	6,500	6,500
	Program intakes	173	398	150	400
Green City Force (GCF)	Program enrollees	NA	50	50	50
MOCJ/Center for Court Innov.	CPTED projects approved	NA	14	14	15

[1]NYCHA Permanent Lights - Project completed in FY18
[2]Includes people who reside near MAP developments
[3]ENDGBV has transitioned from MAP-focused to a citywide approach to outreach and education

PARTICIPATING NYCHA DEVELOPMENTS

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

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

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

- **QUEENS**
  Queensbridge I and II

- **STATEN ISLAND**
  Stapleton
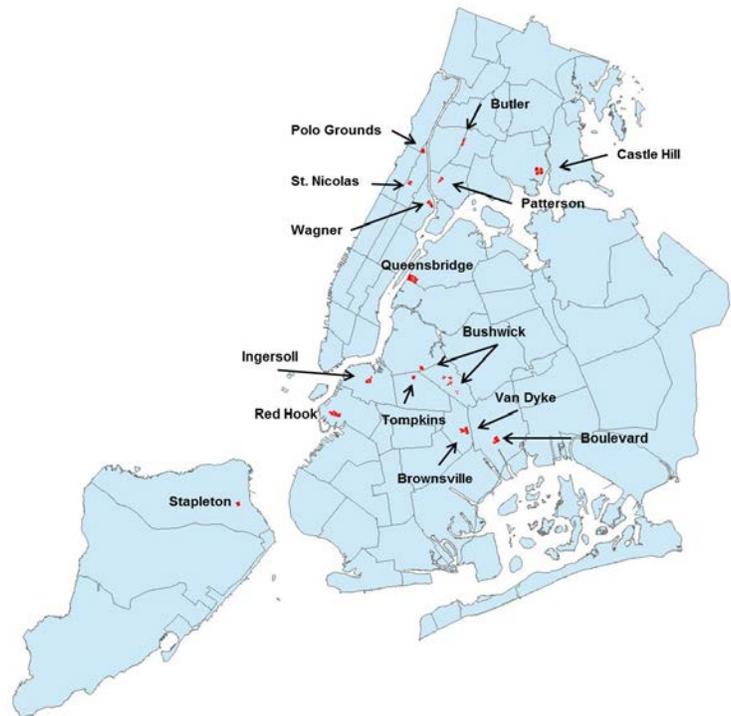
NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Fiscal 2019 will be the final year of ENDGBV's dedicated service provision at MAP sites, as ENDGBV transitions from a MAP focused place-based approach for outreach and education to a citywide approach. This change will become effective in Fiscal 2020.

- For the indicator 'Cameras installed (closed circuit television) (# cameras),' the target for Fiscal 2019 reflected the balance of the cameras required for installation, but did not account for the fact that estimated project completion dates for some of the sites were planned to extend into Fiscal 2020. The Fiscal 2020 target reflects the remaining cameras to be installed.

- MAP added a new indicator: Green City Force 'Program enrollees.'

- MAP added a new indicator: MOCJ/Center for Court Innovation 'CPTED projects approved.'

PARTNER AGENCIES & OFFICES

BPL

CUNY

DCWP

DFTA

DOC

DOE

DOHMH

DOP

DPR

DSNY

DYCD

HRA

NYCEDC

NYCHA

NYPL

Mayor's Office of Workforce Development

Mayor's Office of Economic Opportunity

Center for Youth Employment

Mayor's Office of Media and Entertainment

Mayor's Office of Operations

Young Men's Initiative

CAREER PATHWAYS

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

As New York City's economy continues to expand, the Career Pathways framework is critical to fostering a more inclusive prosperity across the five boroughs. The number of jobs in New York City remained near record highs in June 2019 with 4.6 million total jobs. During the first half of 2019, workers' hourly wages increased by 4.4 percent compared to the same period last year (NYC Office of Management and Budget, Quarterly Report on Current Economic Conditions, August 2019). This administration is determined to ensure that all New Yorkers 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 2019 are listed below by policy area.

BUILDING SKILLS EMPLOYERS SEEK

NYC Department of Small Business Services: The City of New York Industry Partnerships (IPs) work with a diversity of public and private partners to support the inclusive growth of various sectors of New York City's economy. Current sectors served by IPs include healthcare (New York Alliance for Careers in Healthcare), technology (NYC Tech Talent Pipeline), industrial/manufacturing (Manufacturing and Industrial Innovation Council or MaiiC), construction (Construction Industry Partnership), and food and hospitality (NYC Food and Beverage Industry Partnership).

IPs are developed and led by the NYC Department of Small Business Services (SBS) and play an essential role in realizing SBS's mission. To ensure sustained success for New Yorkers and NYC businesses, each IP approaches its work with a focus on catalyzing systems change – encouraging the adoption of new tools and ways of working among employers, workers, educators, trade associations, organized labor, nonprofit workforce organizations, and private philanthropy. The success of the City's IPs will result in 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 employment.

In Fiscal 2019 across the City's five Industry partnerships, SBS engaged hundreds of employers, launched four new ways employers found or trained talent and supported over 20 training models.

The table below reflects steps towards system change made by the Industry Partnerships :

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

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

In Fiscal 2019 the **New York Alliance for Careers in Healthcare (NYACH)** continued its work to ensure that employers play an integral role in the system of building and sustaining talent. As part of ApprenticeNYC, NYACH's Citywide Nurse Residency Program launched in December 2018 with 28 public and safety net hospitals. ApprenticeNYC is a strategy of the Mayor's New York Works: Creating Good Jobs plan, which retools a traditional workforce development approach to address the 21st century skills that New York City employers need. The initiative provides newly-graduated nurses with a year-long residency that develops confidence and competence in clinical abilities and judgment, builds a peer support network, and exposes nurses to evidence-based practice in the workplace. The initiative is expected to improve patient care, nurse retention, and recruitment.

In addition, NYACH has continued building systems that align education providers to industry demand, especially in emerging occupations. In support of that work, in Fiscal 2019 NYACH published and released three Industry Briefs to help disseminate learnings and industry intelligence to a broad set of healthcare and workforce development partners. These Briefs include recommendations for improving job quality for Home Health Aides, meeting the demand for Bilingual Medical Assistants, and integrated Certified Recovery Peer Advocates into service delivery models.

The NYC Food & Beverage Industry Partnership continued to work directly with the 30 leading industry employer members of its NYC Hospitality Council to ensure alignment of all strategies and initiatives to improve workforce development and business growth in the sector. The new First Course NYC line cook apprenticeship training model, scheduled for launch in November 2019, will ensure New Yorkers can access high quality culinary jobs and careers in the growing food service sector and employers can find the qualified talent they need. Working with SBS's Division of Business Services, the Partnership is designing the next iteration of the Food Business Pathways initiative, Catering Business Pathways, which will target NYCHA residents currently operating informally selling food at events and gatherings, to professionalize their catering businesses.

In Fiscal 2019 the **Manufacturing and Industrial Innovation Council (MaiiC)** re-launched its business council, including a 14-member Executive Board to guide the work and initiatives of the Council, and a wider advisory committee to provide insight on challenges and opportunities for the sector. MaiiC continued to expand on the employer-informed, work-based learning model for Computer Numerical Control (CNC) Operators, an 18-month program that provides hands-on experience to access careers in advanced manufacturing. In the spring of 2019, the program launched its third cohort with a fourth planned for fall 2019. The expansion of apprenticeships spanning multiple occupations will ultimately establish new systems of onboarding talent to meet the skills shortages in the sector.

The **NYC Tech Talent Pipeline (TTP)** continued to partner with its network of 385 NYC tech employers as well as public, private, and nonprofit partners to deliver quality jobs for New Yorkers and quality talent for the City's businesses. Together these partners oversaw the expansion of CUNY 2x Tech – the Mayor's $20 million initiative to double the number of CUNY graduates who receive tech bachelor's degrees and are job ready by 2022 – to eight senior colleges. In addition to formally announcing the addition of City College of New York, the initiative selected five additional colleges that will launch activity in Fiscal 2020. In the past 18 months, participating schools have established co-op models, moved essential programming courses earlier in the degree program, and seen an increase in the percentage of graduates connected to jobs upon graduation. Additionally, in Fiscal 2019 the Tech-in-Residence Corps added its 50th course, pushing the number of students enrolled in these services to 1,000.

TTP also continued to expand access to, and increase the quality of, accelerated tech trainings by adding DATA (Data Analyst Training Accelerator), a full-time Data Analyst training program for low-income residents, and launched workshops meant to close final employability gaps amongst NYC CUNY and Bootcamp graduates. TTP also published a guide to Choosing a Tech Bootcamp and expanded support for Associate Engineer Programs by launching and expanding positions at partner companies.

The **Construction Industry Partnership** has continued its pursuit of a system that provides New Yorkers with greater access to and the opportunity to advance in the sector. Through the NYC Green Jobs Corps, the Partnership has led the effort to open access to the trades through pre-apprenticeship programs. 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.

NYC Department of Youth and Community Development: In the summer of 2018, in the most significant transformation in the program's 56-year history, the Summer Youth Employment Program (SYEP) dramatically expanded the opportunities available to youth between the ages of 14 to 24 for exploring their career and educational interests. DYCD developed closer partnerships with public schools, launched project-based learning and career exploration for SYEP's youngest participants, created new opportunities for young people who reside in select NYCHA developments, expanded services for high-need youth such as those in foster care and the shelter system, piloted a dedicated track for CUNY students, and established year-round sector-focused learning. The program served nearly 75,000 young people in total.

In May 2019, DYCD released the Advance & Earn Request for Proposals, representing a major redesign of the NYC Opportunity-funded Young Adult Literacy Program (YALP) and Intern & Earn program. Through an innovative career pathways approach, this new model aims to accommodate out-of-school, out-of-work young adults at different stages of skill development and provide them with positive short-term outcomes, as well as the skills and tools they need to achieve long-term career success. The new program model will offer a continuum of services, including literacy and math instruction, basic skills instruction within the context of a specific industry sector or career focus (commonly referred to as bridge programming), HSE test preparation, work readiness training, college and career exploration, paid work experience, advanced occupational training and industry credential attainment supported by case management and wrap-around services. DYCD anticipates awarding up to six organizations contracts to operate all three program components in September with program services starting in February 2020.

Center for Youth Employment: After exceeding the Mayor's original goal of providing at least 100,000 annual slots for summer jobs, internships, and related experiences two years before the original target of 2020, the NYC Center for Youth Employment (CYE) is now focused on more closely aligning core academics and work-based learning experiences. CYE spearheaded the development of CareerReady NYC, a shared commitment of government, industry, and philanthropy to support young New Yorkers with the education, work experience and personal attributes needed for career success and economic security. Formally launched in July 2019, CareerReady NYC aligns the K-12 public schools, publicly administered workforce programs, and the CUNY system through a more closely coordinated delivery of academics, work-based learning experiences, and comprehensive supports. One new program option of DYCD's Summer Youth Employment Program (SYEP), mentioned above, is CareerReady SYEP, which explicitly connects SYEP jobs to selected high schools that work with providers to build programs aligned to the school's focus and student interests—the first such "school-based option" in SYEP's history.

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 serving DOE Community Schools and Career and Technical Education (CTE) programs, which expanded to approximately 500 students in summer 2019. Another program is CTE Industry Scholars, a collaboration with DOE, the Partnership for New York City, and a set of workforce providers that placed more than 1,600 CTE students into paid internships in high-value economic sectors through the spring and summer of 2019.

City University of New York (CUNY): With funding from the City, CUNY Accelerated Study in Associate Programs (ASAP) served 25,477 total students in academic year 2018-2019, exceeding the enrollment goal across nine partner CUNY colleges. This number includes nearly 13,000 students newly enrolled in the past academic year.   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 nine cohorts, the ASAP three-year graduation rate is 53 percent compared to 25 percent for matched comparison group students.

The redesign of Bronx Community College (BCC) as an "ASAP college" continued to drive systemwide reforms, and served 4,774 students in academic year 2018-19. The Community College Research Center (CCRC) of Columbia University released a research brief on the ASAP expansion in June 2019, using the BCC experience as an illustrative case study. Over the past several years, CCRC conducted interviews and focus groups with BCC and CUNY staff and students to learn about their experience scaling the program. CUNY ASAP staff hope that this brief and future briefs can be useful to other institutions embarking on large-scale expansions or institutional change, as well as for CUNY to reflect on, learn from, and improve upon the expansion to date.

NYC Human Resources Administration (HRA): HRA continues to support quality training and education opportunities for clients. HRA supports clients who enroll in training and education on their own, but also actively recruits clients into occupational training, English as a Second Language, Adult Basic Education, and other areas, with more than 50 partner organizations across New York City. More than 6,700 clients participated in these opportunities in Fiscal 2019. Additionally, HRA's partnership with the City University of New York (CUNY) to implement the Educate Develop Graduate Empower (EDGE) continues to provide services across all CUNY campuses to support Cash Assistance clients enrolled in 2- and 4-year degree programs in navigating a pathway to success and graduation. In Fiscal 2019 more than 4,800 clients participated in EDGE.

IMPROVING JOB QUALITY

The City continues to partner with businesses to improve the quality of entry-level jobs. In Fiscal 2019 the Best for NYC initiative promoted a campaign to businesses to adopt concrete practices designed to improve job quality as well as increase their bottom lines. Collaborating with more than 25 NYC agencies and community-based organizations, the City encouraged businesses to participate in City services to invest in skill training for existing and new workers; tap into the City's diverse talent pipeline by hiring a summer intern; make financial empowerment services available to employees through a state-of-the-art mobile app; and enable employees to use paid work time to volunteer or leverage their professional expertise to provide pro-bono services. More than 600 businesses took one of these actions in Fiscal 2019.

INCREASING SYSTEM AND POLICY COORDINATION

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 provider organizations access qualified talent. 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 requires providers with human services contracts from participating City agencies to hire one public assistance recipient for every $250,000 in contract value. In close partnership with the Human Resources Administration and its Business Link service, WKDEV helped to make it easier for human services providers to comply with the requirement by increasing communication and engagement and modifying the language in the contract Rider. These efforts contributed to more than 3,700 hires in Fiscal 2019. That figure is the highest annual total achieved since the initiative's inception in Fiscal 2016. Since its launch, HireNYC: Human Services has helped connect nearly 8,000 public assistance recipients to jobs with human services providers.

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.

The City is developing an Integrated Data Platform to securely store data related to workforce program activity and outcomes collected by City agencies. NYC Opportunity is leading the technical design and development of this platform in collaboration with the Department of Information Technology and Telecommunications. The platform leverages the City's existing data infrastructure to securely store and integrate workforce data from City agencies and quarterly wage records from the NYS Department of Labor. In Fiscal 2019 NYC Opportunity led the development of an interactive dashboard and set of data visualizations representing common metrics and other data points pulled from this platform.

PERFORMANCE INDICATORS

Indicator	Actual				Notes
	FY16	**FY17**	**FY18**	**FY19**	
Career Pathways Framework Alignment					
Programs that refer participants to trainings developed with the City's industry partnerships (%)	NA	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	22	Reported on a cumulative basis.
Programs using Common Metrics to report on performance (%)	NA	NA	NA	NA	WKDEV and the Mayor's Office for Economic Opportunity are working with City agencies to develop an integrated data platform which will serve as the reporting mechanism for this indicator.
Client Engagement and Outcomes					
Individuals enrolled in industry-based training	16,161	21,331	28,750	28,266	This indicator covers programs, administered by City agencies, that provide participants with occupational skills training.
Individuals obtaining industry-based training credentials	7,423	7,037	8,298	14,430	
Individuals connected to employment	63,420	57,127	66,390	73,084	This indicator provides a count of clients who are connected to unsubsidized jobs.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

• The indicator 'Workforce programs assessed for Common Metrics alignment (%)' has been removed because the assessment phase of the project has been completed, and the City is now in the process of implementation.

• The indicators 'Number of jobs, internships or mentorships measured by CYE' and 'Cumulative number of employers that provide jobs, internships or mentorships through CYE' have been removed because, as of Fiscal 2019 CYE achieved its goal of providing 100,000 jobs, internships or mentorships annually.

ADDITIONAL RESOURCES

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

• Career Pathways: Progress Update, December 2015:
http://www1.nyc.gov/assets/careerpathways/downloads/pdf/Career-Pathways-Progress-Update.pdf

• Career Pathways Learning Lab White Paper, July 2015:
http://www.nyc.gov/html/ohcd/downloads/pdf/nyc_career_pathways_learning_lab_summary_July2015.pdf

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

• HireNYC:
http://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/

PARTNER AGENCIES & OFFICES

DCA

DCAS

DCP

DEP

DOB

DOHMH

DOITT

DOT

DSNY

FDNY

OATH

SBS

TLC

Mayor's Office of Data Analytics

Mayor's Office of Immigrant Affairs

Mayor's Office of Operations

Mayor's Office of Technology and Innovation

SMALL BUSINESS FIRST

New York City is a city of small businesses. Of the approximately 230,000 businesses located in the City, nearly 50 percent are owned by foreign-born New Yorkers. 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 the 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. SB1 includes 30 commitments (detailed in the Small Business First report) to level the City's regulatory playing field for small businesses. Efforts through SB1 have been increasing access to information, improving the regulatory environment, saving business owners time, money, and hassle, and increasing satisfaction with City services.

In March 2019, the City made significant strides in making New York City a better place for small businesses when it successfully implemented all 30 SB1 initiatives, helping to save businesses more than $50 million annually by reducing fees for licenses and permits and process times for applications, and helping businesses avoid fines. Thus far, SB1 also reduced the amount of time it takes to complete common business transactions, such as obtaining permits and licenses, by 30 percent.

Under the SB1 initiative, the Fire Department (FDNY), the Department of Buildings (DOB), and SBS worked with City Council to pass Local Law 195 on December 1, 2018 to eliminate review by both agencies and provide FDNY the authority to accept filings, perform plan review, and permit fire suppression systems, fire alarm systems, and fire protection plans under one agency. This is anticipated to save time and money for businesses and ease the burden of coordination between multiple regulatory agencies. These changes went into effect on June 2, 2019 and partner agencies continue to work to improve the processes for applicants.

The NYC Business Portal continues to provide support for small businesses. On the Business Portal, users can learn about business regulations, apply for and renew licenses and permits, pay violations, as well as access a range of support services. Users can also track, in one place, the status of their transactions, such as licenses, permits, complaints, and violations with various City agencies. In Fiscal 2019 NYC Business increased the number of agency transaction datasets available, supporting and maintaining 34 different exchanges. The NYC Business Portal also added a custom personal dashboard for Minority & Women-owned Business Enterprise (M/WBE) certified businesses.

Beyond the 30 commitments of SB1, opportunities exist to continue improving the regulatory environment for small businesses as partner agencies are continuing to work together to make it easier to start, operate, and grow a business in New York City. For example, the City has begun exploring the use of a unique business identifier to better manage records across agencies, improve operational efficiency and save time for small businesses. Agencies continue to evaluate business permits and licenses that are no longer necessary and can be repealed.

Progress made on SB1 initiatives are detailed below, and unless otherwise noted, the accomplishments listed occurred in Fiscal 2019.

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 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:

- In Fiscal 2019 the NYC Business Portal received 1.75 million visits, an increase of nearly 20 percent compared to the prior year, with an average of 111,000 users visiting the portal each month.

- Users created 12,074 accounts in Fiscal 2019 a 21 percent increase from the prior year, for a total of 26,000 accounts since the feature was created. In June 2019, NYC Business had 131,000 visitors, the highest number of monthly visitors to date. NYC Business also made Business Courses and other similar City-sponsored events more easily available to businesses (commitment 1).

- Provided nearly 17,600 services at the City's first Small Business Support Center—a central outer-borough location in Jamaica, Queens, 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. This reflects a 12 percent increase from Fiscal 2018 (commitment 4).

- SBS Small Business Advocates served 1,044 businesses, consistent with previous years. These staff members provide one-on-one assistance to business owners to help them navigate government processes (commitment 5).

- Confirmed more than 2,350 agency inspectors citywide are using handheld devices to facilitate inspection results more quickly and with increased clarity (commitment 6).

- Over 38,000 visits were made to informational guides written in plain language by regulatory agencies to help businesses more easily understand and comply with regulations (commitment 7).

- Maintained 19 guides to interagency processes, including updated information on the requirements to open a business in numerous industries, a common violations guide, and guidance on how to keep their businesses' sidewalk area clean. During the reporting period, these online guides were visited nearly 60,000 times, nearly three times the visits in the prior year (commitment 8).

HELP BUSINESSES UNDERSTAND AND COMPLY WITH CITY REGULATIONS

Creating a supportive environment for small businesses is 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.

Accomplishments include:

- Compliance Advisors completed consultations for approximately 2,600 small businesses and identified approximately $32 million in potential fines that were avoided by business owners (commitment 9).

- In partnership with the Mayor's Office of Data Analytics, SBS identified Chinatown and the Lower East Side as priority areas for a data-driven educational campaign to lower the rate of common health violations received by

food service businesses. Throughout Fiscal 2019 SBS made over 500 visits to educate food service businesses in these neighborhoods (commitment 10).

- With the Department of Health and Mental Hygiene, SBS provided checklists, support materials, and guidance for restaurant operators and Group Child Care Centers to help them comply with rules that ensure the safety of food served to the public and the safety of children in group child care (commitment 10).

- Aside from the OATH Hearing Centers, OATH has held neighborhood pop-up courts across the City to make it more convenient for business owners to have their summons heard (commitment 12).

- Nearly 12,000 DCA summonses were filed to be conducted in outer boroughs. Most 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 the boroughs, saving the business owner a trip to Lower Manhattan. OATH remote hearing methods were utilized in 30,275 hearings, a nine percent increase from the previous year (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. 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. Since the launch of SB1, the amount in fines collected by the City has been reduced by over 30 percent and the number of violations issued to businesses and commercial properties has been reduced by nearly 10 percent. Additionally, the program promotes coordination among agencies and streamlining of agency processes to ensure faster and more efficient services.

Accomplishments include:

- Consolidated three FDNY Certificate of Fitness tests into a new C-36 Certificate of Fitness exam for retail store applicants and simplified two Department of Environmental Protection (DEP) filing processes that are expected to save time and costs for businesses (commitment 15).

- Two additional rule modifications were made to the existing Rules of the City of New York, bringing the total number of completed modifications to 62, with 18 remaining to be implemented. These modifications, part of the broader review of all City Rules coordinated through the Mayor's Office of Operations, included eliminating certain information required to be displayed by electronic or home appliance service dealers and the requirement that an electronic or home appliance service dealer must provide a copy of the relevant DCA regulations upon consumer request. It also involved consolidating two Fire Department rules and two Fire Department certificates into one, and establishing uniform requirements for the emergency preparedness staff position of Fire and Life Safety Director. SBS and the Mayor's Office of Operations also created a process to indicate whether proposed rule modifications impact small businesses (commitment 16).

- Incorporated as-of-right zoning for physical culture establishments (PCEs) as part of rezoning efforts in the neighborhoods of Inwood, Jerome Corridor, and Bay Street, 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 (BSA). In addition, DCP will continue to explore opportunities to further remove zoning barriers for gyms, spas, and other health-related businesses to open and operate in the City (commitment 17).

- Local Law 195 became effective on June 2, 2019. This law implements changes to the fire alarm, non-water fire suppression, and fire protection plan processes. These changes will streamline areas of overlap or complexity between DOB and FDNY. 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 and assist applicants, bringing total standardized objections to more than 399, a nearly 150 percent increase from Fiscal 2018 (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 49 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, a 48 percent increase from the prior year (commitment 26).

- In Fiscal 2019 DCA's Office of Financial Empowerment (OFE) continued to tailor financial counseling services to small businesses (commitment 28), by conducting over 800 financial counseling and coaching sessions with nearly 300 small business owners. The services helped business owners increase their credit score, reduce their debt and increased owners' accessibility to safe and affordable bank accounts. In a continued effort to build awareness among small business owners, OFE:

  – Co-designed and implemented an inter-agency marketing tool tailored for taxi drivers, available in 11 languages.

  – Provided informational presentations to other City agencies (DOHMH, ThriveNYC, and MOIA) to establish referral partnerships and reach additional small and micro-business owners.

- Provided 'Writing in Plain Language' and Citywide Standardized Customer Service training courses to nearly 120 City staff (commitment 29).

- Regulatory agencies fulfilled requests for interpretation in 65 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	FY16	FY17	FY18	FY19
Increase Customer Satisfaction				
Business Customer Service Surveys received from business owners who interacted with the City	NA	1,008	1,324	2,427
Business owners who responded to the survey question "how would you rate your overall experience?" with 'excellent' or 'good' (%)	NA	73%	78%	76%
Agency staff trained in customer service	245	973	1,905	760
Provide Clear Information with Coordinated Service and Support				
Visits to the online business portal	NA	995,300	1,505,900	1,745,000
Average monthly unique visitors to the online business portal	NA	64,033	96,817	111,000
Accounts created on the online business portal	NA	3,532	9,987	12,074
Number of transactions managed through the business portal	NA	NA	NA	19,650
Services provided at the Small Business Support Center	2,088	11,530	15,711	17,570

Indicator	FY16	FY17	FY18	FY19
Help Businesses Understand and Comply with City Regulations				
Businesses assisted by Small Business Compliance Advisors and Small Business Advocates	1,013	3,409	2,863	3,676
Reduce the burden imposed by complex regulations and fines				
Change in the time it takes to complete common regulatory processes, compared to prior fiscal year	NA	-10%	-22%	-2%
Time to complete specific interagency processes	NA	NA	NA	NA
Ensure equal access for all business owners				
Community groups trained to assist local businesses	NA	23	34	49
Educational events for business owners	264	281	268	278

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- A revised Citywide Customer Service Survey was launched in July 2018, which impacts the indicators "Business Customer Service Surveys received from business owners who interacted with the City" and "Business owners who responded to the survey question "how would you rate your overall experience?" with 'excellent' or 'good' (%)." Revisions were made to improve completion rates and enable higher quality analysis of results.

- The indicator "Number of transactions managed through the business portal" is a sum of the number of transactions saved to users' dashboards and the number of clicks on "Pay" and "Renew" buttons. The City was not able to track some of this data until June 2018.

- The indicator "Time to open a business, by business type" has been replaced with "Change in time it takes to complete common regulatory processes, compared to the prior fiscal year." Showing percentage change over time informs customers about the City's progress in improving process times.

  – The indicator was calculated using a weighted percent change and includes more than 30 processes across DCA, DOB, and DOHMH. Weight is determined by the volume of process transactions and is updated on a yearly basis.

  – Process times contributing to the indicator were calculated by subtracting the date an application was approved from the date it was submitted, excluding weekends. Due to limitations in tracking handoffs between agencies and the customer in most cases, any back-and-forth between the customer and agency is included in the count of days, except for DCA. Methodology may be updated as additional data becomes available.

- The decrease in "Agency staff trained in customer service," is partly attributed to the cessation of a customer service training class offered by DCAS.

- For the indicator "Time to complete specific interagency processes," Fire Alarm, Fire Suppression, and Fire Protection Plan filings and approvals have been streamlined under FDNY (through the passage of Local Law 195). However, reporting and evaluating process times is dependent on the launch of FDNY's new system, FIRES, which is projected to go into effect in September 2019.

- The indicator "Businesses assisted by Small Business Compliance Advisors and Client Managers" has been reworded to "Businesses assisted by Small Business Compliance Advisors and Small Business Advocates" to better reflect the work conducted by the team.

- The term "regulatory agencies" regarding page visits to business tabs (commitment 2) and plain language guides (commitment 7) refers to DCA, DOHMH, DOB, FDNY, TLC, OATH, DOT, DEP and MOPD. DSNY is not included due to technical difficulties in reporting the data.

ADDITIONAL RESOURCES

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

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

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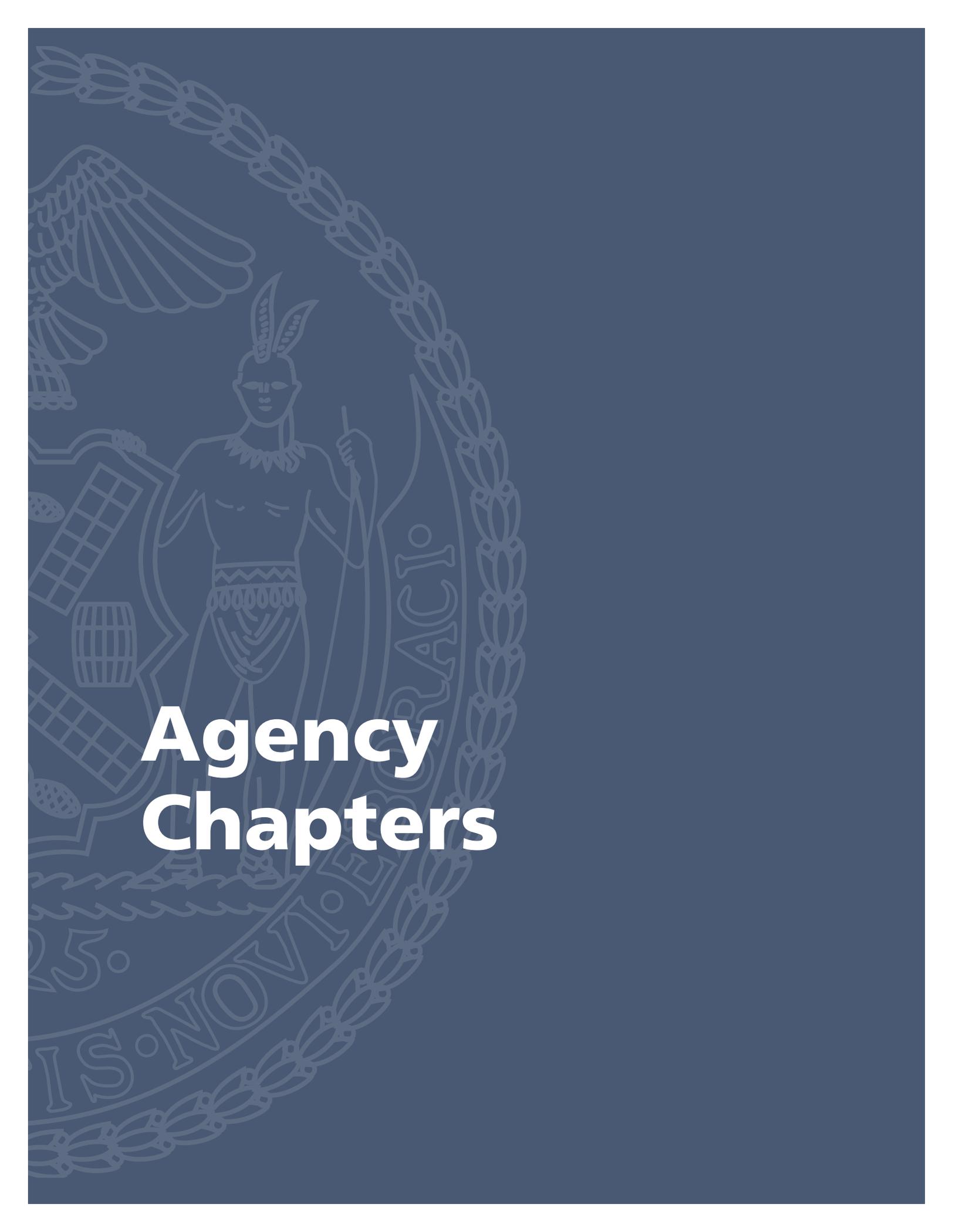
Agency Chapters

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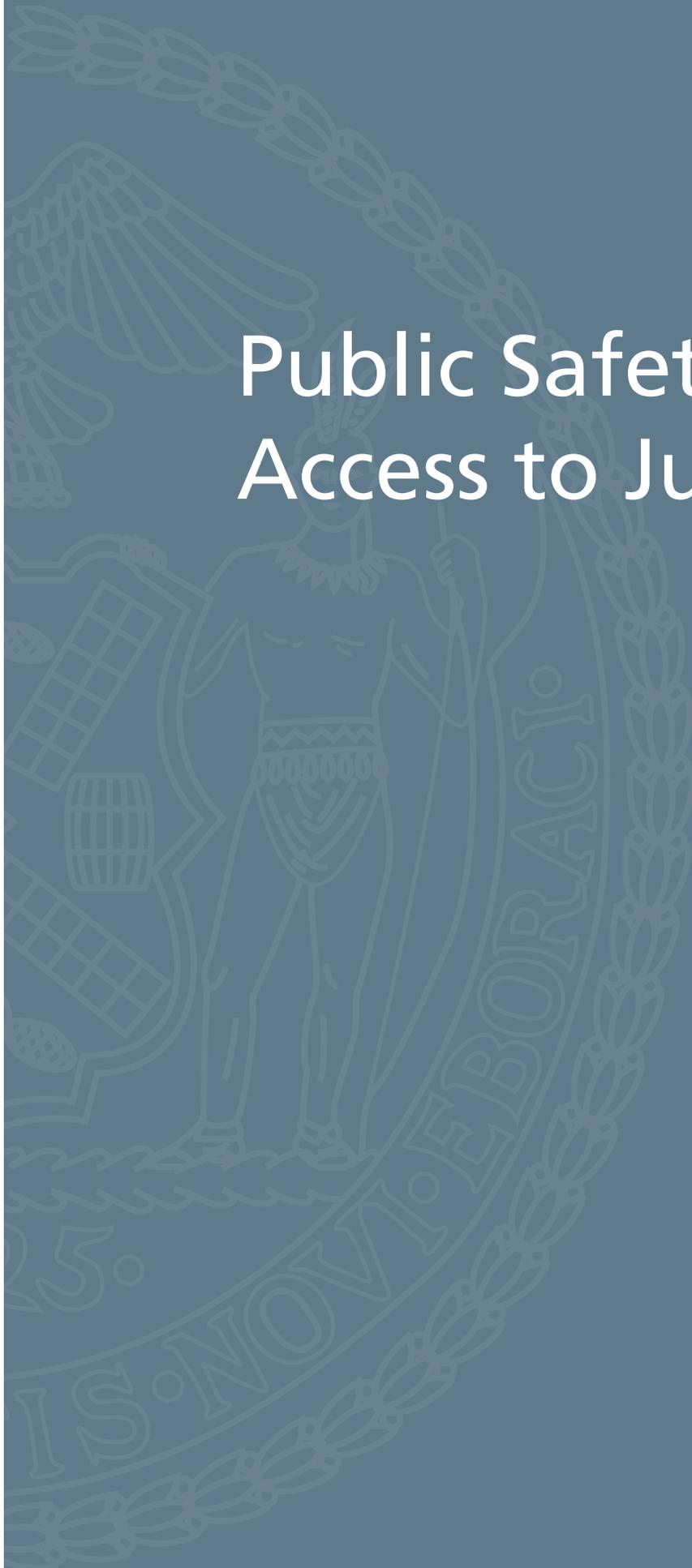
Public Safety and Access to Justice

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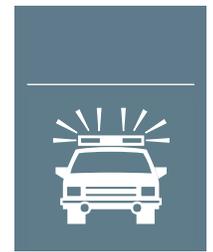
WHAT WE DO

The New York City Police Department (NYPD) is committed to providing a safe and secure environment for the public, with the utmost integrity and respect. The personnel assigned to the Department's precincts, Transit Bureau districts, Housing Bureau police service areas and other investigative and specialized units protect life and deter crime while responding to emergency calls and impartially enforcing the law. NYPD's sophisticated intelligence gathering and analysis, citywide counterterrorism deployments and Department-wide counterterrorism training protect the City from terrorist attacks.

FOCUS ON EQUITY

NYPD serves all New Yorkers and millions of visitors by maintaining a safe environment and delivering a wide array of public services. For 25 years, Compstat has helped ensure the equitable deployment of police resources, assigning numbers of police officers that are commensurate with the problems and challenges faced by each of the City's 77 precincts, 12 Transit Bureau districts and nine Housing 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, robberies, burglaries and auto thefts have reached half-century lows. Notably, these reductions were achieved while the Department managed declines in arrests and criminal summonses. With neighborhood policing, NYPD is taking the next step, bringing enhanced police service to local sectors within each precinct. Neighborhood Policing operates in all precincts, with the exception of the Central Park Precinct, and in all PSAs and transit districts.

NYPD is also communicating with neighborhoods through social media 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 it 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, where residents can find their precincts, sectors, Neighborhood Coordination Officers (NCOs) and local safety meetings. With Neighborhood Policing, supported by a strong social media presence, NYPD seeks to police with New York's communities not just for them.

OUR SERVICES AND GOALS

SERVICE 1	**Manage public safety programs related to criminal activity.**
Goal 1a	Reduce the incidence of crime.
Goal 1b	Prevent terrorist attacks.
Goal 1c	Respond to police emergencies quickly.
SERVICE 2	**Manage public safety programs related to traffic safety.**
Goal 2a	Reduce the incidence of traffic collisions, injuries and fatalities.
SERVICE 3	**Manage public safety programs related to quality of life.**
Goal 3a	Reduce the incidence of quality-of-life violations.
SERVICE 4	**Ensure courteous, professional and respectful interactions with the community.**
Goal 4a	Improve police/community relations.

HOW WE PERFORMED IN FISCAL 2019

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 other regional criminal justice and law enforcement partners. The effectiveness of patrol officers as local crime fighters and local problem solvers has been enhanced by Neighborhood Policing. Sector officers and NCOs have been assigned to each sector within precincts and are working with local neighborhood forums on the most critical issues and crimes facing each community, helping prioritize and adapt police operations with community concerns.

Based on FBI total index crime statistics for cities reporting the most recent data for the first six months of Calendar 2018, New York City remains the safest large city with the lowest rate of crime per capita among the 10 largest U.S. cities. During Fiscal 2019 murder decreased eight percent compared to Fiscal 2018. Forcible rape increased six percent compared to Fiscal 2018. Overall major felony crime decreased two percent compared to Fiscal 2018. Major felony crime in public schools decreased five percent compared to Fiscal 2018.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Major felony crime	103,872	105,614	98,991	95,868	93,631	⇩	⇩	Down	Down
★ – Murder and non-negligent manslaughter	348	341	300	303	278	⇩	⇩	Down	Down
★ – Forcible rape	1,064	1,164	1,109	1,293	1,368	⇩	⇩	Up	Down
★ – Robbery	16,428	16,670	14,759	13,573	12,556	⇩	⇩	Down	Down
★ – Felonious assault	19,544	20,877	20,651	20,141	20,240	⇩	⇩	Neutral	Down
★ – Burglary	15,828	14,463	12,454	11,856	11,053	⇩	⇩	Down	Down
★ – Grand larceny	43,112	45,164	43,787	43,101	42,956	⇩	⇩	Neutral	Down
★ – Grand larceny auto	7,548	6,935	5,931	5,599	5,180	⇩	⇩	Down	Down
★ Major felony crime in housing developments	4,858	5,205	5,084	4,853	4,766	⇩	⇩	Neutral	Down
★ Major felony crime in transit system	2,283	2,520	2,475	2,399	2,590	⇩	⇩	Neutral	Down
Crime related to domestic violence - Murder	61	53	55	53	54	*	*	Neutral	Down
– Rape	481	526	504	466	726	*	*	Up	Down
– Felonious assault	7,771	7,986	8,082	7,912	8,288	*	*	Neutral	Down
★ School safety - Major felony crime	614	532	504	466	444	⇩	⇩	Down	Down
– Murder	0	0	0	1	1	*	*	Up	Down
– Rape	6	2	4	16	8	*	*	Up	Down
– Robbery	55	66	60	37	49	*	*	Down	Down
– Felonious assault	176	148	140	134	122	*	*	Down	Down
– Burglary	51	33	37	46	27	*	*	Down	Down
– Grand larceny	325	279	263	228	235	*	*	Down	Down
– Grand larceny auto	1	4	0	4	2	*	*	Up	Down
School safety - Other criminal categories	2,286	2,219	2,007	2,026	1,537	*	*	Down	Down
– Other incidents	3,975	4,092	4,361	5,112	4,202	*	*	Up	Down
Gang motivated incidents	328	349	350	347	495	*	*	Up	*
Gun arrests	4,776	5,194	5,081	4,684	4,300	*	*	Down	*
Major felony crime arrests	41,599	43,516	41,869	41,748	41,522	*	*	Neutral	*
Narcotics arrests	61,007	56,320	50,902	43,574	25,098	*	*	Down	*
Juvenile arrests for major felonies	2,671	2,495	2,198	2,200	2,754	*	*	Neutral	*

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

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 from patrol precincts and depleting local patrol squads as previous counterterrorism deployments did, NYPD's Critical Response Command—a sub-unit of the Counterterrorism Bureau—is staffed with dedicated personnel, trained and equipped to respond swiftly to active-shooters and other threats.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Counterterrorism training (hrs) - Uniformed members	216,556	210,582	182,331	129,302	144,617	*	*	Down	*
– Non-members	26,152	48,607	49,477	42,482	42,699	*	*	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 police service in every instance where the assistance of the police is required. With the expanded use of Department smartphones and tablets, patrol officers have the ability to access NYPD databases remotely 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, as are alerts in any potential terrorist threat.

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

All crimes in progress — 9:55
Critical crimes in progress — 6:38
Serious crimes in progress — 8:56
Non-critical crimes in progress — 19:04

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

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
End-to-end average response time to all crimes in progress (minutes:seconds)	10:58	10:35	10:06	10:08	9:55	*	*	Neutral	Down
End-to-end average response time to critical crimes in progress (minutes:seconds)	7:29	7:09	6:49	6:44	6:38	*	*	Down	Down
End-to-end average response time to serious crimes in progress (minutes:seconds)	9:38	9:24	8:50	8:53	8:56	*	*	Neutral	Down
End-to-end average response time to non-critical crimes in progress (minutes:seconds)	16:17	17:21	17:58	19:37	19:04	*	*	Up	Down
★ Average response time to all crimes in progress (dispatch and travel time only) (minutes)	9.3	9.1	8.0	8.1	7.9	⇩	⇩	Down	Down
Average response time to critical crimes in progress (dispatch and travel time only) (minutes)	5.9	5.5	4.9	4.8	4.7	*	*	Down	Down
Average response time to serious crimes in progress (dispatch and travel time only) (minutes)	8.2	8.1	6.8	7.0	7.0	*	*	Down	Down
Average response time to non-critical crimes in progress (dispatch and travel time only) (minutes)	13.9	14.5	15.2	16.9	16.3	*	*	Up	Down
Crime in progress calls	275,032	261,992	255,489	259,584	252,599	*	*	Neutral	*

★ 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. After five straight years of decline in total traffic fatalities, Fiscal 2019 saw a 12 percent increase in pedestrian fatalities and a six percent increase in passenger fatalities compared to Fiscal 2018. The Department continues to intensify its efforts on traffic safety outreach to the public, in addition to enforcing vehicle and traffic law.

			Actual			Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Traffic fatalities (motorist/passengers)	90	84	63	81	81	⇩	⇩	Neutral	Down
★ Traffic fatalities (bicyclists/pedestrians)	159	152	148	128	137	⇩	⇩	Down	Down
Driving while intoxicated (DWI) related fatalities	31	35	26	28	20	*	*	Down	Down
DWI arrests	8,155	7,577	7,171	6,738	5,826	*	*	Down	*
Total moving violation summonses (000)	1,005	1,032	1,062	1,075	1,027	*	*	Neutral	*
– Summonses for hazardous violations	832,975	879,790	923,513	942,684	902,482	*	*	Neutral	*
– Summonses for prohibited use of cellular phones	125,787	125,241	130,934	131,984	113,263	*	*	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. Through Neighborhood Policing, officers perform their law enforcement duties while also embedding themselves into the communities they serve, as part of a team that works together to improve safety and quality of life for everyone. As Neighborhood Coordination Officers (NCOs) learn more about the people who live in, work in and visit their communities, they develop a greater degree of detailed knowledge about quality-of-life issues affecting that particular community and a greater capacity to remedy these problems. In Fiscal 2019 the total number of quality-of-life summonses decreased 61 percent and the number of unreasonable noise summonses decreased 35 percent compared to Fiscal 2018. In Fiscal 2019 the total number of quality-of-life summonses decreased 23 percent and the number of unreasonable noise summonses decreased 35 percent compared to Fiscal 2018.

			Actual			Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Quality-of-life summonses	331,832	323,980	279,117	168,104	128,265	*	*	Down	*
– Unreasonable noise summonses	8,249	5,487	4,325	1,785	1,160	*	*	Down	*
– Graffiti summonses	11	7	3	0	1	*	*	Down	*
Graffiti arrests	2,687	2,123	1,750	1,772	1,262	*	*	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 is the hallmark of Neighborhood Policing patrol. 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 the Neighborhood Coordination Officers (NCOs) in each sector within a precinct, provide a forum for cooperative and integrated problem solving. Not only does Neighborhood Policing help to develop solutions to the challenges that arise within the City's many diverse communities, it also creates a trusting environment for community leaders and young people to connect with the police.

In Fiscal 2019 the Department introduced a new rubric to measure the level of Courtesy, Professionalism and Respect (CPR) shown to the public. During the fiscal year the Department gradually introduced face-to-face testing of police officers to complement its anonymous telephone testing. Additionally, CPR testing is being used to monitor the impact of Neighborhood Policing strategies, including the activities of NCOs.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Courtesy, Professionalism and Respect (CPR) testing	8,489	8,243	8,167	7,698	5,028	*	*	Down	*
– Exceeds standard	7	0	9	2	3	*	*	Down	Up
– Meets standard	8,416	8,142	7,992	7,619	4,992	*	*	Down	*
– Below standard	66	101	166	77	33	*	*	Down	Down
Total civilian complaints against members of the service	4,165	4,711	4,215	4,392	5,236	*	*	Up	Down

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Cases commenced against the City in state and federal court	3,549	2,933	2,115	2,065	2,084	*	*	Down	*
Payout ($000)	$202,654	$228,454	$259,423	$205,084	$178,412	*	*	Down	Down
Collisions involving City vehicles (per 100,000 miles)	3.2	3.9	4.6	4.3	4.4	*	*	Up	Down
Workplace injuries reported (uniform and civilian)	7,564	7,249	6,626	6,829	6,654	*	*	Down	Down
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	66%	68%	60%	55%	50%	*	*	Down	*

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Completed requests for interpretation	273,575	238,382	288,561	291,745	275,981	*	*	Neutral	*
CORE facility rating	88	94	92	96	NA	*	*	NA	Up
Calls answered in 30 seconds (%)	99%	99%	99%	99%	99%	*	*	Neutral	Up

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

Performance Indicators						Target		Trend	
			Actual						
Response to 311 Service Requests (SRs)	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Percent meeting time to close – Residential Noise - Loud Music/Party (0.3 days)	93	88	87	91	91	*	*	Neutral	*
Percent meeting time to close – Residential Noise - Banging/Pounding (0.3 days)	91	86	84	89	88	*	*	Neutral	*
Percent meeting time to close – Noise - Street/Sidewalk (0.3 days)	95	90	87	90	90	*	*	Neutral	*
Percent meeting time to close – Commercial Noise (0.3 days)	96	93	92	94	94	*	*	Neutral	*
Percent meeting time to close – Blocked Driveway - No Access (0.3 days)	90	84	83	86	84	*	*	Neutral	*

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$5,151.6	$5,328.7	$5,584.0	$5,788.4	$5,996.1	$5,828.4	$5,606.5	Up
Revenues ($000,000)	$103.9	$102.4	$99.4	$95.6	$109.6	$103.2	$104.5	Neutral
Personnel (uniformed)	34,618	35,990	36,254	36,643	36,461	36,113	36,113	Neutral
Personnel (civilian)	16,233	15,939	16,722	17,112	17,025	17,507	17,473	Neutral
Overtime paid ($000,000)	$716.1	$694.6	$709.0	$724.6	$654.8	$629.4	$615.4	Neutral
Capital commitments ($000,000)	$141.1	$191.1	$204.5	$327.1	$194.1	$581.1	$475.2	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$5,188.1	$5,237.3	
001 - Operations	$3,445.8	$3,469.7	All
002 - Executive Management	$504.8	$510.3	All
003 - School Safety	$300.6	$310.8	1a, 1b, 1c, 4a
004 - Administration - Personnel	$265.4	$271.8	All
006 - Criminal Justice	$58.9	$62.0	1a, 1c, 2a, 3a, 4a
007 - Traffic Enforcement	$163.7	$155.7	1a, 2a, 3a, 4a
008 - Transit Police	$241.6	$245.3	1a, 1b, 1c, 3a, 4a
009 - Housing Police	$207.3	$211.7	1a, 1c, 3a, 4a
Other Than Personal Services - Total	$600.3	$758.7	
100 - Operations	$102.8	$147.5	All
200 - Executive Management	$86.4	$200.9	All
300 - School Safety	$4.9	$4.9	1a, 1b, 1c, 4a
400 - Administration	$396.5	$391.7	All
600 - Criminal Justice	$0.5	$0.6	1a, 1c, 2a, 3a, 4a
700 - Traffic Enforcement	$9.3	$13.3	1a, 2a, 3a, 4a

Unit of Appropriation	Expenditures FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)	Applicable MMR Goals[3]
Agency Total	$5,788.4	$5,996.1	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.   [2] City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds.
[3]Refer to agency goals listed at front of chapter.
"NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✐

- Fiscal 2019 data for CORE (Customers Observing and Reporting Experiences) facility ratings are not available. CORE inspections will be conducted in the fall and winter of Calendar 2019 and the results will appear in the Fiscal 2020 Mayor's Management Report.

ADDITIONAL RESOURCES

For additional information go to:

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

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

FIRE DEPARTMENT Daniel A. Nigro, Commissioner
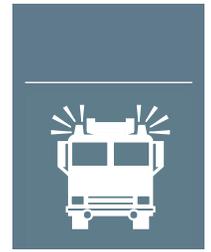
WHAT WE DO

The Fire Department (FDNY) responds to fires, public safety and medical emergencies, natural disasters and terrorist acts to protect the lives and property of City residents and visitors. The Department advances fire safety through its fire prevention, investigation and education programs, and contributes to the City's homeland security efforts. The Department responds to more than 300,000 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. FDNY 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. Many years of 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, FDNY 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 and Strategic Plan for Diversity and Inclusion. These objectives were strengthened with the issuance of Equal Employment Opportunity (EEO) and Anti-Hazing/Anti-Bullying policies, as well as the extensive diversity and inclusion education that FDNY provides for all employees in unconscious bias, sexual harassment, LGBTQ+ and EEO. FDNY helps employees understand the laws that protect the rights of everyone, as well as how everyone's unique background, perspective and experiences contribute to the rich, diverse culture of the City. Achieving greater diversity is a key objective in firefighter, EMS and civilian recruitment campaigns. Over the past five years FDNY hired almost 1,000 more firefighters of color and more than 900 EMTs of color. FDNY also hired 64 new female firefighters and 481 new female EMTs during the same period. In Fiscal 2019 FDNY's contracting with MWBEs was valued at $150 million.

OUR SERVICES AND GOALS

SERVICE 1	**Protect lives and property from fire hazards and other emergency conditions.**
Goal 1a	Reduce the risk associated with fire incidents.
Goal 1b	Promptly respond to fires and other emergencies.
Goal 1c	Minimize damage to persons and property.
SERVICE 2	**Respond to medical emergencies.**
Goal 2a	Promptly respond to medical emergencies.
Goal 2b	Provide high-quality emergency medical care.

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

Goal 1a   Reduce the risk associated with fire incidents.

In Fiscal 2019 structural fires decreased four percent and non-structural fires decreased 19 percent compared to Fiscal 2018. However, overall fire company runs were unchanged between Fiscal 2018 and 2019 due to increases in runs to medical incidents. For structural fires, the biggest reductions occurred in Manhattan (down six percent) and the Bronx (down five percent). The main types of incidents that attributed to the 19 percent reduction in non-structural fires include manhole fires, brush fires and transportation-related fires.

FDNY reduces the risk associated with fires through its inspection, education and investigation programs. Fire inspections are designed to reduce the loss of life and property from fires through two separate and distinct inspection programs, one carried out by FDNY fire protection inspectors, the other carried out by firefighters and fire officers. In Fiscal 2019 FDNY had 50 more fire protection inspectors on board. As a result, FDNY civilian inspectors completed 209,410 fire prevention inspections of premises and locations to ensure compliance with the City's fire code, exceeding the Fiscal 2019 target of 208,000, and an increase of three percent compared to Fiscal 2018. The increase in inspection activity resulted in an increase in violation order issuance. Work continues toward the first release of the Fire Inspection Revenue Enforcement (FIREs) system. The first release, contemplating Fire and Life Safety plan submissions to FDNY's Emergency Planning and Preparation Group, is currently slated for a October 2019 release.

Structural, Nonstructural, and Nonfire, Nonmedical Emergencies

	FY 15	FY 16	FY 17	FY 18	FY 19
Nonfire, Nonmedical Emergencies	234,204	240,624	242,545	252,513	243,684
Nonstructural Fires	17,022	15,044	15,696	15,221	12,291
Structural Fires	27,189	26,922	26,075	27,280	26,207
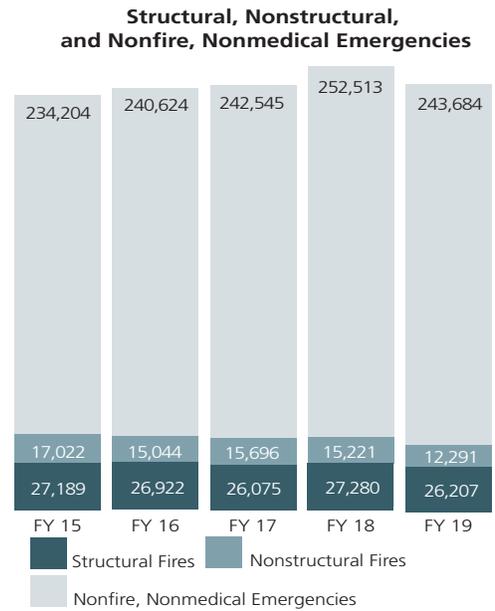
Mandated inspection requirements are determined each year, based in part, on the number of permits issued by the City for new construction, demolition, alterations and abatements, as well as complaints received from the public. During Fiscal 2019 there were 15 percent fewer mandatory inspections performed by firefighters and fire officers compared to Fiscal 2018. In Fiscal 2019 the Department fully transitioned to a target-based model for its risk-based inspection program, yielding a 14 percent increase in the number of risk-based inspections completed by fire companies. The Department's ongoing revisions to its 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 2019 the Department piloted and evaluated a new RBIS algorithm with field units and is planning a complete rollout in Fiscal 2020.

The primary mission of the Bureau of Fire Investigation is to conduct investigations that identify the cause of fires, including arson, as well as to analyze 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 2019 fire investigations decreased seven percent compared to Fiscal 2018 due to a reduction in fires classified as "suspicious."

In Fiscal 2019 the Fire Safety Education unit covered 16 percent fewer events. The Department utilizes the #FDNYSmart hashtag to share safety messaging across the @FDNY social media platforms. Content is posted to social media year-round, with messaging tailored to seasonal safety risks, current and historical fire trends, and ongoing safety initiatives. In Fiscal 2019 FDNY safety content received 18.5 million views, an increase from 17.6 million the previous year. In February 2019 FDNY announced collaboration with the Administration for Children Services and American Red Cross to train approximately 2,000 frontline child welfare staff to examine homes for potential fire hazards and refer families for smoke alarm installation. In April 2019 FDNY also partnered with the Department of Youth and Community Development to coordinate the 2nd annual open house event at 50 firehouses. This event, combined with other school-based fire safety programs, reached over 260,000 youth citywide. In response to fires that occurred throughout the southeast neighborhoods of Queens, in Fiscal 2019 FDNY partnered with the Mayor's Community Affairs Unit to coordinate fire safety trainings with clergy leaders, preparing them to serve as "ambassadors" for FDNY to spread key fire safety information. The program established a

campaign where FDNY and American Red Cross sent teams to houses of worship to sign congregants up for fire and carbon monoxide alarm installation appointments. As a result, over 1,700 alarms were installed in homes throughout southeastern Queens.

		Actual				Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Structural fires	27,189	26,922	26,075	27,280	26,207	⇩	⇩	Neutral	Down
Structural fires per 100,000 people	330	327	316	331	312	*	*	Neutral	Down
★ Non-structural fires	17,022	15,044	15,696	15,221	12,291	⇩	⇩	Down	Down
Completed inspections performed by civilian fire prevention personnel	195,223	206,959	225,025	203,052	209,410	208,000	208,000	Neutral	Up
Violation orders issued	43,542	44,376	56,001	55,107	65,201	*	*	Up	*
Violation orders corrected	37,390	38,109	50,245	48,657	56,720	*	*	Up	*
Violation orders corrected (%)	86%	86%	90%	88%	87%	*	*	Neutral	Up
Summonses issued	7,975	6,404	9,336	7,900	7,225	*	*	Neutral	*
★ Hazard complaints resolved within one day (%)	79%	85%	87%	90%	93%	85%	85%	Up	Up
Completed risk-based inspections performed by uniformed personnel	43,537	41,671	43,619	47,494	54,072	*	*	Up	*
Completed mandatory inspections performed by uniformed personnel	47,282	55,856	60,795	55,815	47,237	*	*	Neutral	*
Investigations	7,679	7,664	7,837	7,062	6,565	*	*	Down	Up
Arson fires	1,719	1,605	1,653	1,469	1,329	*	*	Down	Down
Fire and life safety education presentations	9,497	9,876	9,295	11,063	9,315	*	*	Neutral	*

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

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

In Fiscal 2019 end-to-end average response time to structural fire incidents called into 911 increased four seconds compared to Fiscal 2018. Response time to incidents that do not go through 911, such as private fire alarms, are not included in end-to-end response time metrics but are included in FDNY dispatch plus travel time. In Fiscal 2019, 52 percent of structural fire incidents did not go through 911. In Fiscal 2019 structural fire dispatch and travel time to all structural fire incidents, including those reported via private fire alarm companies, increased eight seconds compared to Fiscal 2018. Travel time increases may be partly attributed to continued population growth, with more vehicles on the road and more construction.

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

Structural fires   5:02

Travel   Dispatch   Calltaker Processing   911 Pickup (ring+queue)

		Actual				Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
End-to-end average response time to structural fires (minutes:seconds)	4:51	4:55	4:55	4:58	5:02	*	*	Neutral	Down
★ Average response time to structural fires (FDNY dispatch and travel time only) (minutes:seconds)	4:11	4:11	4:13	4:20	4:28	4:14	4:14	Neutral	Down
Average response time to all emergencies by fire companies (FDNY dispatch and travel time only) (minutes:seconds)	4:50	4:52	4:56	5:06	5:15	*	*	Neutral	Down
Total fire company runs	1,138,509	1,175,114	1,164,940	1,166,170	1,146,803	*	*	Neutral	*

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

Minimize damage to persons and property.

In Fiscal 2019 serious fires reaching second alarm or higher increased one percentage point to ten percent. In Fiscal 2019, 67 civilians died from injuries sustained in fires, representing a 31 percent decrease from Fiscal 2018.

Total service-connected injuries dropped six percent compared to Fiscal 2018, with a six percent decrease in firefighter injuries and an 11 percent decrease in firefighter burns. In Fiscal 2019 the Department also ran a safety campaign by visiting EMS stations and firehouses to emphasize the proper use of equipment and gear. In addition, the Department is replacing 10-year old bunker gear with new bunker gear garments.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Serious fires per 1,000 structural fires	93	79	79	67	66	⇩	⇩	Down	Down
★ Serious fires reaching second alarm or higher (%)	8%	8%	8%	9%	10%	⇩	⇩	Up	Down
★ Civilian fire fatalities	55	64	43	97	67	⇩	⇩	Up	Down
Civilian fire fatalities per 100,000 people	0.7	0.8	0.5	1.2	0.6	*	*	Neutral	Down

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

SERVICE 2 Respond to medical emergencies.

Goal 2a   Promptly respond to medical emergencies.

In Fiscal 2019 end-to-end combined average response time to life-threatening medical emergencies increased 15 seconds compared to Fiscal 2018. End-to-end average response time to life-threatening medical emergencies by ambulances increased 24 seconds compared to Fiscal 2018. In Fiscal 2019 dispatch and travel time only to life-threatening medical emergencies for ambulances and fire companies combined increased 19 seconds compared to Fiscal 2018. Dispatch and travel time by ambulances to life-threatening medical emergencies increased 28 seconds. While the number of life-threatening medical emergencies held steady compared to Fiscal 2018, the overall medical incident workload increased 1.7 percent due to an increase in non-life threatening incidents. FDNY also promoted a large number of its EMT and paramedic workforce to the firefighter title in Fiscal 2019. Despite the Department's aggressive efforts to hire additional EMTs and paramedics, the peak number of ambulances in service per day dropped 2.5 percent, from 472 in Fiscal 2018 to 460 in 2019.

To address these issues and reach full EMS headcount more quickly, FDNY plans to increase the size of EMT and paramedic classes for Fiscal 2020 33 percent (from 180 to 240 students) and 100 percent (from 60 to 120 students students), respectively. The Department received $2.6 million in Fiscal 2020 for improvements at the EMS Academy at Fort Totten, in addition to $8 million in capital funds in Fiscal 2020 and $50 million in capital funds in Fiscal 2021. This will fund physical improvements and allow FDNY to hire additional instructors to support the increased class sizes. FDNY is also expanding its "Fly Car" program in the Bronx beginning in October 2019. The program uses fly cars (non-transporting Advanced Life Support (ALS) resources) to respond to medical emergencies, along with Basic Life Support ambulances, and has reduced

response times to life-threatening medical emergencies, as well as increased the availability of ALS resources. FDNY also continued to advance other innovations in Fiscal 2019 to address increasing response time. The Department operated Hospital Liaison Officer (HLO) teams comprised of one EMS lieutenant and two EMTs at Lincoln, Jacobi, Elmhurst and Kings County hospitals, to improve the quality and timeliness of ambulance turnaround at 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 ambulances, to expedite getting ambulances back into service when emergency departments are busiest. In addition, in April

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

Llife-threatening medical emergencies by ambulances & fire units combined   8:28

Travel   EMS Pickup (ring+queue)
Dispatch   Calltaker Processing
EMS Calltaker Processing   911 Pickup (ring+queue)
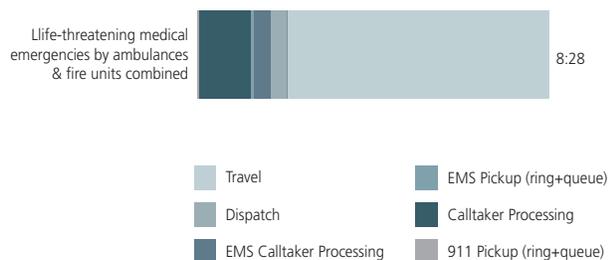
2019 FDNY placed one additional six-wheel drive Alternative Support Apparatus (ASAP) team into service in the Hudson Yards area in Manhattan.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
End-to-end combined average response time to life-threatening medical emergencies by ambulances & fire companies (minutes:seconds)	8:18	8:17	8:09	8:13	8:28	*	*	Neutral	Down
End-to-end average response time to life-threatening medical emergencies by ambulances (minutes:seconds)	9:13	9:09	8:56	8:58	9:22	*	*	Neutral	Down
End-to-end average response time to life-threatening medical emergencies by fire companies (minutes:seconds)	7:11	7:20	7:27	7:38	7:49	*	*	Neutral	Down
★ Combined average response time to life-threatening medical emergencies by ambulances & fire companies (FDNY dispatch and travel time only) (minutes:seconds)	6:05	6:05	5:52	6:03	6:22	6:00	6:00	Neutral	Down
★ Average response time to life-threatening medical emergencies by ambulances (FDNY dispatch and travel time only) (minutes:seconds)	7:04	7:03	6:46	6:55	7:23	6:55	6:55	Neutral	Down
★ Average response time to life-threatening medical emergencies by fire companies (FDNY dispatch and travel time only) (minutes:seconds)	4:27	4:32	4:35	4:42	4:48	4:38	4:38	Neutral	Down
Life-threatening medical emergency incidents	526,904	570,594	563,594	568,737	567,757	*	*	Neutral	*

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

| Goal 2b | Provide high-quality emergency medical care. |

In Fiscal 2019 FDNY responded to 26,231 reports of patients in cardiac arrest or choking (segment one incidents), representing an eight percent decrease compared to Fiscal 2018. Overall, FDNY units responded to 8,408 confirmed non-traumatic cardiac arrest patients in Fiscal 2019. The percentage of confirmed arrest patients that were revived increased five percentage points compared to Fiscal 2018. The Department attributes the improvement, at least in part, to a continued emphasis on the importance of a teamwork approach to resuscitation efforts from every member on scene as well as high-quality cardiopulmonary resuscitation (CPR). 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. The percentage of successful bystander-witnessed cardiac arrest resuscitations increased by two percentage points to 47 percent in Fiscal 2019.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Segment one incidents (cardiac arrest and choking)	29,719	33,096	32,261	28,582	26,231	*	*	Down	*
★ Cardiac arrest patients revived (%)	26%	24%	22%	30%	35%	⇧	⇧	Up	Up
★ – Witnessed cardiac arrest patients revived (%)	45%	46%	47%	45%	47%	⇧	⇧	Neutral	Up
Peak number of ambulances in service per day	405	426	457	472	460	*	*	Up	*

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
FDNY workers who sustained service-connected injuries (total agency-wide)	NA	9,824	10,042	10,006	9,556	*	*	NA	Down
Firefighters / fire officers who sustained service-connected injuries	8,926	8,157	8,446	8,330	7,860	*	*	Neutral	Down
Firefighters / fire officers who sustained service-connected injuries resulting in medical leave	NA	3,957	4,032	4,032	3,994	*	*	NA	Down
Firefighters / fire officers who sustained service-connected burn injuries	NA	265	204	250	223	*	*	NA	Down
Firefighters / fire officers who sustained service-connected burn injuries resulting in medical leave	215	182	148	189	161	*	*	Down	Down
EMS workers / officers who sustained service-connected injuries	1,651	1,599	1,537	1,608	1,605	*	*	Neutral	Down
Civilian workers who sustained service-connected injuries	NA	68	59	68	90	*	*	NA	Down
Firefighter/ fire officer service-connected injury rate (per 10,000 runs)	78.4	80.1	82.8	83.9	68.6	*	*	Neutral	Down
Apparatus collision rate (per 10,000 runs)	4.2	3.9	4.0	4.2	3.9	*	*	Neutral	Down
Ambulance collision rate (per 10,000 runs)	7.7	9.3	8.8	7.3	6.4	*	*	Down	Down
Average annual cost of an engine company ($000,000)	$6.8	$7.1	$7.2	$7.6	$7.9	*	*	Up	*
Average annual cost of a ladder company ($000,000)	$8.6	$8.8	$8.9	$9.4	$9.7	*	*	Up	*
Average annual cost of an ambulance ($000,000)	$2.1	$2.1	$2.2	$2.4	$2.2	*	*	Neutral	*
Average time from inspection request until inspection (days) - Fire alarm inspections	32	45	60	29	60	*	*	Up	Down
Average time from inspection request until inspection (days) - Rangehood inspections	5	5	5	5	5	*	*	Neutral	Down
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	93%	93%	92%	92%	93%	*	*	Neutral	*

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Letters responded to in 14 days (%)	92%	97%	97%	95%	95%	*	*	Neutral	Up
Completed requests for interpretation	4,501	5,484	5,098	4,684	4,442	*	*	Neutral	*
E-mails responded to in 14 days (%)	37%	54%	48%	38%	47%	*	*	Neutral	Up
Average wait time to speak with a customer service agent (minutes)	11:22	13:53	17:32	32:40	23:29	*	*	Up	Down
CORE facility rating	91	98	100	100	NA	*	*	NA	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$1,893.7	$1,974.5	$2,037.7	$2,091.6	$2,141.9	$2,097.3	$2,093.4	Up
Revenues ($000,000)	$95.4	$98.4	$104.3	$100.3	$104.6	$99.8	$102.0	Neutral
Personnel (uniformed)	10,777	10,945	11,090	11,244	11,244	10,951	10,952	Neutral
Personnel (civilian)	5,524	5,900	6,373	5,984	6,161	6,336	6,416	Neutral
Overtime paid ($000,000)	$337.0	$338.7	$333.2	$332.7	$331.1	$261.2	$259.4	Neutral
Capital commitments ($000,000)	$70.6	$133.5	$122.7	$85.6	$101.0	$211.9	$238.7	Neutral

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$1,845.9	$1,855.5	
001 -Executive Administrative	$107.5	$125.1	All
002 -Fire Extinguishment & Emergency Response	$1,367.2	$1,364.2	All
003 -Fire Investigation	$23.2	$25.9	1a
004 -Fire Prevention	$44.6	$46.6	1a, 1c
009 -Emergency Medical Service	$303.4	$293.7	2a
Other Than Personal Services - Total	$245.8	$286.4	
005 -Executive Administrative	$173.9	$219.9	All
006 -Fire Extinguishment & Emergency Response	$36.8	$29.7	All
007 -Fire Investigation	$0.2	$0.2	1a
008 -Fire Prevention	$0.9	$2.9	1a, 1c
010 -Emergency Medical Service	$33.9	$33.7	2a
Agency Total	$2,091.6	$2,141.9	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.   [2] City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds.
[3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Fiscal 2019 data for CORE (Customers Observing and Reporting Experiences) facility ratings are not available. CORE inspections will be conducted in the fall and winter of Calendar 2019 and the results will appear in the Fiscal 2020 Mayor's Management Report.

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.

NEW YORK CITY EMERGENCY MANAGEMENT Deanne Criswell, 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, Community Preparedness, 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 older adults, people with disabilities, children, non-English speakers and people with pets, and are available in 13 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. Notify NYC, the City's free, official source for information about emergency events and important City services, offers common notifications in 12 languages, in addition to English, 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.
Goal 2c	Collect and disseminate timely, accurate information.

HOW WE PERFORMED IN FISCAL 2019

SERVICE 1 Ensure that City government is prepared for emergencies.

Goal 1a Efficiently coordinate emergency response and recovery.

NYCEM coordinates the City's emergency response and recovery, as defined in the Citywide Incident Management System (CIMS). In Fiscal 2019 NYCEM was actively involved with 5,495 incidents that necessitated interagency coordination, a 40 percent increase over the 3,913 incidents in Fiscal 2018. NYCEM activated the City's Emergency Operations Center (EOC) 21 times during Fiscal 2019 for incidents that included two flash floods, a steam main explosion, high winds, a Con Edison transformer explosion, a six-alarm fire in Brooklyn, the NYCWiN outages, a helicopter crash, and thirteen winter weather events.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Incidents	4,091	4,267	3,924	3,913	5,495	*	*	Up	*
– Field responses	938	1,019	825	748	853	*	*	Down	*
– Incidents monitored from Watch Command	3,153	3,248	3,099	3,165	4,643	*	*	Up	*
Interagency meetings held during field responses	291	277	198	204	342	*	*	Neutral	*
★ Emergency Operations Center activations	7	6	15	15	21	*	*	Up	*

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

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

During Fiscal 2019 NYCEM continued to conduct citywide preparedness exercises that serve to test plans, reinforce response and management techniques, identify areas for improvement and promote better interagency coordination. The agency conducted 27 discussion-based exercises (i.e., seminars, workshops, tabletops) during Fiscal 2019, including Command Post Exercise workshops in Brooklyn and Queens, and numerous City Hall tabletop exercises. NYCEM also held 17 operations-based exercises (i.e., drills, functional, full-scale), including the Emergency Operations Center Functional Exercises and multiple Interim Flood Protection Measures Full-Scale Exercises. Additionally, NYCEM participated in 45 drills that were coordinated by other agencies, comparable to the 49 in Fiscal 2018.

NYCEM continues to meet its commitment to emergency management training through the Emergency Management Academy. NYCEM held 184 emergency management training sessions with 3,026 participants, exceeding the Fiscal 2019 target.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Full-scale and functional exercises/drills	4	11	18	15	17	14	14	Up	Up
★ Tabletop exercises	19	27	20	22	27	31	31	Up	Up
Participation in drills coordinated by other agencies or organizations	44	53	41	49	45	*	*	Neutral	Up
★ Participants at instructor-led emergency management training sessions	2,783	3,430	2,626	3,131	3,026	2,500	2,500	Neutral	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 2019 the agency offered emergency management and preparedness education sessions to 90,325 residents through presentations, educational fairs, and preparedness in the workplace presentations, exceeding the target of 75,000. Additionally, there were almost 170,000 Ready New York Guide web page views during the reporting period, and over 820,000 printed Ready New York Guides distributed.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Total participants at emergency preparedness education sessions	74,571	103,648	92,863	102,569	90,325	75,000	75,000	Up	Up
Ready New York webpage views	15,443	81,570	42,674	24,561	16,935	*	*	Down	*
Subscribers to Corpnet System	1,610	1,545	1,490	1,496	1,545	*	*	Neutral	Up

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

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

NYCEM continues to promote disaster 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 18,176 hours of volunteer service in Fiscal 2019, a decrease compared to the volunteer mobilization around Hurricane Maria in Fiscal 2018.

Community Emergency Response Team (CERT) volunteer hours

	FY 15	FY 16	FY 17	FY 18	FY 19
hours	16,299	17,430	17,779	21,286	18,176

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Community Emergency Response Team (CERT) volunteer hours	16,299	17,430	17,779	21,286	18,176	*	*	Up	*
CERT members trained	264	168	172	118	93	*	*	Down	*
Total participants at CERT emergency preparedness seminars	NA	NA	587	461	736	*	*	NA	*

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

Goal 2c   Collect and disseminate timely, accurate information.

NYCEM's response role begins with around-the-clock monitoring of conditions in the City. NYCEM's Watch Command tracks incidents affecting the 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 5,495 incidents and disseminated 12,329 incident-related emails to the City's emergency management and first responder communities in Fiscal 2019. Additionally, NYCEM issued 2,775 Notify NYC messages to residents. The average time from incident to issuing Notify NYC message was five minutes and 54 seconds, nearly two minutes faster than in Fiscal 2018.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Notify NYC messages issued	1,390	1,505	1,986	1,626	2,775	*	*	Up	*
★ Average time from incident to issuing of Notify NYC message (minutes:seconds)	8:00	6:00	6:44	7:50	5:54	7:00	7:00	Down	Down
Subscribers to Notify NYC, CorpNet, Advance Warning System, and Citizen Corps Newsletter	310,072	415,203	559,928	752,540	771,515	*	*	Up	*

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	97%	99%	100%	100%	100%	*	*	Neutral	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$35.0	$35.7	$47.4	$58.9	$72.8	$72.0	$39.1	Up
Personnel	153	163	170	186	188	195	69	Up
Overtime paid ($000)	$462	$444	$463	$791	$583	$553	$184	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$16.1	$25.2	All
002 - Other Than Personal Services	$42.8	$47.6	All
Agency Total	$58.9	$72.8	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.   [2] City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds.   [3]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

- Ready New York Guides:
  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

- 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/em.

DEPARTMENT OF CORRECTION
Cynthia Brann, Commissioner
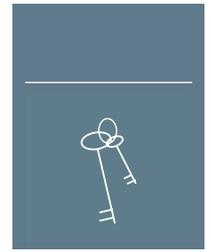
WHAT WE DO

The Department of Correction (DOC) provides for the care, custody and control for those in the Department's custody, including individuals 16 years of age and older who are accused of crimes and are awaiting trial, who have been convicted and sentenced to one year or less of incarceration, and persons held on state parole warrants. Pursuant to New York's Raise the Age law, 16- and 17-year olds were removed from Rikers Island prior to October 1st, 2018. The Department operates 11 correctional facilities, court holding facilities in each of the five boroughs and two hospital prison wards. The Department processes over 39,400 admissions annually and manages a combined average daily population of approximately 7,900 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 staffing 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

The Department is committed to operating a system that is safe, humane and produces positive outcomes for those in DOC's custody. Utilizing a multi-pronged approach to improve safety for staff, individuals in our custody and the public, the Department is continuing to work to reduce violence, create targeted management approaches for the diverse populations in its care and offer opportunities that promote positive reentry outcomes. In addition, the Department is working to refine, expand and sustain the policies and programs that have demonstrated a positive impact for all everyone living and working in its facilities.

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, families and support networks. In Fiscal 2019 the Department continued its free visitor shuttle service from Harlem and Brooklyn to Rikers Island, which provided visitors over 75,000 free rides in its first year of service. The Department expanded programs to connect children to incarcerated parents and help foster healthy relationships, including the Crafting Family Connections program which provides monthly two-hour visits to incarcerated mothers and their children at the Children's Museum of Manhattan. The Department has also worked to reduce the financial impact of incarceration by eliminating fees from all domestic calls made by individuals in custody and making it easier to pay bail through the successful implementation of an online bail pay system. In addition, the Department has also focused significantly on building partnerships with programs that provide job skills and reentry services for those in custody in order to prepare them for a successful return to the community.

OUR SERVICES AND GOALS

SERVICE 1   **Provide a safe and secure environment for individuals in custody, staff and host communities.**

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

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

Goal 1c   Provide individuals in custody 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 individuals to courts throughout the City.

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

Goal 2a   Prepare as many individuals 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 participation in mandated and other programs, services and activities.

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

Goal 3a   Provide timely notifications to crime victims.

HOW WE PERFORMED IN FISCAL 2019

SERVICE 1 **Provide a safe and secure environment for individuals in custody, staff and host communities.**

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

The City's efforts to reduce incarceration continued in Fiscal 2018. For the first time since 1980, the average daily population (ADP) dropped below 8,000. The ADP in Fiscal 2019 was 10.8 percent lower than it had been in Fiscal 2018, a difference of more than 950 people per day. The adolescent population has been reduced to an average of 71 each day, down from 121 in the prior fiscal year, as the City successfully moved this population off of Rikers Island by the October 1, 2018 deadline required by Raise the Age law.

DOC is committed to ensuring the safety and security of its facilities. As the Department's overall population has declined, DOC is managing a population made up of individuals with more serious offenses. From Fiscal 2018 to Fiscal 2019, the percentage of the population with confirmed gang affiliation rose from 15.4 percent to 16.4 percent. Slashing and stabbings increased by 10.4 percent in Fiscal 2019, though the total number of such incidents remains the second lowest total in the past five fiscal years. The rate of violent incidents among individuals in custody rose by 24.5 percent, and the rate of serious injury to individuals in custody as a result of these incidents rose by nearly 24 percent. The Department is working to improve jail safety by providing additional staff training in de-escalation, conflict resolution, and conflict mediation. The Department also continues to provide individuals in custody with programs to address problematic behavior, including counseling, anger management and community meetings. The rate of assault on staff rose by 3.4 percent and the rate of serious injury as a result of such an incident rose by 37 percent. Safety is the Department's highest priority, and DOC is committed to addressing the root causes of assaults on staff. DOC's active duty staff receives Special Tactics and Responsible Techniques (START) training. This training consists of one training on the Use of Force policy as well as three days of interactive Defensive Tactics training. START training reinforces the continuum of force options and the necessity of proportional responses to incidents.

DOC continues to prioritize the elimination of contraband from its facilities. Searches increased by 6.7 percent in Fiscal 2019 and the Department continued to monitor its facilities through the use of approximately 14,000 cameras and the work of a Special Search Unit to enhance routine and event-driven searches throughout the Department. There were 21.6 percent fewer weapons recovered in Fiscal 2019 when compared to Fiscal 2018. The detection of small blades, non-metallic objects, and other hard-to-find weapons has been a persistent challenge as these weapons can best be discovered through the use of body scanner technology. In Fiscal 2019, legislation permitting the use of such scanners was enacted and the Department purchased body scanner technology. DOC will begin to use these machines in July 2019 and anticipates they will have a significant impact on contraband recovery in its facilities.

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

FY 15	FY 16	FY 17	FY 18	FY 19
0.35	0.20	0.24	0.42	0.49

Inmate Population and Length of Stay

	FY 15	FY 16	FY 17	FY 18	FY 19
Average Daily Inmate Population	10,240	9,790	9,500	8,896	7,938
Length of Stay Days	56	56	60	66	75

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Admissions	67,672	63,758	58,226	49,455	39,420	*	*	Down	*
Average daily population	10,240	9,790	9,500	8,896	7,938	*	*	Down	Down
Average daily population - adolescent inmates	216	187	167	121	71	*	*	Down	Down
Inmates in Security Risk Group (% ADP)	11.8%	13.3%	14.7%	15.4%	16.4%	*	*	Up	Down
Fight/assault infractions	9,424	11,240	12,650	12,047	12,008	*	*	Up	Down
Jail-based arrests of inmates	795	1,538	1,126	742	490	*	*	Down	Down
Searches	255,776	237,757	246,822	308,060	328,750	*	*	Up	*
Weapons recovered	2,240	3,396	3,976	3,676	2,882	*	*	Up	*
★ Violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	37.8	47.8	55.2	55.8	69.5	⇩	⇩	Up	Down
★ Serious injury to inmate(s) as a result of violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	2.5	2.5	2.7	2.0	2.5	⇩	⇩	Neutral	Down
★ Inmate assault on staff (monthly rate per 1,000 ADP)	8.6	7.9	8.4	9.2	12.6	⇩	⇩	Up	Down
★ Serious injury to staff as a result of inmate assault on staff (monthly rate per 1,000 ADP)	0.35	0.20	0.24	0.42	0.49	⇩	⇩	Up	Down
★ Escapes	0	0	0	1	1	⇩	⇩	Up	Down
★ Non-natural deaths of inmates in custody	2	2	1	1	2	⇩	⇩	Down	Down
Stabbings and Slashings	108	131	165	96	106	*	*	Down	Down

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

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

There was a 28.9 percent increase in use of force incidents in Fiscal 2019. At the same time, the rate of serious injury associated with the use of force declined by 4.6 percent and uses of force with no injury to either party increased to nearly 67.7 percent of all use of force incidents. Although the Department has experienced an overall rise in uses of force, the increase has primarily been with uses of force with no injury to staff or individuals in custody, which comprised more than two-thirds of incidents in Fiscal 2019. 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 to reduce instances of use of force and improve use of force practices. By implementing Department-wide solutions like the Video Monitoring Unit and the Compliance and Safety Center, central staff can now monitor what is going on around the Department and offer assistance where needed.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Incidents of use of force - total	4,409	4,756	4,673	5,175	6,670	*	*	Up	Down
Incidents of use of force - adolescent inmates	378	594	531	478	571	*	*	Up	Down
★ Department use of force incidents with serious injury (rate per 1,000 ADP)	1.14	0.68	0.75	1.52	1.45	⇩	⇩	Up	Down
Department use of force incidents with minor injury (rate per 1,000 ADP)	15.59	15.39	14.70	17.31	19.44	*	*	Up	Down
Department use of force incidents with no injury (rate per 1,000 ADP)	19.14	24.41	25.52	29.65	49.71	*	*	Up	Down
Incidents and allegations of use of force	4,822	5,269	5,070	5,589	7,064	*	*	Up	Down

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

Goal 1c   Provide individuals in custody with timely access to health services.

During the reporting period, the number of health clinic visits increased by 5.9 percent. This increase is likely attributable to increased collaboration between DOC and Health + Hospitals (H+H), such as the ongoing practice of daily clinic staff huddles and the opening of an additional mini clinic. As compared to the previous fiscal year, average clinic wait time decreased by 3 minutes.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Inmates with a mental health diagnosis (% ADP)	41%	42%	42%	43%	45%	*	*	Neutral	*
Inmates with a serious mental health diagnosis (% ADP)	11.1%	11.0%	10.3%	14.3%	16.8%	*	*	Up	*
Inmate health clinic visits	81,873	78,499	79,844	76,856	81,405	*	*	Neutral	*
★ – Average clinic waiting time (minutes)	34	28	22	21	18	⇩	⇩	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 continue to decline, the jail population as a percent of capacity declined to 72 percent.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Jail-cells unavailable (short-term repair) (%)	2.3%	2.3%	2.6%	3.7%	3.7%	1.0%	1.0%	Up	Down
★ Population as percent of capacity (%)	80%	80%	81%	77%	72%	96%	96%	Neutral	*

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

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

On-time court delivery remained essentially stable at over 97 percent, exceeding the Department's target of 95 percent. DOC continued practices such as surveillance and monitoring of on-trial individuals, ongoing communication between the Transportation Division and facility managers and multiple daily bus departures to maintain timeliness.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ On-trial inmates delivered to court on-time (%)	90.9%	84.0%	98.4%	97.7%	97.2%	95.0%	95.0%	Up	Up

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

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

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

I-CAN is one of several reentry service programs afforded to individuals in the Department's care. Between Fiscal 2018 and Fiscal 2019 enrollments in the I-CAN program dropped by 38 percent. This decrease is attributable to two primary factors. In Fiscal 2019 the Department eliminated the weekly stipend for I-CAN participants, resulting in a decline in participation

and enrollments. Additionally, between Fiscal 2018 and Fiscal 2019, I-CAN covered on average 10 fewer housing units per month than in the previous year. Enrollment in this reentry service is only afforded to individuals in housing units covered by the I-CAN program. At the same time, the number of I-CAN workshops held declined by nearly 14 percent, from 12,700 to 11,051 as providers prioritized offering soft skills and cognitive behavioral therapy programs.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ I-CAN Enrollments	2,321	4,278	7,569	7,685	4,703	*	*	Up	*
I-CAN Workshops	2,065	6,505	12,002	12,799	11,051	*	*	Up	*

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

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

Engaging programming aids in violence reduction by providing opportunities for individuals to focus on their futures. Idleness reduction is a key component of DOC's 14-Point Anti-Violence Agenda. Nearly 21 percent of individuals in the Department's custody participated in skills-building activities or discharge planning activities, down slightly from 23.8 percent in the previous fiscal year. Idleness reduction plays a significant role in minimizing violence and the Department is committed to diverse and engaging programming to the individuals in its care. The Department remains committed to meeting its mandate to provide five hours of programming for the general population.

The average daily attendance in school programs decreased 54.5 percent, due to the decline in the overall number of school-eligible individuals in DOC's custody. As previously mentioned, in Fiscal 2018, adolescents, who are mandated to attend school through state law, were transitioned to an ACS facility as part of the Raise the Age mandate. Further, the young adult population steeply declined between Fiscal 2018 and Fiscal 2019. The Department will continue to work closely with the Department of Education to strengthen education for youth during the 2019-2020 school year.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Average daily number of inmates in vocational skills training programs	256	226	419	482	418	*	*	Up	Up
Average daily attendance in school programs	330	256	203	169	77	*	*	Down	*
★ Inmates participating in skills-building activities/discharge planning (%)	10.5%	8.7%	14.0%	23.8%	20.9%	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.

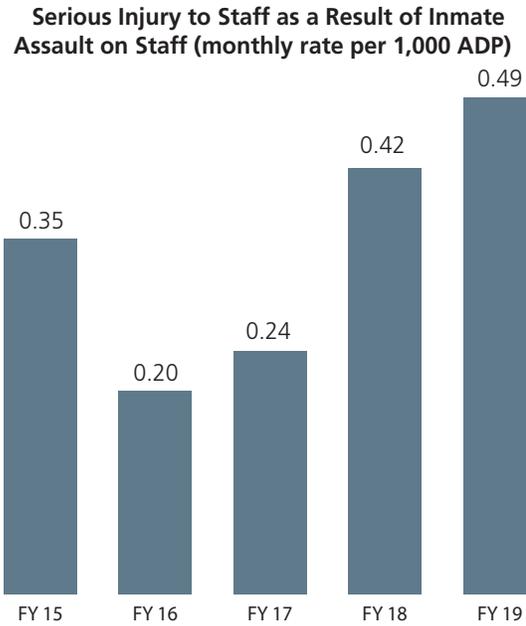Victim Identification Notification Everyday (VINE) system registrations increased by 4.5 percent in Fiscal 2019, rising to 23,728 from 22,668 in the prior year. In the same period, VINE notifications rose by 24 percent. The New York City Victim Information & Notification Everyday (VINE) program offers crime victims easier access to important custody information about whether a particular individual is still incarcerated.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Victim Identification Notification Everyday (VINE) system registrations	15,159	15,440	17,288	22,668	23,728	*	*	Up	Up
VINE confirmed notifications	19,330	21,993	25,250	32,856	43,092	*	*	Up	Up

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Collisions involving City vehicles	103	107	110	114	125	*	*	Up	Down
Workplace injuries reported	2,417	2,222	3,435	3,491	4,291	*	*	Up	Down
Accidents involving inmates	44	43	35	36	27	*	*	Down	Down

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Letters responded to in 14 days (%)	99.4%	99.3%	100.0%	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[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$1,162.1	$1,307.6	$1,368.6	$1,400.2	$1,380.7	$1,380.3	$1,359.4	Up
Revenues ($000,000)	$20.8	$22.9	$22.7	$21.3	$19.0	$21.0	$15.5	Neutral
Personnel (uniformed)	8,756	9,832	10,862	10,653	10,189	10,226	9,789	Up
Personnel (civilian)	1,491	1,676	1,830	1,886	1,857	2,362	2,109	Up
Overtime paid ($000,000)	$196.3	$275.2	$266.7	$221.7	$157.4	$157.4	$157.7	Down
Capital commitments ($000,000)	$153.6	$81.5	$60.6	$34.4	$58.3	$597.5	$729.5	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$1,204.3	$1,185.8	
001 - Administration	$104.7	$114.7	All
002 - Operations	$1,099.6	$1,071.1	All
Other Than Personal Services - Total	$195.9	$195.0	
003 - Operations	$178.0	$178.6	All
004 - Administration	$17.9	$16.3	All
Agency Total	$1,400.2	$1,380.7	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018.   [2] City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds.
[3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

• Going forward, this report will move away from using the terminology "inmate" in favor of other, more humanizing language such as "detained individual," incarcerated persons," or "people in custody." This will be reflected in the 2020 Preliminary Mayor's Management Report and future MMRs.

ADDITIONAL RESOURCES

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

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

DEPARTMENT OF PROBATION
Ana Bermúdez, Commissioner

WHAT WE DO

The Department of Probation (DOP) helps build stronger and safer communities by working with and supervising people on probation, fostering positive change in their decision-making and behavior through research-based practices and expanding opportunities for them to move out of the criminal and juvenile justice systems through meaningful education, employment, health and behavioral health services, family engagement and civic participation. The Department supplies information and recommendations to the courts 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 and interstate services, investigations and supervision for over 50,000 cases per year and directly supervises more than 24,000 adults and 2,000 juveniles.

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 equitable and safer City.

OUR SERVICES AND GOALS

SERVICE 1	Contribute to optimal court processing and decision-making in delinquency and criminal justice matters.
Goal 1a	Produce timely and accurate pre-sentence investigations.
Goal 1b	Identify youth appropriate for diversion from formal juvenile court proceedings via adjustment services.
SERVICE 2	Improve community safety through a combination of accountability and support activities with those under probation supervision.
Goal 2a	Assess risk to match individuals with supervision and monitoring levels; use rearrest 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 2019

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 10,949 pre-sentence investigations (PSI) for adults and 1,429 juvenile Investigation and Reports (I&Rs), respectively a 17 and 20 percent decrease from Fiscal 2018. These trends are consistent with a year-to-year decline in NYPD arrests. The adult PSI on-time completion rate increased four percentage points to 98 percent during the reporting period, based on strategic resource allocation in Fiscal 2018 which led to more consistent investigations staffing during Fiscal 2019. The juvenile on-time rate was unchanged at 87 percent.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Adult investigation reports completed - total	15,546	15,421	14,987	13,263	10,949	*	*	Down	*
Adult investigation reports - on time completion (%)	NA	NA	88.0%	94.0%	98.0%	*	*	NA	Up
Juvenile investigation reports completed	2,003	2,019	1,927	1,779	1,429	*	*	Down	*
Juvenile investigation reports - on time completion (%)	86.0%	81.0%	87.0%	87.0%	87.0%	*	*	Neutral	Up

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

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

All youth arrested between the ages of seven and fifteen who fall under family court jurisdiction are processed post-arrest by DOP. Beginning in October 2018, sixteen year-olds in New York State charged with lower-level crimes are processed through family court intake based on Raise the Age legislation signed into law in 2017. This new law will add more youth to DOP's juvenile intake, investigations, and supervision caseloads in each borough. A phased implementation will add seventeen year-olds to probation juvenile intake beginning in October 2019. The Department processed 4,406 juvenile intakes during Fiscal 2019, a 19 percent increase.

During the juvenile intake process, probation officers make individual assessments for statutory eligibility and suitability for adjustment, including outreach and communication with complainants, NYPD, and youths' families. The juvenile intake adjustment eligibility rate increased seven percentage points to 37 percent; the Department improved screening practices by conducting a standardized assessment instrument on all youth eligible and suitable for adjustment.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Juvenile supervision - Intake cases received	5,366	4,640	3,856	3,699	4,406	*	*	Down	*
★ Juvenile delinquency cases eligible for adjustment (%)	31%	28%	25%	30%	37%	30%	30%	Up	Up
– low-risk (%)	38%	40%	36%	41%	45%	*	*	Up	Up
– medium-risk (%)	13%	14%	14%	12%	12%	*	*	Down	*
– high-risk (%)	6%	7%	11%	11%	7%	*	*	Up	*

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

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 rearrest and violation trends to make adjustments to supervision level components.

During the reporting period probation officers completed 10,705 initial risk/need assessments for adults entering probation supervision, a decrease of 38 percent. Adult risk assessment totals were higher in Fiscal 2018 due to initial screenings conducted later in the probation term on DOP's lowest risk individuals, as well as year-to-year declines in NYPD arrests and the adult probation supervision population during Fiscal 2019. There were 1,905 initial assessments for juveniles, a 39 percent increase, due primarily to growth in intakes of 16 year-old youth resulting from Raise the Age implementation. These screenings, based on validated actuarial instruments developed for community supervision, identify criminogenic risk factors and programming needs, and are used to develop Individual Action Plans (IAPs) for those on probation.

The average monthly rearrest rate for adults on probation supervision decreased from 2.7 percent to 2.4 percent, while the juvenile rate decreased from 4.2 percent to 3.2 percent. When viewed as a percentage of all NYPD arrests, the adult rate was unchanged, while the juvenile rate dropped one-tenth of a point. The Department continues to analyze and respond to citywide arrest trends.

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

	Adult probationer rearrest rate (monthly average)(%)	Juvenile probationer rearrest rate (monthly average)(%)
FY15	3.1%	3.9%
FY16	3.4%	4.8%
FY17	3.1%	4.4%
FY18	2.7%	4.2%
FY19	2.4%	3.2%

The average monthly violation rate for adults on probation was unchanged, at 1.0 percent. Probation violation proceedings ending in revocation for adults declined by three percentage points to 44 percent. The violation rate for juveniles decreased three tenths of a percentage point to 3.0 percent, while the revocation rate decreased five percentage points to 25 percent, as DOP continued to utilize a broad continuum of alternatives to probation violation such as intensive supervision, programming, and behavioral health services.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Adult supervision cases - end of period	21,831	21,153	20,404	19,229	17,299	*	*	Down	*
Juvenile supervision cases - end of period	1,430	1,347	1,023	973	770	*	*	Down	*
Adult initial risk assessments completed	NA	7,648	21,313	17,246	10,705	*	*	NA	*
Juvenile initial risk assessments completed	NA	1,117	1,413	1,375	1,905	*	*	NA	*
★ Adult probationer rearrest rate (monthly average) (%)	3.1%	3.4%	3.1%	2.7%	2.4%	3.0%	3.0%	Down	Down
★ Adult probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	3.1%	3.3%	3.3%	3.1%	3.1%	2.6%	2.6%	Neutral	Down
★ Juvenile probationer rearrest rate (monthly average) (%)	3.9%	4.8%	4.4%	4.2%	3.2%	3.5%	3.5%	Down	Down
★ Juvenile probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	0.3%	0.3%	0.3%	0.3%	0.2%	*	*	Down	*
★ Average monthly violation rate for adult probationers (%)	0.8%	0.9%	1.0%	1.0%	1.0%	*	*	Up	*
★ Average monthly violation rate for juvenile probationers (%)	2.7%	3.0%	3.5%	3.3%	3.0%	3.0%	3.0%	Up	Down
Probation violation proceedings ending in revocation for adult probationers (%)	47%	54%	51%	49%	44%	*	*	Neutral	Down
Probation violation proceedings ending in revocation for juvenile probationers (%)	NA	NA	41%	30%	25%	*	*	NA	Down
Revocation of juveniles not resulting in placement (%)	NA	36.0%	29.0%	47.0%	51.0%	*	*	NA	*
Revocation of juveniles resulting in placement (%)	NA	64.0%	71.0%	53.0%	49.0%	*	*	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 Individual Action Plans (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 68 new enrollments of juveniles in alternative-to-placement (ATP) programs, a reduction of approximately one enrollment per month citywide. There were 1,279 new enrollments in DOP-managed programs, a nearly 12 percent decrease. These reductions were driven by DOP's overall supervision population trends and individual needs as determined by risk assessments and IAPs. Service areas in DOP-guided programs include mentoring, education, employment, and life skills.

There were 3,444 targeted behavioral health intervention contacts to individuals on probation citywide, a 26 percent decrease. Following a growth in contacts during Fiscal 2018, contacts in Fiscal 2019 reflected a referral rate consistent with year-to-year supervision population decreases as well as better screening practices by probation officers which resulted in fewer referrals that did not require clinical intervention.

Early completions represented 12 percent of all adult probation supervision case closings, a two percentage point increase. The approval rate for early completion applications improved eleven percentage points to 86 percent. The Department continues to prioritize identifying qualified candidates for early discharge based on compliance with the terms of probation and working towards goals set in individual action plans, and monitors these indicators at its quarterly performance management meetings.

The rate for adults successfully completing their probation terms during the reporting period was 78 percent, a two percentage point increase. The juvenile rate was 90 percent, a six percentage point improvement.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Adult supervision- new individual action plans (IAPs) created for eligible clients (%)	NA	100%	100%	100%	100%	*	*	NA	*
Juvenile supervision - new Individual action plans (IAPs) created for eligible clients (%)	NA	100%	100%	100%	100%	*	*	NA	*
New enrollments in alternative-to-placement (ATP) programs	160	134	100	82	68	*	*	Down	*
New enrollments in DOP-managed programs	NA	1,432	1,476	1,452	1,279	*	*	NA	*
Adult probationer early completion rate (%)	12%	10%	12%	10%	12%	*	*	Neutral	*
Adult probationer early completion approval rate (%)	81%	75%	75%	75%	86%	*	*	Neutral	Up
★ Successful completion rate for adult probationers (%)	NA	NA	NA	76%	78%	⇧	⇧	NA	Up
★ Successful completion rate for juvenile probationers (%)	NA	NA	NA	84%	90%	⇧	⇧	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 2,650 enforcement actions, a 17 percent increase. Intel utilized targeted deployment and enforcement practices aimed at individuals most at risk for recidivism or other misconduct, including rapid response teams, enhanced supervision contacts per client, and increased community engagement.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Intel enforcement events	NA	1,525	2,548	2,269	2,650	*	*	NA	*

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Completed requests for interpretation	15,859	9,425	11,870	11,117	9,661	*	*	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

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$89.9	$89.0	$94.5	$103.1	$124.7	$121.4	$121.6	Up
Revenues ($000)	$339	$420	$460	$442	$453	$452	$452	Up
Personnel	945	936	973	1,052	1,162	1,228	1,214	Up
Overtime paid ($000)	$504	$563	$1,239	$1,548	$1,864	$1,864	$1,861	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$69.2	$85.9	
001 - Executive Management	$9.1	$10.0	All
002 - Probation Services	$60.1	$75.9	All
Other Than Personal Services - Total	$33.9	$38.8	
003 - Probation Services	$33.8	$38.7	All
004 - Executive Management	$0.1	$0.1	All
Agency Total	$103.1	$124.7	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.   [2] City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds.
[3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Fiscal 2018 data for the indicator 'Completed requests for interpretation', which was unavailable at the time of publication in September 2018 due to technical issues with the electronic reporting system, is being reported in the Fiscal 2019 Mayor's Management Report.

ADDITIONAL RESOURCES

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

CIVILIAN COMPLAINT REVIEW BOARD
Frederick Davie, 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

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

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

Goal 1a   Improve the quality and timeliness of investigations.

During Fiscal 2019 the public filed 19 percent more complaints than in Fiscal 2018 and the number of cases closed increased 18 percent. The average time to complete a full investigation increased 29 percent to 249 days. Longer completion times are consistent with the increase in complaints received and the increasing number of investigations that include body-worn camera footage. Reviewing body-worn camera footage may require an investigator to watch hours of footage from multiple officers, often more than one time. The amount of time it takes to obtain footage has also significantly contributed to the increase, as does instances where false negatives or false positives necessitate multiple follow-up requests.

In Fiscal 2019 the percent of allegations closed on the merits (allegations fully investigated and closed as substantiated, exonerated or unfounded) increased more than three percentage points to 51 percent. The Board renders findings on the merits when sufficient evidence has been gathered to allow a factual conclusion to be made. No findings on the merits are made when allegations are unsubstantiated, the subject officer is no longer a member of NYPD or the subject officer could not be identified.

Total Civilian Complaints
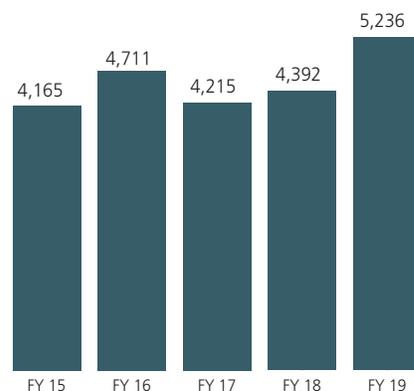
	FY 15	FY 16	FY 17	FY 18	FY 19
	4,165	4,711	4,215	4,392	5,236

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Total civilian complaints against uniformed members of the New York City Police Department	4,165	4,711	4,215	4,392	5,236	*	*	Up	*
Average age of open docket (days)	106	74	80	101	109	*	*	Up	Down
★ Average time to complete a full investigation (days)	283	162	153	190	249	120	120	Neutral	Down
★ Full investigations as a percentage of total cases closed (%)	39%	38%	34%	32%	29%	40%	40%	Down	Up
Cases closed	5,347	4,970	4,031	4,048	4,795	*	*	Down	*
★ Closed allegations with findings on the merits (%)	41%	46%	43%	48%	51%	55%	55%	Up	Up
★ Average time to complete a substantiated investigation (days)	329	178	168	208	269	140	140	Down	Down
★ Substantiated cases in which the statute of limitations expired (%)	1%	0%	0%	0%	4%	0%	0%	Up	Down
★ Officers disciplined (excluding pending and filed cases) (%)	87%	82%	78%	73%	75%	*	*	Down	*

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

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

In Fiscal 2019 the number of cases successfully mediated declined 13 percent compared to Fiscal 2018, while the average number of days to successfully mediate a case increased 24 percent to 131 days.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Cases with mutual agreement to mediate	394	444	373	550	500	*	*	Up	Up
Officers who accepted mediation (%)	84%	87%	96%	85%	78%	*	*	Neutral	Up
Civilians who accepted mediation (%)	48%	45%	45%	46%	43%	*	*	Neutral	Up
Cases successfully mediated	183	222	187	233	202	*	*	Up	Up
★ Average mediation case completion time (days)	170	93	99	106	131	120	120	Down	Down
★ Mediation satisfaction rate (%)	90%	88%	88%	95%	88%	94%	94%	Neutral	Up

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

Improve the quality and timeliness of prosecutions.

During the reporting period CCRB's administrative prosecution unit closed a total of 47 cases, including 19 trials and 16 pleas.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Administrative prosecution cases closed	200	210	163	83	47	*	*	Down	*
– Cases closed by trial	89	137	87	43	19	*	*	Down	*
– Cases closed by plea	57	60	63	33	16	*	*	Down	*

★ 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 2019 CCRB outreach conducted 805 presentations to inform and educate the public about CCRB.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Outreach presentations conducted	328	732	694	947	805	*	*	Up	Up

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Completed requests for interpretation	591	695	744	731	576	*	*	Neutral	*
Letters responded to in 14 days (%)	84%	88%	80%	79%	57%	*	*	Down	Up
E-mails responded to in 14 days (%)	98%	100%	100%	86%	100%	*	*	Neutral	Up
CORE facility rating	98	100	98	94	NA	*	*	NA	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$12.7	$14.1	$15.2	$16.4	$18.8	$17.5	$19.3	Up
Personnel	146	164	173	182	178	190	219	Up
Overtime paid ($000)	$387	$360	$330	$444	$405	$325	$0	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$13.1	$14.8	All
002 - Other Than Personal Services	$3.3	$4.0	All
Agency Total	$16.4	$18.8	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds.
[3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Fiscal 2019 data for CORE (Customers Observing and Reporting Experiences) facility ratings are not available. CORE inspections will be conducted in the fall and winter of Calendar 2019 and the results will appear in the Fiscal 2020 Mayor's Management Report.

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.

LAW DEPARTMENT

Georgia M. Pestana, Acting Corporation Counsel

WHAT WE DO

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

FOCUS ON EQUITY

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

OUR SERVICES AND GOALS

SERVICE 1	Represent the City of New York in litigation and other legal matters involving the City's interests.
Goal 1a	Limit the City's liability as a result of claims.
Goal 1b	Reduce the City's caseload in state court.
Goal 1c	Reduce the City's caseload in federal court.

SERVICE 2	Prosecute juvenile delinquency cases in Family Court.
Goal 2a	Balance the needs of juveniles and the community in delinquency cases.

SERVICE 3	Establish and enforce child support orders in interstate cases.
Goal 3a	Increase the percentage of out-of-state families that receive child support.

HOW WE PERFORMED IN FISCAL 2019

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. |

In Fiscal 2019 the payout for judgments and claims brought against the City in state and federal court decreased by nearly five percent compared to Fiscal 2018. This decrease is attributable, in part, to the fact that payouts since Fiscal 2015 through Fiscal 2018 have been high as a result of the settlements of several large and longstanding legal matters against the City.

Total cases commenced against the City increased six percent which is primarily attributable to the increased number of filings in state court in Fiscal 2019. Based upon the distribution of cases across agencies, this increase is not expected to be a lasting trend.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Total citywide payout for judgments and claims ($000)	$608,500	$655,873	$722,046	$674,001	$642,112	⇩	⇩	Neutral	Down
★ Total cases commenced against the City	9,922	9,507	8,141	8,219	8,598	*	*	Down	*
– Cases commenced against the City in state court	8,112	8,009	7,132	7,367	7,816	7,600	7,600	Neutral	*
– Cases commenced against the City in federal court	1,810	1,498	1,009	852	782	1,100	1,050	Down	*

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

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

In Fiscal 2019 cases commenced in state court increased six percent while cases pending in state court increased nearly five percent. Both of these circumstances adversely impacted the Department's ability to devote resources to affirmative motion practice. As a result, the Department made 15 percent fewer motions to dismiss or for summary judgment compared to Fiscal 2018.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Cases pending in state court	20,059	21,452	20,667	21,630	22,611	23,000	23,700	Up	Down
– Cases pending on trial calendar	2,255	2,425	2,441	2,337	1,898	2,700	2,700	Down	*
Affirmative motions to dismiss or for summary judgment	1,561	1,516	1,648	1,713	1,461	*	*	Neutral	*
★ Win rate on affirmative motions (%)	74%	75%	76%	71%	72%	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 and trials resulted in favorable verdicts, dismissals and discontinuances in one-third of all actions commenced in federal court, greater than the already high 32 percent dismissal and discontinuance rate for actions commenced during Fiscal 2018. This approach, together with the consequent settlement of actions, has led to a 16 percent decline in pending cases. These successful litigation outcomes have likely discouraged the filing of meritless claims and contributed to an eight percent decline in new filings this fiscal year.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Cases pending in federal court	1,652	1,649	1,363	1,049	877	1,200	1,150	Down	Down
Dismissals and discontinuances	228	243	280	273	262	*	*	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.

Referred cases filed for prosecution in Family Court decreased by nearly six percentage points this period compared to last fiscal year which may be attributable to the number of cases deemed unsuitable for filing subsequent to completion of the investigation or because witnesses opted not to cooperate.

Crime victims in Family Court proceedings referred for community-based services increased nearly 11 percentage points as a result of continued increased efforts aimed at ensuring victims are apprised of the services available to them.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Referred cases filed for prosecution (%)	54%	54%	50%	44%	38%	55%	55%	Down	*
Juvenile conviction rate (%)	75%	76%	75%	77%	73%	75%	75%	Neutral	*
★ Juveniles successfully referred to a diversion program with no new delinquency referral within one year (%)	84%	81%	81%	86%	86%	75%	75%	Neutral	Up
Crime victims referred for community-based services (%)	50%	53%	46%	46%	57%	40%	45%	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.

The percentage of enforcement referrals filed within 60 days of referral continues to rise, reaching 99 percent in Fiscal 2019. Families entitled to a support order who receive such an order has remained consistent since Fiscal 2016 at 70-71 percent.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Filing of enforcement referrals within 60 days of referral (%)	94%	95%	96%	96%	99%	85%	90%	Neutral	Up
★ Families entitled to a support order that get a support order (%)	68%	71%	70%	70%	71%	65%	65%	Neutral	Up

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Completed requests for interpretation	762	1,002	875	883	1,198	*	*	Up	*
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$175.6	$194.4	$218.8	$227.2	$260.7	$253.7	$256.9	Up
Revenues ($000,000)	$26.8	$42.7	$28.5	$22.5	$48.5	$36.7	$21.3	Up
Personnel	1,551	1,591	1,760	1,743	1,875	2,032	1,969	Up
Overtime paid ($000)	$1,354	$1,372	$1,363	$1,187	$1	$1	$0	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$136.5	$153.8	All
002 - Other Than Personal Services	$90.7	$106.9	All
Agency Total	$227.2	$260.7	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.   [2] City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds.
[3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

• Zachary W. Carter served as Corporation Counsel from the beginning of the deBlasio administration until his retirement at the end of August 2019. Georgia M. Pestana became Acting Corporation Counsel in September 2019.

• The Law Department adjusted Fiscal 2020 targets for 'Cases commenced against the City in federal court,' 'Cases pending in state court,' 'Cases pending in federal court,' 'Filing of enforcement referrals within 60 days of referral (%)' and 'Crime victims referred for community-based services (%)' to reflect results realized over the past several years.

ADDITIONAL RESOURCES

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

DEPARTMENT OF INVESTIGATION
Margaret Garnett, Commissioner

WHAT WE DO

The Department of Investigation (DOI) promotes and maintains integrity and efficiency in City government by investigating City employees and contractors who may be engaged in corrupt activities or unethical conduct, and by examining gross mismanagement and abuse in City agencies and entities. 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 investigations that lead to high impact arrests, public reports, and recommended preventive internal controls and operational reforms. DOI's work aims to prevent criminal misconduct and waste, remove corrupt public officials and ensure wrongdoers are punished, and improve the way City government functions. 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, arrests and prosecutions, and by examining systemic issues that undermine good government and New Yorkers' access to services. DOI reviews City agencies' policies and procedures and recommends concrete ways to strengthen internal controls so public dollars are saved and operations improved. DOI issues public reports and policy and procedure recommendations as necessary to prevent the reoccurrence of vulnerabilities it uncovers. In Fiscal 2019 DOI's Office of the Inspector General for the New York City Police Department (OIG-NYPD) assessed NYPD's ongoing efforts to track and analyze data from claims and lawsuits, with a particular focus on early intervention using NYPD's Risk Assessment Information Liability System (RAILS), a computerized, data-based police management tool used to identify officers who may be at risk of engaging in inappropriate behavior. The Report found that since OIG-NYPD began looking at this issue in 2015, NYPD has made notable improvements in how it tracks and uses litigation data, and NYPD is now in a better position to incorporate data from lawsuits and claims into its early intervention system. OIG-NYPD's review found that between 2014 and 2018, there was a 49 percent decline in the number of NYPD-related lawsuits alleging police misconduct. OIG-NYPD's report makes a number of recommendations to improve NYPD's early intervention system, including that NYPD should seek input and feedback from supervisors for future developments of RAILS. Similarly, in Fiscal 2019 DOI issued a report regarding serious deficiencies in the Department of Correction's procedures and practices regarding searches of visitors to City jails. DOI's report highlighted violations of the civil rights of visitors and identified ways to lessen risks to correction officers, visitors and inmates. The report was issued in conjunction with criminal charges against several correction officers in Manhattan for unlawful search practices. DOI's focus on equitable service delivery is also reflected in other criminal cases in Fiscal 2019, such as the prosecution of a Public Administrator employee for stealing tens of thousands of dollars from the estates of New Yorkers, and the arrest of a Fire Protection inspector for falsifying safety inspections and issuing bogus summonses to City businesses.

OUR SERVICES AND GOALS

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

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

Goal 1b Improve the impact and effectiveness of investigations.

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

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

HOW WE PERFORMED IN FISCAL 2019

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 2019 DOI continued to promote and maintain the integrity and efficiency of City agencies, employees, contract vendors and recipients of City funds. Complaints received by the Department increased 15 percent compared to Fiscal 2018. The Department attributes this to the integration of complaint statistics into its tracking system from two of its Inspector General units, specifically the Offices of the Inspector General for NYPD and Health + Hospitals. Previously, these units tracked complaint statistics separately and they were not included in DOI's performance statistics. Additionally, DOI has run public awareness campaigns encouraging New Yorkers to report crimes and other corruption they see to DOI.

While continuing to exceed targeted projections, the number of written policy and procedure recommendations (PPR) decreased 78 percent during the reporting period. In Fiscal 2018 DOI issued the same recommendations to numerous City agencies, and in some cases found that it needed to issue recommendations to every City agency, and counted each recommendation to each City agency separately for purposes of its Fiscal 2018 reporting. This circumstance accounts for both the large increase in the reported number of PPRs from Fiscal 2017 to Fiscal 2018, and the return to a level in Fiscal 2019 that is more consistent with historic PPR issuance.

The number of corruption prevention and whistleblower lectures conducted increased by 15 percent, surpassing targeted expectations. The Department continues to conduct in-person lectures when investigations reveal vulnerabilities that are best addressed directly by DOI and also when requested by City agencies. However, the majority of anti-corruption education is regularly deployed online, via an e-Learning module, to City agencies by the Department of Citywide Administrative Services (DCAS) in partnership with DOI. The number of e-Learning attendees increased by 34 percent compared to Fiscal 2018.

The Department saw a 13 percent decrease in the number of integrity monitoring agreements due to DOI investigations not warranting the need for as many monitors during Fiscal 2019. DOI continues to maintain and supervise integrity monitors at multiple significant City projects, including Hurricane Sandy-related reconstruction.

While slightly below targeted projections, the percentage of vendor name checks completed within 30 days increased by 16 percentage points compared to Fiscal 2018. DOI's Vendex unit has implemented additional internal procedures in its efforts to increase the percentage of checks completed in a timely manner.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Complaints	11,445	11,616	12,132	13,075	15,065	*	*	Up	*
★ Written policy and procedure recommendations to City agencies	370	700	512	2,538	549	300	300	Up	*
Written policy and procedure recommendations accepted by City agencies (%)	74%	85%	74%	56%	NA	75%	75%	NA	*
★ Corruption prevention and whistleblower lectures conducted	378	408	477	389	449	400	400	Up	Up
Corruption prevention lecture e-learning attendees	1,797	15,298	18,561	25,068	33,539	*	*	Up	*
Integrity monitoring agreements	16	16	18	15	13	*	*	Down	*
Vendor name checks completed within 30 days (%)	99%	95%	98%	64%	80%	95%	95%	Down	Up

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

Goal 1b   Improve the impact and effectiveness of investigations.

DOI's strategy attacks corruption comprehensively through thorough investigations that lead to arrests and recommendations that result in reforms and preventive controls that improve the way the City operates and delivers services to all New Yorkers. The Department works to ensure that City government achieves the highest ethical standards; defends the dignity of public service; and fights to make City agencies work better for the people they serve. Taking into consideration the diversity of

DOI investigations conducted during Fiscal 2019, including a number of noteworthy cases, the average time to complete an investigation increased by 18 percent and remained higher than targeted projections. Referrals for civil and administrative action increased by 27 percent, while arrests and referrals for criminal prosecution decreased 22 percent and 19 percent, respectively, compared to Fiscal 2018. Fiscal 2019 saw a change in DOI's administration, with new leadership taking office in mid-December 2018. During the remainder of the fiscal year, the new leadership advanced the investigations that were ready for arrest; reviewed and assessed all ongoing investigations; and evaluated the structure and operations of DOI. Given the typical timeline of criminal investigations, some decrease in arrests and criminal referrals is not unexpected under these circumstances.

During the reporting period there was a 41 percent decrease in ordered financial recoveries to the City. Such orders typically are entered at the sentencing phase of a criminal case, and thus can be expected to lag investigations by several years. Revenues collected from previously ordered financial recoveries in DOI cases decreased by 42 percent compared to Fiscal 2018. The collection of financial recoveries previously ordered in DOI's cases reflects the revenue generated by DOI's investigations, although collection is the responsibility of the relevant prosecutor's office and not DOI.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Average time to complete an investigation (days)	193	145	152	152	179	180	180	Neutral	Down
★ Referrals for civil and administrative action	1,327	849	990	770	978	*	*	Down	*
★ Referrals for criminal prosecution	601	745	896	876	711	*	*	Up	*
★ Arrests resulting from DOI investigations	499	551	827	706	549	*	*	Up	*
★ Financial recoveries to the City ordered/agreed ($000)	$10,603	$3,004	$4,069	$4,897	$2,874	⇧	⇧	Down	Up
★ Financial recoveries to the City collected ($000)	$6,034	$5,095	$2,588	$3,374	$1,962	⇧	⇧	Down	Up
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

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

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

The average time to complete a background investigation increased by 14 percent compared to Fiscal 2018 and was above targeted expectations. The percentage of background investigations closed within 12 months remained relatively stable and increased by one percentage point. In an effort to increase the percentage of background investigations completed in a timely manner, DOI has recently restructured its background unit into two separate teams: one dedicated to efficiently and effectively clearing the backlog of older cases, and one dedicated to using best practices to ensure that, going forward, all requests for background investigations are completed with an average time-to-completion of fewer than six months. DOI is also adding additional staff to assist with the unit's backlog. DOI expects that its statistics for Fiscal 2020 will reflect these changes.

Remaining stable at one day, as it has during the past seven fiscal years, the Department continues to surpass its target for the average time to notify agencies of prospective childcare, home care and family care workers with criminal records. The average time to notify agencies of arrest notifications for current childcare, home care and family care workers similarly remained at one day for the sixth fiscal year.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Average time to complete a background investigation (from date of receipt) (days)	275	351	522	533	605	300	300	Up	Down
★ Background investigations closed within 12 months (from date of receipt) (%)	65%	60%	40%	39%	40%	60%	60%	Down	Up
★ Time to notify agencies of prospective childcare, home care and family care workers with criminal records after receipt from State Division of Criminal Justice Services and FBI (days)	1	1	1	1	1	2	2	Neutral	Down
Time to notify agencies of arrest notifications for current child-care, home care and family care workers after receipt from State Division of Criminal Justice Services (days)	1	1	1	1	1	*	*	Neutral	Down

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Completed requests for interpretation	24	26	23	16	22	*	*	Down	*
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
Average wait time to speak with a customer service agent (minutes)	3	3	3	3	3	*	*	Neutral	Down
CORE facility rating	98	98	100	100	NA	*	*	NA	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$35.0	$38.4	$45.3	$42.0	$55.3	$54.3	$49.9	Up
Revenues ($000,000)	$3.4	$3.2	$3.2	$3.2	$3.2	$3.8	$3.8	Neutral
Personnel	264	321	353	366	355	403	393	Up
Overtime paid ($000)	$410	$754	$1,047	$1,143	$222	$222	$105	Neutral

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$29.6	$32.1	
001 - Personal Services	$24.6	$26.1	All
003 - Inspector General	$5.0	$6.0	All
Other Than Personal Services - Total	$12.4	$23.2	
002 - Other Than Personal Services	$11.1	$21.8	All
004 - Inspector General	$1.2	$1.4	All
Agency Total	$42.0	$55.3	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds.
[3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- The Department revised Fiscal 2018 values for 'complaints,' 'written policy and procedure recommendations to City agencies,' 'integrity monitoring agreements,' 'referrals for civil and administrative action,' 'referrals for criminal prosecution,' and 'arrests resulting from DOI investigations,' to reflect updated data.

- The indicator 'Written policy and procedure recommendations accepted by City agencies (%)' has been replaced with 'Written policy and procedure recommendations issued during the previous fiscal year that have since been accepted by City agencies (%)' and 'Written policy and procedure recommendations issued during the previous fiscal year that have since been implemented by City agencies (%)' to account for the time agencies require to respond to recommendations issued by DOI. Data from City agencies on their acceptance and implementation of DOI's Fiscal 2019 recommendations will be reported in the Fiscal 2020 PMMR.

- Fiscal 2019 data for CORE (Customers Observing and Reporting Experiences) facility ratings are not available. CORE inspections will be conducted in the fall and winter of Calendar 2019 and the results will appear in the Fiscal 2020 Mayor's Management Report.

ADDITIONAL RESOURCES

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

CITY COMMISSION ON HUMAN RIGHTS
Carmelyn P. Malalis, Commissioner/Chair

WHAT WE DO

The New York City Commission on Human Rights (CCHR) is the agency charged with enforcing the New York City Human Rights Law (NYCHRL), which is one of the most comprehensive antidiscrimination 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; sexual and reproductive health decisions; 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 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 confidential post-complaint mediation services through its Office of Mediation and Conflict Resolution.

FOCUS ON EQUITY

More than four years after a new Commissioner and Chair took office, CCHR continues to vigorously prosecute violations of the NYCHRL, while expanding awareness of the law among the City's underserved communities and most vulnerable residents through a creative intersectional approach to outreach and programming that emphasizes restorative justice. In Fiscal 2019 CCHR directly addressed key issues of the moment, working alongside individuals and organizations to support the strength and resiliency of the City's communities, particularly communities of color and immigrant communities.

CCHR issued groundbreaking legal enforcement guidance defining discrimination based on natural hair and hairstyles associated with Black people as race discrimination. CCHR was the first government entity in the country to recognize this form of discrimination under the law, helping to drive national and international conversations on the topic and changes in other jurisdictions that passed laws citing CCHR's guidance.

CCHR also successfully launched its "While Black" digital and print media campaign, educating New Yorkers about the bias and discrimination Black people face during everyday activities like driving, shopping, and working. In addition, CCHR partnered with the Department of Cultural Affairs to retain world-renowned artist Tatyana Fazlalizadeh as CCHR's first-ever Public Artist in Residence. Fazlalizadeh installed large-scale murals across the City that addressed anti-Black racism and street harassment, focusing on the experiences of Black women and girls.

As part of CCHR's ongoing commitment to the City's businesses—particularly small businesses that rely on CCHR for guidance on how to create and maintain inclusive work environments—the Commission created and provided free resources in English and Spanish to facilitate compliance with new anti-sexual harassment laws. These efforts included creating a free, online, and interactive anti-sexual harassment training, the completion page of which received more than 32,000 unique site visits in Fiscal 2019, as well as distribution of required legal notices and posters to just under 300,000 businesses across the City.

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 2019

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.

Among key enforcement areas in Fiscal 2019 CCHR's work focused on employers' policies and practices regarding repeat sexual harassment; pregnancy discrimination, including the provision of adequate lactation space; accessibility in public accommodations for users with mobility issues; accessibility issues for tenants; source-of-income discrimination; and intimidation of tenants due to actual or perceived immigration status.

CCHR's efforts to increase awareness of the NYCHRL through publicized enforcement guidance and media campaigns contributed to the growth in the Commission's enforcement work. In Fiscal 2019 Commission staff fielded 9,804 inquiries from the public and initiated 2,319 matters, a three and 47 percent increase, respectively, compared to Fiscal 2018. The number of complaints filed was similar to Fiscal 2018, declining less than two percent from 805 to 792. CCHR continued to dedicate resources towards strategic enforcement and testing, an investigative tool used to confirm whether potential employers, landlords, real estate brokers, restaurants, hospitals, stores, or other providers of public accommodations treat CCHR testers differently (or provide them with different information) because they belong to a protected class. In Fiscal 2019 the Commission tested 900 entities, compared to 691 in Fiscal 2018. At the close of Fiscal 2019 the total number of open matters was 3,968 across all stages: pre-complaint intervention, matters undergoing testing, cases in which a complaint was filed, and cases in which a complaint was in the process of being drafted. The number of open complaints at the end of the reporting period was 1,697, down seven percent from last year.

Complaints filed vs. Complaints closed

	FY15	FY16	FY17	FY18	FY19
Complaints filed	697	908	806	805	792
Complaints closed	608	336	536	730	986

CCHR closed 986 complaints in Fiscal 2019, 35 percent more than in Fiscal 2018, and, for the first time since Fiscal 2014, more than the number of complaints filed in the same reporting period. Thirty percent of the complaints closed were settled through conciliation or mediation, a multi-year high. Of these, CCHR's Office of Mediation and Conflict Resolution resolved 37 cases in Fiscal 2019, compared to 26 in Fiscal 2018. CCHR also completed 537 pre-complaint resolutions, a 178 percent increase compared to Fiscal 2018, reflecting the Commission's previously reported investment in case processing strategies that can resolve issues more quickly, without filing a complaint.

In Fiscal 2019 CCHR obtained $6,094,313 in total recovery of compensatory damages and civil penalties for resolutions of all kinds, surpassing last year's recovery of $4,272,562 by $1,821,751.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Inquiries received	NA	NA	NA	9,513	9,804	*	*	NA	*
Matters initiated	NA	NA	NA	1,576	2,319	*	*	NA	*
Complaints successfully mediated	0	0	0	26	37	*	*	Up	Up
Pre-complaint resolutions	165	200	310	193	537	*	*	Up	Up
★ Complaints filed	697	908	806	805	792	*	*	Neutral	*
Complaints closed	608	336	536	730	986	*	*	Up	*
– Cases closed (%) - no probable cause determination	43%	5%	7%	4%	3%	*	*	Down	*
★ – Cases closed (%) - probable cause determination	15%	6%	4%	5%	7%	*	*	Down	*
– Cases closed (%) - administrative cause	20%	62%	65%	68%	60%	*	*	Up	*
★ – Cases closed (%) - settlement	22%	27%	24%	23%	30%	23%	*	Up	*
Complaints referred to the Office of Administrative Trials and Hearings	89	21	21	36	38	*	*	Down	*
Modifications for accessibility for people with disabilites	155	191	307	90	174	*	*	Down	*
★ Average age of complaint caseload (days)	250	340	468	553	576	300	⇩	Up	Down
Open complaints	667	1,318	1,643	1,829	1,697	474	*	Up	*
Complaints pending by age - less than one year	505	837	728	721	668	414	*	Up	Down
Value of damages for complainants ($)	NA	NA	$2,287,445	$3,785,312	$5,306,052	*	*	NA	*
Amount of civil penalties imposed ($)	NA	NA	$379,250	$487,250	$788,261	*	*	NA	*
Open matters	NA	NA	NA	NA	3,968	*	*	NA	*

★ 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 2019 CCHR continued its robust education and outreach efforts to increase awareness and understanding of the NYCHRL, particularly among communities of color and immigrant communities. CCHR served 97,395 New Yorkers, 21 percent more than in Fiscal 2018, across 3,060 conferences, workshops, and trainings. CCHR deepened the racial justice component of its outreach work in Fiscal 2019 by piloting a new workshop addressing discrimination based on race and color. The Commission also hosted its first-ever Juneteenth Community Festival in partnership with the Weeksville Heritage Center. The festival was the culmination of CCHR's ongoing work with the Center to record and honor the history and food of Central Brooklyn's restaurants as part of the Meals as Collective Memory project. CCHR also hosted a networking and salon event involving the public and community leaders to foster intergroup relationships within the African Immigrant, African American, Afro-Caribbean, Afro-Latinx communities, and other self-identified Black communities.

CCHR provided expansive support to businesses, particularly small businesses, to comply with the training and notice requirements of the new City anti-sexual harassment laws. In addition to the previously mentioned online training and distribution of required notices and posters, CCHR also provided "know your obligations" forums, resource fairs, and walk-throughs to chambers of commerce, Business Improvement Districts, small businesses, and merchant associations.

CCHR expanded youth-based outreach in Fiscal 2019. CCHR provided 266 school and youth-based trainings in Fiscal 2019, 43 percent more than in Fiscal 2018. CCHR also held a number of "Student Assembly" events at schools in the City, which reached 750 youth participants, and engaged youth in roundtables to hear directly from them about how they can be better served by government. CCHR also led conversations with Gender and Sexuality Alliances at schools around discrimination based on gender identity and sexual orientation, and continued its successful Peer Mediation program.

In Fiscal 2019 CCHR deepened outreach to the City's faith-based communities through partnership and coalition building. Major events celebrating the diversity of the City's religious communities saw increased community attendance: CCHR's fourth annual "Iftar in the City" was attended by over 1,000 people, a 57 percent increase from last year; the third annual interfaith seder was attended by 170 people, an increase of 31 percent from last year; and the second annual Vaisakhi celebration was attended by 300 people, an increase of 126 percent from last year.

In Fiscal 2019 CCHR's Bias Response Team responded to 235 incidents, a 61 percent increase compared to Fiscal 2018. In response to the "Cornerstore Caroline" bias-based incident in Flatbush, Brooklyn, CCHR hosted a truth and restoration forum to provide education, outreach, and community-building resources to the community.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Conferences, workshops and training sessions	1,394	2,397	2,947	3,127	3,060	3,000	3,000	Up	Up
School-based training sessions conducted	326	79	173	186	266	250	250	Neutral	Up
People served	44,202	38,435	69,087	80,454	97,395	80,000	80,000	Up	Up
Responses to bias-based incidents	NA	NA	NA	146	235	*	*	NA	*

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Letters responded to in 14 days (%)	100.0%	98.0%	86.7%	83.0%	96.0%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100.0%	100.0%	97.3%	98.0%	99.0%	*	*	Neutral	Up
Completed customer requests for interpretation	1,126	1,671	1,425	1,756	1,677	*	*	Up	*
Average wait time to speak with a customer service agent (minutes)	10	11	9	6	6	*	*	Down	Down
CORE customer experience rating (0-100)	98	100	98	99	NA	*	*	NA	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$5.8	$8.8	$10.4	$12.8	$13.7	$13.9	$14.2	Up
Personnel	66	89	108	142	131	162	165	Up
Overtime paid ($000)	$9	$7	$5	$11	$15	$15	$15	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$9.5	$10.8	
001 - Personal Services	$3.3	$5.7	All
003 - Community Development	$6.2	$5.1	All
Other Than Personal Services - Total	$3.3	$2.8	
002 - Other Than Personal Services	$1.6	$0.5	All
004 - Community Development	$1.7	$2.3	All
Agency Total	$12.8	$13.7	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds. [2]City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds. [3]Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✏

- In this MMR, CCHR retires the specific numeric targets for four indicators— 'Cases closed (%) – settlement', 'Open complaints', 'Complaints pending by age – less than one year', and 'Average age of complaint caseload (days)'. The last indicator is now replaced with a downward directional target. Numbers for each of these indicators are useful descriptors—indeed, all four continue to be tracked and reported, including over time to permit the identification of longer-term trends—but there is no specific number that can be identified as an objectively desirable target. The use of the directional arrow for average age in days of complaint caseload is consistent with this while indicating CCHR's desire to resolve complaints quickly in light of available resources.

ADDITIONAL RESOURCES

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

OFFICE OF ADMINISTRATIVE TRIALS AND HEARINGS

Tynia D. Richard, Acting Commissioner and Acting 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 that are responsible for adjudicating City matters: 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 (ALJs) who are appointed to five-year terms. In the OATH Hearings Division, hearings are conducted on summonses issued by 25 different City enforcement agencies for alleged violations of law or City rules. These summonses are issued by the Departments of Buildings, Sanitation, Environmental Protection, Consumer Affairs, Health and Mental Hygiene, and the Taxi and Limousine Commission, among others. 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's mission is to provide fair and unbiased administrative trials and hearings for the City's residents, businesses and agencies. Since 2014, OATH has updated its Hearings Division rules, procedures and forms to make the hearing process uniform and understandable to anyone who wants a hearing, regardless of which City enforcement agency issued the summons.

Fiscal 2019 represented the second year of operation for OATH's Help Centers, which operate at Hearings Division locations throughout the five boroughs. Help Centers are staffed by Procedural Justice Coordinators (PJCs) who help self-represented litigants navigate the hearing process, find legal resources and City records, and understand OATH procedures. PJCs do not offer legal advice or act as legal representatives to litigants. In Fiscal 2019 OATH PJCs actively assisted 40,961 City residents in-person.

Fiscal 2019 was also the second year in which OATH adjudicated civil summonses issued under the Criminal Justice Reform Act (CJRA). This law gives the Police Department, the Parks Department, and other agencies the option of filing certain low-level quality-of-life summonses at OATH rather than in criminal court. This policy change allows litigants to avoid the collateral consequences of receiving a criminal court summons, such as an open warrant, a criminal record, and negative impacts on employment, housing and immigration status. CJRA summonses filed at OATH can be paid or disputed online and in-person at a hearing. The CJRA also gives OATH the authority to offer community service options aimed at preventing future offenses instead of a monetary penalty. To date, there have been over 100,000 summonses issued under the CJRA and the number of these filings in criminal court has declined 95 percent.

In Fiscal 2019 OATH established a Neighborhood Pop-Up Court initiative that allowed OATH to conduct hearings in communities across the five boroughs at Community Boards, libraries, civic organizations, and at offices of elected officials. The initiative targets so-called "transportation deserts" in an effort to increase response rates to City-issued summonses by making it more convenient for people to access their hearing. OATH has held 16 Pop-Up Courts in 15 neighborhoods across the City.

OUR SERVICES AND GOALS

SERVICE 1	**Adjudicate alleged violations of state and City administrative laws.**
Goal 1a	Hear cases promptly and issue timely and fair decisions at the OATH Trials Division.
SERVICE 2	**Adjudicate alleged violations of City administrative laws.**
Goal 2a	Hear cases promptly and issue timely and fair decisions at the OATH Hearings Division.

HOW WE PERFORMED IN FISCAL 2019

SERVICE 1 Adjudicate alleged violations of state and City administrative laws.

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

The average number of cases processed by each OATH ALJ increased from 202.0 in Fiscal 2018 to 206.8 in Fiscal 2019, even as the total number of cases filed at the Trials Division declined from 2,836 to 2,691 in the same period. Note that OATH had one fewer ALJ appointed to serve during a portion of Fiscal 2019. The increased ALJ workload did not, however, significantly affect the Division's capacity to close cases in a timely manner. The number of cases closed declined only 0.6 percent between Fiscal 2018 and Fiscal 2019 and the average time to issue a decision increased only marginally, from 4.0 days in Fiscal 2018 to 4.2 days in Fiscal 2019. Similarly, in Fiscal 2019, 90 percent of decisions were rendered within the target of 45 business days, compared to 91 percent in Fiscal 2018.

Nearly all cases that go to trial at the OATH Trials Division result in the issuance of detailed written recommended decisions establishing facts and conclusions of law. Recommended decisions are adopted, modified, or rejected by the agencies that refer cases for trial. In Fiscal 2019, 100 percent of ALJ facts and conclusions were adopted by the referring agencies.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
OATH Trials Division cases with decisions issued within 45 business days (%)	93%	93%	93%	91%	90%	*	*	Neutral	Up
★ OATH Trials Division facts and conclusions adopted by agencies (%)	99%	99%	99%	99%	100%	96%	96%	Neutral	Up
OATH Trials Division settlement rate (%)	57%	57%	59%	57%	54%	55%	55%	Neutral	*
Cases filed at the OATH Trials Division (total)	2,754	2,553	2,661	2,836	2,691	*	*	Neutral	*
Cases closed at the OATH Trials Division (total)	2,724	2,560	2,668	2,677	2,660	*	*	Neutral	*
★ Cases processed per ALJ (total)	188.0	188.6	189.6	202.0	206.8	⇧	⇧	Up	Up
Average time for the OATH Trials Division to issue decisions after records closed (business days)	7.5	5.4	5.2	4.0	4.2	15.0	15.0	Down	Down

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

SERVICE 2 Adjudicate alleged violations of City administrative laws.

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

OATH received 837,778 summonses in Fiscal 2019 from the City's enforcement agencies, 41,318 fewer than it did in the prior year, a decline of five percent. Despite receiving fewer summonses, the Hearings Division experienced increased participation in the hearing process, conducting almost 10,500 more hearings in Fiscal 2019 than it did in Fiscal 2018.

The increased number of hearings in Fiscal 2019 did not negatively impact the Hearings Division's capacity to issue timely decisions. The number of decisions rendered increased five percent compared to Fiscal 2018. Further, the average time for a decision to be issued decreased from seven days in Fiscal 2018 to six days in Fiscal 2019.

Hearings Division hearings conducted vs. hearing decision time (days)
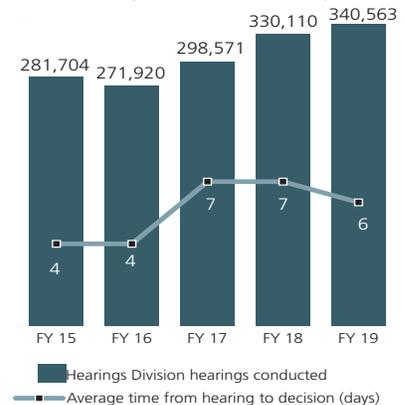
FY 15	FY 16	FY 17	FY 18	FY 19
281,704	271,920	298,571	330,110	340,563
4	4	7	7	6

■ Hearings Division hearings conducted
▬■▬ Average time from hearing to decision (days)

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Total summonses received from the issuing agencies at the OATH Hearings Division	759,500	826,714	846,999	879,096	837,778	*	*	Up	*
Total hearings at the OATH Hearings Division	281,704	271,920	298,571	330,110	340,563	*	*	Up	*
★ Total number of pre-hearing activities at the OATH Hearings Division	250,911	298,819	313,665	290,437	295,440	*	*	Up	*
★ Total summonses processed at the OATH Hearings Division	476,986	612,124	633,596	658,245	663,327	*	*	Up	*
★ Summonses with decision rendered at the OATH Hearings Division	206,867	195,290	207,723	248,438	261,906	*	*	Up	*
★ Average time from OATH Hearings Division hearing assignment to decision rendered (days)	4	4	7	7	6	*	*	Up	*
OATH hearings by mail (% of total remote hearings)	31.2%	24.4%	32.3%	19.9%	14.3%	*	*	Down	*
OATH hearings by phone (% of total remote hearings)	13.8%	16.7%	15.5%	19.2%	18.4%	*	*	Up	*
OATH one-click hearings (% of total remote hearings)	55.0%	58.9%	52.2%	60.9%	67.3%	*	*	Up	*

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Completed customer requests for interpretation	9,419	10,185	11,842	16,034	18,044	*	*	Up	*
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	100%	98.62%	99.94%	*	*	Neutral	Up
CORE customer experience rating (0-100)	94	98	97	98	NA	*	*	NA	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$34.4	$36.3	$39.0	$44.4	$49.0	$50.9	$51.3	Up
Revenues ($000,000)	$141.3	$155.2	$147.5	$157.8	$174.9	$155.2	$142.4	Up
Personnel	362	360	380	393	409	496	500	Up
Overtime paid ($000)	$42	$50	$51	$68	$50	$50	$50	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$33.1	$35.6	All
002 - Other Than Personal Services	$11.3	$13.4	All
Agency Total	$44.4	$49.0	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.
[2] City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Data for fiscal years 2015, 2016, 2017 and 2018 were updated for the indicator 'Total summonses received from the issuing agencies at the OATH Hearings Division.'

- Service 1 was revised from 'Adjudicate the City's administrative matters' to 'Adjudicated alleged violations of State and City administrative laws' for clarity.

- Service 2 was revised from 'Adjudicate alleged violations of the City's local administrative laws' to 'Adjudicate alleged violations of City administrative laws' for consistency and clarity.

- Fiscal 2019 data for CORE (Customer Observing and Reporting Experiences) facility ratings are not available. CORE inspections will be conducted in the fall and winter of Calendar 2019 and the results will appear in the Fiscal 2020 Mayor's Management Report.

- During Fiscal 2019, Fidel F. Del Valle was OATH Commissioner and Chief Administrative Law Judge; Tynia D. Richard has served as Acting Commissioner and Chief Administrative Law Judge since August 2019.

ADDITIONAL RESOURCES

For additional information, go to:

- OATH Trials Division data:
  https://www1.nyc.gov/site/oath/about/trials-division-data.page

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

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

BUSINESS INTEGRITY COMMISSION
Noah D. Genel, 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 the 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

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

HOW WE PERFORMED IN FISCAL 2019

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

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

In Fiscal 2019 the number of violations BIC issued to licensed commercial waste haulers increased by 19 percent. Many of these violations pertained to licensees and registrants who failed to comply with Commission directives, including those regarding the implementation of safety rules that became effective in November 2018. BIC issued 30 percent fewer violations to illegally operating waste haulers compared to Fiscal 2018, as BIC enforcement efforts aid in reinforcing compliance by the trade waste industry in New York City.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Violations issued to private waste haulers	1,166	892	640	488	494	*	*	Down	*
★ Violations issued to legally operating private waste haulers	827	709	343	312	371	*	*	Down	*
★ Violations issued to illegally operating private waste haulers	339	183	297	176	123	*	*	Down	*
★ Waste hauling applications denied	23	18	8	5	7	*	*	Down	*
Waste hauling complaints received	513	449	351	352	423	*	*	Down	*
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	91.5%	98.0%	100.0%	88.0%	100.0%	*	*	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.

For Fiscal 2019 the average time to approve a new waste hauling application increased nine percent. BIC met its targets for the average time to approve new and renewal waste hauling applications, although the average time to approve renewal waste hauling applications rose 53 percent. As a result, the average age of pending waste hauling applications increased 52 percent to just above its target. The time to process waste hauling applications was impacted negatively by a number of projects that drew resources from BIC units, as well as significant staffing vacancies throughout the year. Some of these vacancies were filled at the end of Fiscal 2019 and others are in the process of being filled in Fiscal 2020.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Average time to approve waste hauling applications (days) - New and Renewal	234	235	240	129	190	200	200	Down	Down
★ Average time to approve waste hauling applications (days) - New	235	154	136	112	122	150	150	Down	Down
★ Average time to approve waste hauling applications (days) - Renewal	234	254	274	134	205	210	210	Down	Down
★ Average age of pending waste hauling applications (days)	208	214	220	122	185	180	180	Down	Down
★ Waste hauling applications pending	762	600	359	617	524	*	*	Down	*
Waste hauling applications approved - New and Renewal	737	994	876	1,006	806	*	*	Neutral	Up
Waste hauling applications approved - New	166	187	216	210	152	*	*	Neutral	Up
Waste hauling applications approved - Renewal	571	807	660	796	654	*	*	Neutral	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 2019 the number of violations issued to public wholesale market businesses increased nine percent. This was due to ongoing enforcement by BIC of rules and regulations related to this industry.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Violations issued at public wholesale markets	45	97	64	57	62	*	*	Neutral	*
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	99.4%	98.3%	100.0%	100.0%	100.0%	*	*	Neutral	Up
★ Public wholesale market applications denied	1	0	1	0	0	*	*	Down	*
★ Public wholesale market applications pending	65	107	16	25	83	*	*	Down	*

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

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

In Fiscal 2019 BIC met its targets for the average time to approve a public wholesale market application and the average age of a pending public wholesale market application, although the time increased 32 percent and 23 percent, respectively, compared to Fiscal 2018. The increase in the age of applications is attributed to the current renewal application cycle, as a greater number of market operators were due to renew, and by projects that drew resources from BIC units, as well as significant staffing vacancies during Fiscal 2019. Some of these vacancies were filled at the end of Fiscal 2019 and others are in the process of being filled in Fiscal 2020.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Average time to approve public wholesale market applications (days)	382	309	270	149	196	200	200	Down	Down
Average age of pending public wholesale market applications (days)	324	215	227	108	133	150	150	Down	Down
Public wholesale market applications approved	49	62	121	37	39	*	*	Down	Up

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	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	26	93	24	68	68	*	*	Up	*
Average wait time to speak with a customer service agent (minutes)	3:42	3:02	2:98	3:09	2:92	*	*	Down	Down
CORE customer experience rating of facilities (0-100)	93	100	100	100	NA	*	*	NA	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$8.1	$8.1	$9.6	$8.8	$9.1	$9.3	$9.7	Up
Revenues ($000,000)	$6.6	$6.9	$4.8	$7.4	$4.9	$5.1	$6.6	Down
Personnel	72	77	78	81	77	94	92	Neutral
Overtime paid ($000)	$48	$57	$67	$106	$45	$42	$24	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$5.9	$6.1	All
002 - Other Than Personal Services	$2.8	$3.1	All
Agency Total	$8.8	$9.1	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.　　[2]City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds.　　[3]Refer to agency goals listed at front of chapter.　　"NA" Not Available　　* None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Fiscal 2019 data for CORE (Customers Observing and Reporting Experiences) facility ratings are not available. CORE inspections will be conducted in the fall and winter of Calendar 2019 and the results will appear in the Fiscal 2020 Mayor's Management Report.

ADDITIONAL RESOURCES

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

Basic Services for All New Yorkers

Basic Services for All New Yorkers

DEPARTMENT OF SANITATION
Kathryn Garcia, Commissioner

WHAT WE DO

The Department of Sanitation (DSNY) keeps New York City healthy, safe and clean by collecting, recycling and disposing of waste; cleaning streets and vacant lots; and clearing snow and ice. The Department operates 59 district garages and manages a fleet of more than 2,200 collection trucks, 450 mechanical brooms and 690 large and small salt spreaders. The Department clears litter, snow and ice from approximately 6,000 miles of City streets and removes debris from vacant lots and abandoned vehicles from City streets. The Department leads the City's efforts to contribute zero waste to landfills, 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. The Department is growing the reach of its recycling and re-use programs, to give all New Yorkers the ability to support DSNY's mission to reduce waste sent to landfills. This fiscal year, DSNY funded an Environmental Ambassador Program to grow recycling advocacy within the NYC Housing Authority community and train residents to become neighborhood recycling and waste management experts.

In March 2019, the Department completed the final conversion of the City's four marine transfer stations—a critical implementation milestone of the Solid Waste Management Plan, a blueprint for a more equitable waste infrastructure system. DSNY began operations at Southwest Brooklyn Marine Transfer Station in October 2018 and at the East 91st Street Marine Transfer Station in March 2019. The Department has also moved forward with implementation of the transfer station capacity reduction bill to reduce the impact of waste transfer infrastructure on historically overburdened communities and limit future capacity growth. New permit capacities will begin taking effect in October 2019 and will continue on a rolling basis through October 2020.

Finally, in 2018 DSNY released its implementation plan for Commercial Waste Zones, a safe and efficient collection system that provides low-cost, high-quality service to New York City businesses, while advancing the City's zero waste goals. Commercial waste zones will reduce truck traffic from waste hauling by more than 50 percent and improve safety and quality of life in every neighborhood in NYC.

OUR SERVICES AND GOALS

SERVICE 1 Clean streets, sidewalks and vacant lots.

Goal 1a Increase street and sidewalk cleanliness.

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

SERVICE 2 Collect and dispose of refuse.

Goal 2a Improve efficiency of refuse handling.

SERVICE 3 Recycle refuse.

Goal 3a Increase the percentage of waste recycled.

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

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

HOW WE PERFORMED IN FISCAL 2019

SERVICE 1 Clean streets, sidewalks and vacant lots.

Goal 1a   Increase street and sidewalk cleanliness.

During Fiscal 2019, DSNY continued to run more than 60 litter basket trucks per week in targeted districts in each borough, concentrating in areas with low street cleanliness ratings as well as the three neighborhoods with the City's largest rodent infestations.

Due to a software coding error that has since been corrected, some cleanliness rating data between November 2018 and June 2019 was found to be incomplete. While only a portion of ratings were affected, citywide cleanliness scores from the Mayor's Office of Operations Scorecard program cannot be re-calculated at the level of confidence required to be included in the Fiscal 2019 Mayor's Management Report. Monthly street cleanliness ratings for Fiscal 2020 can be found online.

Violations issued for dirty sidewalks increased seven percent in Fiscal 2019, from 55,913 to 59,904. DSNY responded to increased community input on locations of sidewalk violations and established operational cleaning programs, which included additional enforcement efforts within scheduled routing hours for the lower rated districts.

The number of violations issued for illegal posting also increased significantly, up 19 percent from last fiscal year. This is a direct result of a full year implementing a recent policy change to issue a warning letter to responsible parties rather than a summons. If the condition is not corrected within two weeks, the Department then issues a summons for each illegal posting.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Streets rated acceptably clean (%)	92.7%	95.0%	95.9%	95.1%	NA	92.0%	92.0%	NA	Up
Streets rated filthy (%)	0.4%	0.2%	0.1%	0.2%	NA	*	*	NA	*
★ Sidewalks rated acceptably clean (%)	95.5%	96.5%	97.3%	97.1%	NA	97.0%	97.0%	NA	Up
Sidewalks rated filthy (%)	0.4%	0.3%	0.1%	0.2%	NA	*	*	NA	*
Violations issued for dirty sidewalks	49,828	64,693	65,272	55,913	59,904	*	*	Neutral	*
Violations issued for illegal posting	11,601	8,209	10,892	3,954	4,706	*	*	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 both vacant lots and non-lot locations, with 3,027 lots cleaned during Fiscal 2019, a decrease of 13 percent from Fiscal 2018 and 343 non-lot locations cleaned, an increase of 63 percent from Fiscal 2018. Non-lot locations include underpasses, overpasses, medians, and properties under the jurisdiction of State or Federal agencies, among others. This number includes joint-cleanup efforts conducted in partnership with the Department of Homeless Services and the Police Department.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Vacant lot cleaning requests	2,367	2,779	2,730	3,140	2,937	2,500	2,500	Up	*
★ Lots cleaned citywide	3,206	3,638	3,399	3,494	3,027	3,200	3,200	Neutral	*
Other non-lot locations cleaned	NA	147	186	128	343	*	*	NA	*

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

SERVICE 2 Collect and dispose of refuse.

Goal 2a   Improve efficiency of refuse handling.

The refuse tons collected per truck-shift increased from 9.3 to 9.5 during Fiscal 2019 even as DSNY continues to implement the curbside organic collection program, which has diverted tonnage from refuse. The percentage of trucks dumped on shift increased to 41.7 percent, a roughly four percentage point increase over Fiscal 2018. DSNY continues to monitor and evaluate collection routes to identify any possible efficiency improvements.

The average outage rate for all collection trucks during the reporting period was 22 percent, an increase of three percentage points over the previous fiscal year. This can be attributed to delays in new vehicle deliveries, as well as the fact that DSNY auto trades temporarily operated below headcount during the period.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Tons of refuse disposed (000)	3,176.9	3,196.2	3,213.4	3,193.3	3,248.1	3,150.0	3,150.0	Neutral	Down
★ Refuse tons per truck-shift	9.5	9.7	9.6	9.3	9.5	10.7	10.7	Neutral	*
★ Trucks dumped on shift (%)	44.6%	45.8%	43.7%	37.4%	41.7%	45.6%	45.6%	Down	Up
Tons per day disposed	10,554	10,583	10,676	10,609	10,827	*	*	Neutral	Down
Average outage rate for all collection trucks (%)	20%	19%	19%	19%	22%	*	*	Neutral	Down
Missed refuse collections (%)	0.0%	0.4%	0.1%	0.1%	0.1%	*	*	Down	*

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

SERVICE 3 Recycle refuse.

Goal 3a   Increase the percentage of waste recycled.

In Fiscal 2019 the curbside and containerization diversion rate increased to 18.1 percent from 18.0 percent from Fiscal 2018, and curbside recycling tonnage increased three percent to 681.6 tons. This is a result of the work the Department has done to expand access to recycling programs, including curbside organics collection and curbside e-waste collection.

The recycling tons per truck increased to 5.8 during Fiscal Year 2019 from 5.5 in Fiscal 2018 as tonnage diverted from refuse increased.

There was a decrease in the paper recycling revenue per ton received during the reporting period, from $16 to $12. Although DSNY continues to receive revenue for recycled paper in accordance with vendor contracts, the revenue per ton has declined reflecting market conditions. The decrease in demand for recycled paper has been due in large part to China's ban on mixed paper imports and restrictions on imports of other scrap materials.

Recycling summonses issued decreased 9.7 percent from Fiscal 2018. This decrease is a result of a number of factors, including: fewer observed recycling violations, a decrease in available patrol hours due to reassignments of agents to other functions and a lower than expected average headcount for the fiscal year.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Curbside and containerized recycling diversion rate (%)	16.0%	16.9%	17.4%	18.0%	18.1%	23.0%	23.0%	Up	Up
★ Curbside and containerized recycled tons (000)	575.4	613.8	644.3	663.6	681.6	848.6	848.6	Up	Up
Total annual recycling diversion rate (%)	17.8%	18.9%	20.5%	20.9%	21.2%	*	*	Up	Up
Recycled tons per day	2,197	2,373	2,565	2,676	2,783	2,270	2,270	Up	Up
Annual tons recycled total (000)	685	740	800	835	868	*	*	Up	Up
★ Recycling tons per truck-shift	5.2	5.6	5.6	5.5	5.8	6.2	6.2	Neutral	Up
Missed recycling collections (%)	0.0%	0.1%	0.1%	0.2%	0.1%	*	*	Up	*
Recycling trucks dumped on shift (%)	25.8%	26.5%	25.5%	24.5%	23.4%	*	*	Down	Up
Recycling summonses issued	107,428	118,407	100,629	84,682	76,492	*	*	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.

In Fiscal 2019 DSNY spread 366,302 tons of salt to combat 21 inches of snow, a decrease of 24 percent compared to Fiscal 2018 which had 43.5 inches of snowfall.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Snowfall (total inches)	47.5	31.8	30.5	43.5	21.0	*	*	Down	*
Salt used (tons)	522,841	302,229	391,719	480,016	366,302	*	*	Down	*

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Cases commenced against the City in state and federal court	651	747	432	573	533	*	*	Down	*
Payout ($000)	$25,500	$42,999	$50,040	$80,522	$70,072	*	*	Up	Down
Private transfer station permits	59	61	57	60	56	*	*	Neutral	*
Private transfer station inspections performed	5,998	4,570	5,758	5,875	5,984	*	*	Neutral	*
Total Office of Administrative Trials and Hearings violations issued	402,251	458,050	456,373	390,611	372,818	*	*	Down	*
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	88%	89%	86%	86%	84%	*	*	Neutral	*
Refuse collection cost per ton ($)	$282	$291	$291	$310	NA	*	*	NA	*
Refuse cost per ton (fully loaded) ($)	$449	$462	$474	$512	NA	*	*	NA	*
Disposal cost per ton ($)	$167	$171	$183	$202	NA	*	*	NA	*
Recycling cost per ton (fully loaded) ($)	$684	$670	$738	$783	NA	*	*	NA	*
Recycling collection cost per ton ($)	$645	$629	$686	$706	NA	*	*	NA	*
Paper recycling revenue per ton ($)	$11	$12	$14	$16	$12	*	*	Up	*
Removal cost per inch of snow ($000)	$2,444	$3,283	$3,157	$2,457	$3,403	*	*	Up	*
Collisions involving City vehicles	2,616	2,625	2,455	2,310	2,166	*	*	Down	Down
Workplace injuries reported (uniform and civilian)	1,266	1,304	1,329	1,326	1,170	*	*	Neutral	Down

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Completed requests for interpretation	17	16	15	32	NA	*	*	NA	*
Letters responded to in 14 days (%)	58%	73%	66%	51%	NA	*	*	NA	Up
E-mails responded to in 14 days (%)	64%	75%	73%	69%	NA	*	*	NA	Up

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

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Percent meeting time to close – Sanitation Condition - Street Cond/Dump-Out/Drop-Off (5 days)	96	95	95	94	93	*	*	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)	79	92	91	93	94	*	*	Up	*

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$1,477.4	$1,500.7	$1,601.3	$1,719.0	$1,768.6	$1,775.0	$1,775.9	Up
Revenues ($000,000)	$17.5	$19.0	$34.0	$33.0	$32.9	$29.7	$27.7	Up
Personnel (uniformed)	7,381	7,465	7,544	7,558	7,893	7,823	7,836	Neutral
Personnel (civilian)	2,150	2,299	2,445	2,495	2,457	2,657	2,620	Up
Overtime paid ($000,000)	$131.3	$101.0	$132.5	$163.9	$142.6	$138.5	$133.7	Up
Capital commitments ($000,000)	$273.6	$176.4	$258.3	$289.0	$283.4	$416.9	$456.2	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$1,016.4	$1,038.7	
101 - Executive Administrative	$75.0	$78.3	All
102 - Cleaning and Collection	$761.3	$788.4	1a, 1b, 2a, 3a
103 - Waste Disposal	$26.3	$33.0	2a, 3a
104 - Building Management	$24.7	$27.3	*
105 - Bureau of Motor Equipment	$71.1	$70.0	All
107 - Snow Budget	$58.0	$41.7	4a
Other Than Personal Services - Total	$702.5	$729.9	
106 - Executive and Administrative	$107.0	$101.1	All
109 - Cleaning and Collection	$36.3	$35.5	1a, 1b, 2a, 3a
110 - Waste Disposal	$480.0	$518.3	2a, 3a
111 - Building Management	$5.1	$4.9	*
112 - Motor Equipment	$26.3	$27.8	All
113 - Snow Budget	$47.8	$42.2	4a
Agency Total	$1,719.0	$1,768.6	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.   [2] City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds.
[3]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.

DEPARTMENT OF PARKS & RECREATION Mitchell J. Silver, Commissioner

WHAT WE DO

The Department of Parks and Recreation (DPR) plans, maintains and cares for a more than 30,000 acre municipal parks system that encompasses over 1,900 parks, 1,000 playgrounds, 36 recreation centers, more than 650,000 street trees and two million park trees. DPR's thousands of public programs include free Shape Up NYC fitness classes, Kids in Motion children's programing, swimming lessons and Urban Park Rangers' nature education. Through programs like Parks Without Borders, DPR is bringing innovative design to sites across the City. DPR's capital program strengthens the City's infrastructure by developing and improving parks, playgrounds, pools and recreational facilities.

FOCUS ON EQUITY

DPR is ensuring that the benefits of accessible, high-quality open space reach every community in New York City. 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, designed to bring the kind of amenities that are greatly needed in these bigger parks, such as 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

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

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

Goal 1b   Provide an overall quality park experience.

SERVICE 2   **Manage the City's street, park and forest trees.**

Goal 2a   Maintain and preserve trees under DPR stewardship.

Goal 2b   Resolve high-priority tree work promptly.

Goal 2c   Increase the number of trees under DPR stewardship.

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

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

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

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

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

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

HOW WE PERFORMED IN FISCAL 2019

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 DPR's internal inspection program, the percent of parks rated acceptable for overall condition and cleanliness surpassed Fiscal 2019 targets. For the second year in a row, overall condition and cleanliness acceptability ratings increased or remained unchanged across all park categories. Large parks experienced the largest ratings increases for overall condition and cleanliness, eight and five percent, respectively. Sustained efforts to more effectively allocate and monitor maintenance staff at high-use parks during peak season resulted in improved large park ratings.

For the second year in a row, in service rates for spray showers and drinking fountains both surpassed the aggressive 95 percent target. In service rates for comfort stations remained consistent at 94 percent, narrowly missing the 95 percent target.

The percent of recreation centers rated acceptable for cleanliness remained high at 100 percent while overall condition was 84 percent, representing a one percent increase compared to Fiscal 2018, but falling short of the 85 percent target.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Parks rated acceptable for overall condition (%)	86%	85%	86%	87%	90%	85%	85%	Neutral	Up
– Overall condition of small parks and playgrounds (%)	85%	83%	85%	87%	88%	*	*	Neutral	Up
– Overall condition of large parks (%)	78%	79%	79%	79%	87%	*	*	Neutral	Up
– Overall condition of greenstreets (%)	97%	97%	97%	97%	97%	*	*	Neutral	Up
★ Parks rated acceptable for cleanliness (%)	92%	92%	92%	93%	95%	90%	90%	Neutral	Up
– Cleanliness of small parks and playgrounds (%)	91%	91%	92%	93%	94%	*	*	Neutral	Up
– Cleanliness of large parks (%)	86%	88%	85%	87%	92%	*	*	Neutral	Up
– Cleanliness of greenstreets (%)	99%	99%	99%	99%	100%	*	*	Neutral	Up
★ Play equipment rated acceptable (%)	92%	95%	97%	97%	96%	95%	95%	Neutral	Up
★ Safety surfaces rated acceptable (%)	95%	95%	94%	94%	94%	95%	95%	Neutral	Up
★ Comfort stations in service (in season only) (%)	97%	95%	94%	94%	94%	95%	95%	Neutral	Up
★ Spray showers in service (in season only) (%)	94%	92%	93%	96%	97%	95%	95%	Neutral	Up
★ Drinking fountains in service (in season only) (%)	94%	96%	96%	96%	96%	95%	95%	Neutral	Up
★ Recreation centers rated acceptable for cleanliness (%)	100%	100%	98%	100%	100%	95%	95%	Neutral	Up
★ Recreation centers rated acceptable for overall condition (%)	83%	89%	82%	83%	84%	85%	85%	Neutral	Up
Monuments receiving annual maintenance (%)	63%	72%	68%	62%	55%	*	*	Down	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.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Major felonies reported on Parks' properties (excludes Central Park) - Crimes against persons	488	612	670	669	641	⇩	⇩	Up	Down
★ – Crimes against properties	465	469	547	553	567	⇩	⇩	Up	Down
Summonses issued	15,323	21,176	20,907	23,766	22,742	*	*	Up	*
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	87.2%	85.9%	81.5%	80.4%	81.7%	*	*	Neutral	Up

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

SERVICE 2 **Manage the City's street, park and forest trees.**

Goal 2a   Maintain and preserve trees under DPR stewardship.

The Department surpassed its street tree pruning goal by over 5,500 trees for a total of 70,997 street trees pruned. Tree inspections increased over 50 percent, primarily due to a May 2019 directive that required block pruning consultants to conduct tree inspections as part of their routine work. This directive resulted in 23,311 consultant inspections. DPR forestry staff conducted an additional 59,065 inspections, nearly nine percent more than Fiscal 2018 totals.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Street trees pruned - Block program	97,888	87,359	70,443	72,283	70,997	65,000	65,000	Down	Up
– Annual pruning goal completed (%)	140%	92%	108%	111%	109%	*	*	Down	Up
– Street trees pruned as a percent of pruning eligible trees	20%	18%	14%	15%	14%	*	*	Down	Up
Trees removed	15,964	16,505	15,749	12,222	13,252	*	*	Down	*
Tree inspections	NA	NA	NA	54,386	82,376	*	*	NA	*

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

Goal 2b   Resolve high-priority tree work promptly.

The percent of immediate priority tree work resolved within seven days and the percent of high-priority tree work resolved within 28 days increased by 30 and 35 percentage points, respectively. This dramatic increase is the result of refining operational procedures during the second year of DPR's new risk management approach to urban tree care.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Immediate priority tree work resolved within 7 days (%)	NA	NA	NA	63%	93%	*	*	NA	*
★ High-priority tree work resolved within 28 days (%)	NA	NA	NA	61%	96%	*	*	NA	*

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

| Goal 2c | Increase the number of trees under DPR stewardship. |

DPR planted 15 percent fewer trees compared to Fiscal 2018. Prohibitively high bids offered by approved planting contractors prompted DPR to pursue new planting contracts, delaying plantings along City streets and on landscaped areas of parks.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Trees planted	NA	62,086	50,018	36,206	30,704	⇧	⇧	NA	Up
– Trees planted along city streets	NA	NA	11,744	14,610	7,641	*	*	NA	Up
– Trees planted on landscaped areas of parks	NA	NA	2,985	1,486	1,621	*	*	NA	Up
– Trees planted in natural areas of parks	NA	NA	35,289	18,683	21,442	*	*	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 162 capital projects with 90 percent of project construction completed within budget and 86 percent on time or early to surpass annual targets. Among the projects completed was Lt. Joseph Petrosino Park in Brooklyn, a Community Parks Initiative site. This park was transformed with new children's play areas, adult fitness equipment, basketball courts, a spray shower and redesigned entranceways as a result of $4.99 million in Mayoral funding, which included $355,000 in funding from the Department of Environmental Protection (DEP) for green infrastructure elements. Mt. Hope Garden in the Bronx was also renovated and now includes a new play area with decorative paving and reconstructed retaining walls. The project received $4.89 million in Mayoral and City Council funding.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Capital projects completed	84	98	104	123	162	135	150	Up	*
★ Capital projects completed on time or early (%)	90%	86%	85%	88%	86%	80%	80%	Neutral	Up
Capital projects completed within budget (%)	86%	88%	87%	88%	90%	85%	85%	Neutral	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 81.6 percent to 81.7 percent. DPR 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	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ New Yorkers living within walking distance of a park (%)	79.4%	81.0%	81.5%	81.6%	81.7%	⇧	⇧	Neutral	Up

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

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

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

Recreation memberships at the end of Fiscal 2019 were down six percent. Attendance also declined six percent, due primarily to lower young adult and youth attendance. Sustained closures at Owen Dolen, West Bronx, and St. John's recreation centers, as well as temporary closures at Thomas Jefferson and Greenbelt recreation centers to make unanticipated repairs, impacted attendance and membership.

Attendance at non-recreation center programs declined nearly 29 percent, despite increased attendance at adult fitness programing. Delays in seasonal staff hiring and higher than anticipated weather-related cancelations led to fewer youth program offerings, which contributed to declining youth program attendance.
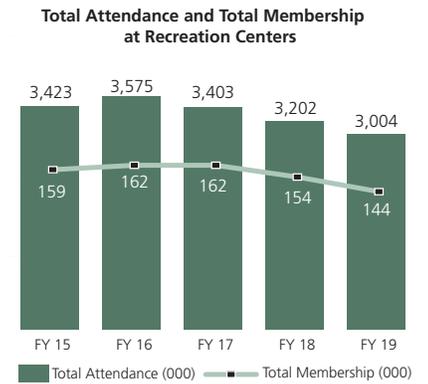
Total Attendance and Total Membership at Recreation Centers

	FY 15	FY 16	FY 17	FY 18	FY 19
Total Attendance (000)	3,423	3,575	3,403	3,202	3,004
Total Membership (000)	159	162	162	154	144

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Total recreation center memberships	159,431	162,062	161,514	154,292	144,304	⇧	⇧	Neutral	Up
★ Total recreation center attendance	3,422,683	3,575,088	3,402,621	3,202,200	3,003,599	⇧	⇧	Down	Up
★ Attendance at outdoor Olympic and intermediate pools (pool season)	1,790,628	1,759,235	1,413,105	1,601,869	1,621,048	*	*	Down	*
Attendance at historic house museums	825,541	746,304	831,294	773,557	932,971	*	*	Up	Up
Attendance at skating rinks	548,677	564,696	581,842	562,976	582,978	*	*	Neutral	Up
Total attendance at non-recreation center programs	1,076,194	934,404	1,240,492	1,115,751	794,276	*	*	Down	Up

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

Increase volunteer activity at City programs and events.

The number of community partner groups engaged by Partnerships for Parks decreased by nearly 16 percent compared to Fiscal 2018. This decrease is due in part to a continued focus on supporting and engaging partner groups at Community Parks Initiative sites.

Volunteer turnout decreased 10 percent due, in part, to declining recreation volunteer-led fitness classes that were impacted by recreation center closures.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Community partner groups engaged by Partnerships for Parks	680	765	817	684	575	*	*	Down	Up
Volunteer turnout	40,932	44,212	50,378	53,603	48,035	*	*	Up	Up

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Cases commenced against the City in state and federal court	292	349	315	306	350	*	*	Neutral	*
Payout ($000)	$12,690	$13,079	$16,104	$24,245	$18,360	*	*	Up	Down
Collisions involving City vehicles	540	550	566	520	473	*	*	Down	Down
Workplace injuries reported	396	374	321	403	463	*	*	Up	Down

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
E-mails routed and responded to in 14 days (%)	52%	60%	77%	75%	72%	60%	60%	Up	Up
Letters routed and responded to in 14 days (%)	43%	47%	74%	76%	81%	60%	60%	Up	Up
Completed customer requests for interpretation	81	122	110	173	432	*	*	Up	*
CORE customer experience rating (0-100)	93	91	91	92	NA	85	85	NA	Up

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

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Total public service requests received - Forestry	85,214	90,217	74,247	87,075	99,969	*	*	Up	*
– Downed Trees, downed limbs, and hanging limbs	17,835	20,462	21,155	25,258	29,108	*	*	Up	*
Damaged Tree - Branch or Limb Has Fallen Down - % of SRs Meeting Time to First Action (8 days)	83%	94%	97%	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%	72%	70%	NA	NA	90%	90%	NA	*
Percent meeting time to first action - New Tree Request - For One Address (180 days)	99%	90%	91%	95%	91%	90%	90%	Neutral	*
Percent meeting time to first action - Overgrown Tree/Branches - Hitting Building (30 days)	57%	48%	35%	58%	45%	95%	95%	Down	*
Percent meeting time to first action - Root/Sewer/Sidewalk Condition - Trees and Sidewalks Program (30 days)	64%	71%	60%	73%	87%	85%	85%	Up	*

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$496.3	$476.1	$532.6	$545.3	$585.8	$580.7	$587.2	Up
Revenues ($000,000)	$67.8	$71.8	$70.0	$69.4	$82.0	$83.0	$74.5	Up
Personnel (Total FT and FTE)	6,870	6,942	7,124	7,094	6,905	7,836	7,965	Neutral
Full-time personnel	3,862	4,043	4,124	4,097	4,064	4,388	4,407	Neutral
Full-time equivalent (FTE) personnel	3,008	2,899	3,000	2,997	2,841	3,448	3,558	Neutral
- Parks Opportunity Program (POP) participants[4]	1,605	1,529	1,608	1,506	1,392	1,664	1,636	Down
Overtime paid ($000,000)	$15.4	$19.2	$21.1	$23.7	$15.6	$15.4	$15.1	Up
Capital commitments ($000,000)	$645.7	$359.1	$586.0	$437.5	$486.3	$908.7	$877.0	Down

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

[4]The Parks Opportunity Program participants, reflected as full-time equivalents, are a subtotal of the Department's total Personnel count reported above.

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 FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$410.5	$427.2	
001 - Executive Management and Administrative Services	$8.3	$8.8	All
002 - Maintenance and Operations	$328.5	$341.7	1a, 1b, 2a, 2b, 2c, 3a, 4a, 4b
003 - Design and Engineering	$47.8	$49.8	2c, 3a, 3b
004 - Recreation Services	$26.0	$26.9	4a, 4b
Other Than Personal Services - Total	$134.7	$158.6	
006 - Maintenance and Operations	$106.4	$129.2	1a, 1b, 2a, 2b, 2c, 3a, 4a, 4b
007 - Executive Management and Administrative Services	$24.2	$24.7	All
009 - Recreation Services	$1.4	$1.9	4a, 4b
010 - Design and Engineering	$2.8	$2.9	2c, 3a, 3b
Agency Total	$545.3	$585.8	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.   [2] City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds.
[3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✐

• DPR revised previously reported data, due to data clean-up, for 'Monuments receiving annual maintenance (%).'

– Fiscal 2016 increased from 69 percent to 72 percent.

– Fiscal 2017 increased from 65 percent to 68 percent.

– Fiscal 2018 decreased from 63 percent to 62 percent.

- The indicator 'Summonses issued' in Fiscal 2018 was adjusted from 23,744 to 23,766 to correct a reporting error.

- The indicator 'Trees planted' in Fiscal 2018 was adjusted from 34,779 to 36,206 to include plantings on landscaped areas of parks that were not previously counted in earlier reporting. As such, the sub-indicator 'Trees planted on landscaped areas of parks' was adjusted from to 1,486 to 2,913.

- DPR introduced the indicator 'Community partner groups engaged by Partnerships for Parks' to replace 'Parks with an affiliated volunteer group (%)' in order to better represent the vital work Partnerships for Parks does to empower community partner groups that wish to advocate and care for their neighborhood parks.

- Fiscal 2019 data for CORE (Customers Observing and Reporting Experiences) facility ratings are not available. CORE inspections will be conducted in the fall and winter of Calendar 2019 and the results will appear in the Fiscal 2020 Mayor's Management Report.

ADDITIONAL RESOURCES

For additional information go to:

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

- Community Parks Initiative:
  http://www.nycgovparks.org/about/framework-for-an-equitable-future/community-parks-initiative

For more information on the agency, please visit: www.nycgovparks.org.

DEPARTMENT OF CULTURAL AFFAIRS

Tom Finkelpearl, Commissioner
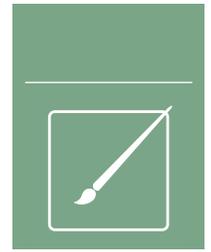
WHAT WE DO

The Department of Cultural Affairs (DCLA) provides financial support and technical assistance to New York City's cultural community, including 33 City-owned institutions that comprise the Cultural Institutions Group (CIG) and 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 equitably distribute public funds and other resources 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 applications annually from cultural organizations requesting support for construction and equipment projects, and prioritizes projects that expand access to the arts, upgrade infrastructure, and improve energy efficiency. DCLA administers several funding initiatives on behalf of the New York City Council that provide support for arts and culture programs across the City, including Cultural After School Adventures (CASA), the Cultural Immigrant Initiative, Coalition of Theaters of Color, Anti-Gun Violence Initiative, and the SU-CASA creative aging program. In addition to funding various citywide programs and initiatives, the agency directly manages the City's Percent for Art and Materials for the Arts programs, both of which expand access to public art and art-making opportunities for all residents.

In Fiscal 2019, DCLA reached major milestones in its ongoing efforts to promote a more diverse, equitable, and inclusive cultural workforce in the City. The Cultural Institutions Group (CIG) — a coalition of 33 publicly owned and privately operated organizations including museums, performing arts centers, theaters, zoos, and gardens to which the agency provides annual subsidies—individually developed and adopted formal plans for fostering diversity in their ranks, and collectively conducted a pilot demographic study on the workforce of cultural organizations that receive funding from DCLA. In March 2019, the agency and City partners also announced new monuments planned in each borough honoring the contributions of women throughout New York's history. As an extension of the agency's equity work, and fueled by the feedback during the planning phase of its comprehensive cultural plan CreateNYC, DCLA directed more public funds to underserved, low-income neighborhoods in Fiscal 2019. And, through an admissions revenue-sharing deal with the Metropolitan Museum of Art, the agency directed nearly $3 million in new funding to organizations in underserved communities.

OUR SERVICES AND GOALS

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

Goal 1a Process grant payments promptly.

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

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

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

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

HOW WE PERFORMED IN FISCAL 2019

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 2019 DCLA issued initial grant payments through the Cultural Development Fund (CDF) in an average of 7.6 days compared to 5.8 days in Fiscal 2018, and the time to issue CDF final payments remained the same, at an average of four days. This increase in amount of time to issue initial payments is primarily due to the current capacity of the unit compared to the increased volume of CDF grants, and increased work load stemming from the administration and processing of a high volume of non-CDF City Council initiative grants and payments. Approximately 82 percent of operating support payments to the City's Cultural Institutions Group (CIG) were made within the five-day performance standard, down from 91 percent. This delay in processing was largely due to a staff vacancy which has since been filled.

In total, the agency awarded more than $189.4 million in financial support to the cultural community, awarding $116.9 million in operating support to CIG (including $41 million in energy subsidies), $42.8 million in program support to 973 organizations, and $27.4 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 $2.3 million in other funding, including non-CIG energy grants.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Operating support payments made to Cultural Institutions Group by the 5th day of each month (%)	100%	100%	100%	91%	82%	100%	100%	Down	Up
★ Average days to issue initial Cultural Development Fund (CDF) payments after complying with all City requirements	11	4	6	6	8	7	7	Down	Down
★ Average days to issue final CDF payments	4	4	4	4	4	5	5	Neutral	Down
Program organizations awarded CDF payments	883	889	933	942	973	*	*	Up	*
Total financial support provided to qualifying organizations ($000,000)	$152.6	$152.7	$170.9	$179.2	$189.4	*	*	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. Planned projects the Capital Unit initiated increased to 110 percent in Fiscal 2019, surpassing the target of 66 percent, and up significantly from 69 percent in Fiscal 2018. This improvement can be credited to an increase in equipment project initiations, the result of additional personnel on the equipment team.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Capital projects authorized to proceed	41	48	67	45	55	*	*	Up	*
★ Capital projects planned that were initiated (%)	85%	96%	99%	69%	110%	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.

In Fiscal 2019 the number of recipient transactions at Materials for the Arts (MFTA), rose slightly from to 6,585, and the number of unique donors decreased to 1,864. The decrease is primarily due to limited trucking capacity, which the agency has since taken steps to address.

In total, 2,091 arts organizations, public and charter schools, community service organizations and government agencies received donated equipment and materials valued at $9.3 million in Fiscal 2019. This was a slight drop from just over $10 million received in Fiscal 2018.The value of donations is determined by the donor, and can fluctuate based on a wide range of factors. The number of schools served by MFTA dropped to 789 from 872 the previous year, which can be attributed to a reduced number of total appointments available throughout the year.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Schools, non-profits and City/State agencies served by Materials for the Arts (MFTA)	2,105	2,117	2,165	2,168	2,091	*	*	Neutral	Up
★ MFTA transactions	6,021	6,376	6,356	6,550	6,585	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 2019, approximately 22.7 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 two percent decrease in attendance compared to Fiscal 2018. However, the percentage of visitors taking advantage of free admissions programs at the CIG increased slightly to 28 percent in Fiscal 2019.

Visitors to Cultural Institutions Group (000)
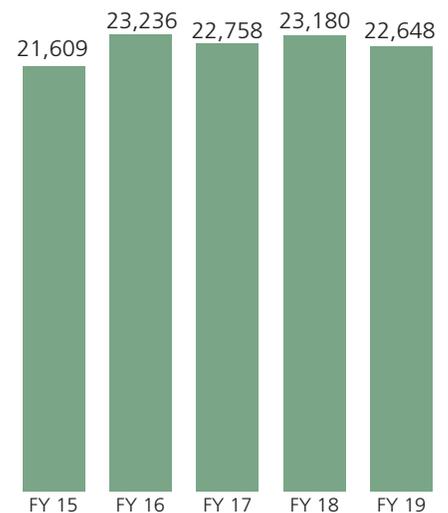
	FY 15	FY 16	FY 17	FY 18	FY 19
	21,609	23,236	22,758	23,180	22,648

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Visitors to the Cultural Institutions Group (000)	21,609	23,236	22,785	23,180	22,648	*	*	Neutral	Up
– Visitors using free admission and/or tickets (%)	26%	31%	27%	27%	28%	*	*	Neutral	Up

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
E-mails responded to in 14 days (%)	92%	95%	89%	84%	91%	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[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$163.7	$163.1	$182.6	$192.5	$206.7	$209.0	$212.1	Up
Personnel	62	67	65	63	64	80	66	Neutral
Overtime paid ($000)	$0	$0	$0	$1	$0	$0	$0	Up
Capital commitments ($000,000)	$153.9	$113.9	$147.6	$75.4	$212.3	$426.6	$187.6	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$4.7	$5.0	
001 - Office of the Commissioner	$4.7	$5.0	All
Other Than Personal Services - Total	$187.8	$201.8	
002 - Office of the Commissioner	$1.8	$1.9	All
003 - Cultural Programs	$65.9	$72.4	1a, 1b
004 - Metropolitan Museum of Art	$25.8	$26.6	1a, 1b
005 - New York Botanical Garden	$7.6	$7.8	1a, 1b
006 - American Museum of Natural History	$16.0	$17.5	1a, 1b
007 - The Wildlife Conservation Society	$14.9	$15.7	1a, 1b
008 - Brooklyn Museum	$8.6	$8.5	1a, 1b
009 - Brooklyn Children's Museum	$2.1	$2.3	1a, 1b
010 - Brooklyn Botanical Garden	$4.6	$4.8	1a, 1b
011 - Queens Botanical Garden	$4.2	$3.5	1a, 1b
012 - New York Hall of Science	$2.0	$2.1	1a, 1b
013 - Staten Island Institute of Arts and Sciences	$1.0	$1.2	1a, 1b
014 - Staten Island Zoological Society	$1.6	$1.8	1a, 1b
015 - Staten Island Historical Society	$0.8	$0.9	1a, 1b
016 - Museum of the City of New York	$1.7	$1.9	1a, 1b
017 - Wave Hill	$1.4	$1.5	1a, 1b
019 - Brooklyn Academy of Music	$2.8	$2.9	1a, 1b
020 - Snug Harbor Cultural Center	$2.9	$3.3	1a, 1b
021 - Studio Museum in Harlem	$1.0	$1.0	1a, 1b
022 - Other Cultural Institutions	$20.1	$23.3	1a, 1b
024 - New York Shakespeare Festival	$1.1	$1.1	1a, 1b
Agency Total	$192.5	$206.7	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds.   [3]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.

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 75,000 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 its Office of Labor Policy & Standards (OLPS), 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 the NYC Financial Empowerment Centers, increasing access to safe and affordable financial products and services and encouraging the use of NYC Free Tax Prep, which helps eligible New Yorkers 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

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	Promptly negotiate settlements on violations issued to businesses.
SERVICE 2	Assist and educate businesses and promote a fair marketplace.
Goal 2a	Ensure that business licensing is easy.
Goal 2b	Educate businesses to help them understand their responsibilities toward consumers and their employees.
SERVICE 3	Educate and empower New Yorkers with low incomes.
Goal 3a	Help residents with low incomes achieve financial stability.
SERVICE 4	Protect and advocate for workers under the Paid 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 2019

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 for the second year in a row, by three percent to 2,720, while the number of resolved complaints decreased six percent, to 2,536. The overall 5-year trend for both indicators is down. The percent of complaints processed within 28 days declined to 66 percent, a decrease of five percentage points over the previous year. More than 99 percent of complaints were processed within 90 days.

The drop in the percent of complaints resolved within 28 days has driven the median complaint processing time up, from 20 to 22 days. The increase is attributable in part to a general reluctance of some businesses and consumers to engage in the mediation process coupled with increasing complexity of some complaints and higher value restitution amounts being sought by consumers.

The satisfaction rate on mediated consumer complaints decreased by three percentage points, to 61 percent for the year, dropping below the performance target for the first time in five years. This decrease is attributable to increases in the number of businesses that did not respond to the complaint notice (only businesses with a DCA-issued license are required to respond to the complaint) and the number of complainants who were advised to sue the business after failing to reach an agreement in mediation.

Consumer Complaints

DCA secured more than $1.6 million in restitution for consumers during Fiscal 2019, a 54 percent decrease compared to the previous year. The substantial decrease from Fiscal 2018 can be largely attributed to DCA no longer having dedicated staff attorneys filing "Consumer Docket" cases in the Office of Administrative Trials and Hearings (OATH). These are cases against DCA licensees which seek restitution on behalf of consumers and contributed to a $1.5 million reduction in the amount of restitution awarded. Of that amount, $1.3 million was due to a 60 percent decrease in the number of cases filed against Home Improvement Contractors (HIC), from 100 in Fiscal 2018 to 42 in Fiscal 2019. Consumer restitution awards in cases brought against HICs by DCA attorneys averaged $21,000 per case during Fiscal 2018 but dropped by 14 percent to an average of $18,000 in Fiscal 2019.
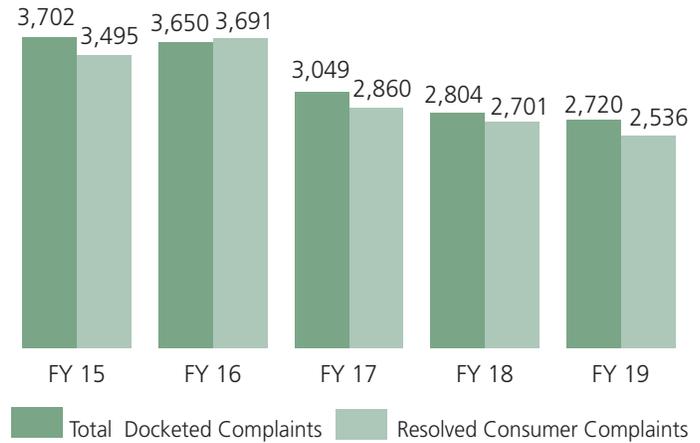
	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Total docketed complaints	3,702	3,650	3,049	2,804	2,720	*	*	Down	*
Resolved consumer complaints	3,495	3,691	2,860	2,701	2,536	*	*	Down	*
Complaints processed within 0-28 days (%)	51%	51%	56%	71%	66%	50%	50%	Up	Up
– Within 0-50 days (%)	83%	85%	88%	96%	94%	85%	85%	Up	Up
– Within 0-90 days (%)	100%	100%	99%	100%	100%	100%	100%	Neutral	Up
★ Median complaint processing time (days)	27	28	27	20	22	28	28	Down	Down
Consumer restitution awarded ($000)	$6,189	$3,472	$2,291	$3,485	$1,620	*	*	Down	*
★ Mediated complaints resolved to the satisfaction of the business and consumer (%)	62%	64%	67%	64%	61%	62%	62%	Neutral	Up

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

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

During Fiscal 2019 DCA continued its "education first" approach and prioritized the inspection of businesses and industries known to engage in conduct causing public harm. These changes resulted in a small reduction in the total number of inspections and a 7.8 percent increase in the number of summonses issued compared to the previous fiscal year.

The overall licensing law compliance rate fell from 95 percent in Fiscal 2018 to 93 percent in Fiscal 2019, reflecting the changes made to the agency's inspection priorities. While the compliance rate for gasoline pumps remained steady at 99 percent, there was a three percentage point drop in the rate of compliance with tobacco regulations, a one percentage point drop in the compliance rate with respect to consumer refund and receipt laws and a two percentage point drop in the rate of compliance with licensing laws. The compliance rate for fuel trucks under NYS weights and measures law increased to 80 percent in Fiscal 2019.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Total inspections	65,506	76,996	75,951	65,673	62,971	*	*	Neutral	Up
Total summonses issued	11,923	14,291	15,971	15,152	16,338	*	*	Up	*
★ Licensing Law compliance rate (%)	95%	95%	95%	95%	93%	93%	93%	Neutral	Up
Consumer Protection Law - refund and receipt compliance rate (%)	91%	91%	89%	90%	89%	85%	85%	Neutral	Up
Weights and Measures Law compliance rate - gasoline pumps (%)	99%	100%	99%	99%	99%	98%	98%	Neutral	Up
Weights and Measures Law compliance rate - fuel trucks (%)	70%	68%	71%	77%	80%	72%	72%	Up	Up
★ Inspected stores complying with NY State regulations regarding the sale of tobacco to minors (%)	92%	93%	89%	89%	86%	90%	90%	Neutral	Up

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

Promptly negotiate settlements on violations issued to businesses.

DCA introduced a new metric to track the rate at which violations are settled before a case's original scheduled hearing at the Office of Administrative Trials and Hearings (OATH). DCA's Settlement Unit works with businesses to resolve violations charged by DCA prior to adjudication at OATH. The overall ten percentage point reduction over the last five years captures the period before, during and after DCA's transition from adjudicating cases internally at the DCA Tribunal to hearing cases at OATH. DCA is developing strategies to increase the number of cases that settle including allowing businesses to request a settlement online by using their email address or cell phone number. This service allows business owners to obtain the same result they would receive in office without losing a day of work to travel to Lower Manhattan. DCA will continue to look for other opportunities to make the settlement process even more efficient for businesses.

The total dollar amount of settlements increased for the first time in three years, by 12 percent, from $5.7 million in Fiscal 2018 to $6.4 million in Fiscal 2019.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Total settlements ($000)	$7,542	$8,324	$6,530	$5,725	$6,393	*	*	Down	*
Cases settled prior to original hearing date (%)	58%	53%	52%	49%	48%	*	*	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 two days to approve more than 46,000 basic license applications and renewals during Fiscal 2019, halving the average processing time from the previous year. The dramatic improvement can be attributed to expanding the use of the rapid renewal process, which allows for businesses with no violations to renew their licenses instantly.

Fiscal 2019 saw the average wait time for consumers visiting walk-in services drop by 47 percent to eight minutes, a return to the average over Fiscal 2016 and 2017.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Basic license application - Average processing time (days)	2	2	3	4	2	4	4	Up	Down
License applications received online (%)	20%	18%	23%	22%	21%	*	*	Up	Up
★ Licensing Centers wait time (minutes)	13	8	8	15	8	15	15	Down	Down
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

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

DCA continues to supplement patrol-based efforts with intensive outreach to help businesses understand their legal responsibilities. In Fiscal 2019 DCA educated more than 19,000 businesses through violation-free business education walks, special events and trainings and Live Chat for Businesses. This was an increase of 7.3 percent from Fiscal 2018.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Businesses educated through direct outreach	19,449	13,450	13,305	18,031	19,348	*	*	Up	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 assets and improving their financial health. OFE's financial counseling and coaching programs served more than 8,400 clients during Fiscal 2019, a 17 percent decrease from Fiscal 2018. In addition to a decline in the number of clients served, the percent of clients achieving measurable success decreased 13 percentage points, from 38.0% in Fiscal 2018 to 25.0% in Fiscal 2019. The two decreases are largely attributable to the successful spinoff of La Ventanilla Asesoria Financiera, a pilot program which provides financial counseling services at the Mexican Consulate. While the program is still ongoing and OFE remains involved as a key stakeholder, data for this program is no longer being reported in the MMR. Looking ahead, DCA will be expanding the Financial Empowerment Centers, its signature financial counseling and coaching program, which started in June 2008. With the expansion of this program, along with enhancements in technology and program design, OFE expects to see the number of clients served and the number of New Yorkers achieving measurable improvements in their financial health increase over the coming years.

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 provides free tax preparation services. This tax season DCA OFE again had

locations in every borough. The 2019 tax season saw 112,616 returns filed. This 10 percent decrease from the Fiscal 2018 can be attributed to a loss of private funding that has historically been awarded to free tax preparation providers alongside the City's funding. This reduced the number of available service locations and hours. In addition, the Federal government shutdown at the beginning of the tax season and potential confusion caused by the new tax law may have led some tax filers to go to commercial tax preparers instead of taking advantage of the City's free tax preparation services.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Clients served by Office of Financial Empowerment financial counseling programs	10,479	10,290	9,412	10,171	8,405	*	*	Down	*
– Percent achieving measurable success (%)	34.0%	40.0%	39.9%	38.0%	25.0%	*	*	Down	Up
Total debt reduced by clients ($000) (cumulative)	$33,088	$43,125	$52,967	$63,473	$71,953	*	*	Up	Up
Total savings accumulated ($) (cumulative)	$3,596,836	$4,094,324	$4,326,485	$5,321,956	$6,877,862	*	*	Up	Up
Tax returns filed through citywide Tax Credit Campaign	153,365	162,583	112,946	124,778	112,616	*	*	Down	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 Safe and Sick Leave Law is enforced by the Office of Labor Policy and Standards (OLPS), which was established at DCA in May 2016. Because of OLPS's enforcement efforts, employees have become entitled to restitution totaling nearly $7.5 million, more than $1.5 million of which was assessed in Fiscal 2019.

The number of cases closed by OLPS decreased by 26 percent, from 392 in Fiscal 2018 to 289 in Fiscal 2019. This is in part due to the substantial efforts of investigators and attorneys to prioritize the completion of several significant Paid Safe and Sick Leave cases that had been ongoing for several years. OLPS is also responsible for enforcing a growing portfolio of employee protection laws, such as the Fair Work Week laws which represent a growing source of complaints and administering the Freelance Isn't Free Act.

Also contributing to the decrease in the number of completed investigations is the decrease in the number of new Paid Safe and Sick Leave complaints received, from 304 in Fiscal 2018 to 261 in Fiscal 2019. The overall decline is attributed in large part to the Paid Safe and Sick Leave laws having been in effect for several years now and DCA's coordination with other City agencies to educate businesses about their obligations under the law as well as successful DCA enforcement.

The average number of days required to complete investigations declined by 12 percent, from 280 days in Fiscal 2018 to 247 days in Fiscal 2019.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Paid Safe and Sick Leave (PSSL) complaints received	583	335	315	304	261	*	*	Down	*
PSSL complaints investigated	NA	NA	252	392	289	*	*	NA	*
★ Average time to resolve PSSL complaint investigations (days)	NA	NA	182	280	247	⇩	⇩	NA	Down
Number of employees entitled to restitution	97	13,675	3,552	8,166	6,691	*	*	Up	*
Total amount of employee restitution assessed ($)	$54,961	$2,123,391	$1,584,137	$2,189,998	$1,541,095	*	*	Up	*
Total amount of PSSL fines assessed ($)	$50,050	$1,201,468	$502,168	$489,547	$400,181	*	*	Neutral	*

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Average customer in-person wait time (minutes)	13	9	9	16	8	17	17	Down	Down
Completed customer requests for interpretation	3,377	3,861	3,695	3,480	3,454	*	*	Neutral	*
CORE customer experience rating (0-100)	95	98	99	100	NA	87	87	NA	Up

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

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Percent meeting time to first action - Consumer Complaint - Exchange/Refund/Return (4 days)	83%	93%	98%	98%	94%	85%	85%	Up	*
Percent meeting time to first action - Consumer Complaint - False Advertising (4 days)	84%	91%	97%	98%	92%	85%	85%	Up	*
Percent meeting time to first action - Consumer Complaint - Non-Delivery Goods/Services (4 days)	82%	92%	98%	97%	95%	85%	85%	Up	*
Percent meeting time to first action - Consumer Complaint - Overcharge (4 days)	82%	93%	98%	97%	93%	85%	85%	Up	*
Percent meeting time to first action - DCA / DOHMH New License Application Request - General Street Vendor License (7 days)	65%	78%	84%	58%	81%	85%	85%	Neutral	*

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$37.4	$36.2	$36.1	$39.6	$42.7	$43.5	$43.3	Up
Revenues ($000,000)	$32.9	$32.0	$32.7	$34.5	$33.6	$30.4	$31.7	Neutral
Personnel	367	360	391	393	405	450	435	Up
Overtime paid ($000)	$197	$285	$267	$377	$142	$142	$113	Neutral

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$25.5	$27.6	
001 - Administration	$8.9	$9.0	All
002 - Licensing and Enforcement	$16.5	$18.0	1b, 1c, 2a, 2b, 4a
004 - Adjudication	$0.1	$0.7	1a, 1c, 4a
Other Than Personal Services - Total	$14.1	$15.0	
003 - Other than Personal Services	$14.1	$15.0	All
Agency Total	$39.6	$42.7	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.   [2] City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds.
[3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- In order to better describe agency priorities, Goal 1c has been renamed to 'Promptly negotiate settlements on violations issued to businesses.'

- The Department no longer tracks the indicators 'Summonses where fine was assessed but not fully paid within 120 days (%)' and 'Summonses where fine was assessed and fully paid within 120 days (%)', as they are not indicative of agency priorities. These indicators have been replaced with an indicator that tracks the percentage of summonses where the business entered into a settlement or pleading agreement before their original scheduled hearing date.

- The 'Total Number of Inspections' metric has been revised to exclude Business Education inspections conducted under the 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. This change impacted the total inspection count for Fiscal 2018. Business Education inspections are counted under Service Goal 2b: 'Educate businesses to help them understand their responsibilities toward consumers and their employees.'

- Fiscal 2019 data for CORE (Customers Observing and Reporting Experiences) facility ratings are not available. CORE inspections will be conducted in the fall and winter of Calendar 2019 and the results will appear in the Fiscal 2020 Mayor's Management Report.

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.

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 assistance 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 2019

In Fiscal 2019, 311 received over 42 million inquiries. Almost 20 million contacts were made via telephone, over 20 million contacts were through 311 Online, over two million contacts were via the mobile app and about 253,000 contacts were made via text. In addition, 311 continued to increase its social media presence on Twitter and Facebook with a combined following of nearly 12,000 people. 311 continued to meet its target for answering 80 percent of calls within 30 seconds. In Fiscal 2019 the average wait time to speak to a representative after initial recorded messages was 26 seconds.

The results from the 311 Customer Satisfaction Survey, which was conducted and published by CFI Group, Inc., evaluated the experiences of 765 callers in Fiscal 2019. The Fiscal 2019 total composite score of 84 is on par with the best performers in the private sector, and is showing a six-point improvement from the 2008 baseline measure.

Calls to 311 - Monthly Average (000)
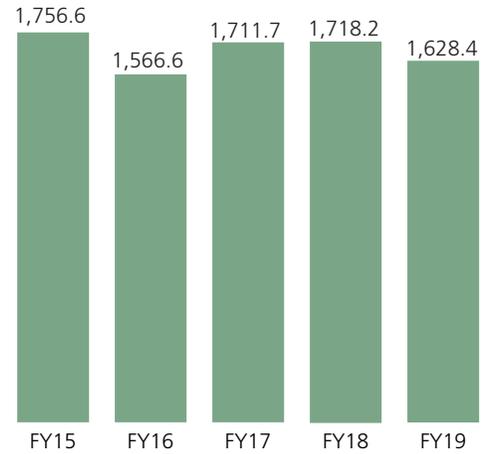
	FY15	FY16	FY17	FY18	FY19
	1,756.6	1,566.6	1,711.7	1,718.2	1,628.4

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ 311 calls (000)	21,079	18,799	20,540	20,618	19,541	*	*	Neutral	*
★ 311 Online site visits (000)	9,656	13,018	17,246	19,345	20,185	⇧	⇧	Up	Up
311 mobile app contacts (000)	705	1,010	1,365	1,829	2,234	*	*	Up	Up
311-NYC (text) contacts (000)	175	156	144	254	253	*	*	Up	*
Calls handled in languages other than English (%)	2.5%	3.0%	2.7%	2.4%	1.7%	*	*	Down	*
★ Average wait time (tier 1 calls) (minutes:seconds)	0:23	0:16	0:18	0:28	0:26	0:30	0:30	Up	Down
★ Calls answered in 30 seconds (%)	84%	89%	85%	81%	82%	80%	80%	Neutral	Up
Call takers time occupied (%)	77%	74%	73%	73%	70%	*	*	Neutral	Up
Calls resolved at 311 without transfer to agency for resolution (%)	94%	93%	94%	95%	95%	*	*	Neutral	Up
Complaints about 311 per million calls	26.0	32.0	30.0	38.0	34.0	*	*	Up	Down

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

AGENCY CUSTOMER SERVICE

	Actual					Target		Trend	
Performance Indicators									
Customer Experience	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Completed requests for interpretation	531,194	556,576	545,132	493,260	339,216	*	*	Down	*
E-mails responded to in 14 days (%)	100%	100%	96%	100%	100%	*	*	Neutral	*
Customer satisfaction index	84	85	84	83	84	*	*	Neutral	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$44.1	$43.8	$44.2	$43.6	$46.3	$44.3	$44.6	Neutral
Personnel	337	358	347	355	375	405	405	Neutral
Overtime paid ($000)	$224	$176	$238	$231	$239	$239	$239	Up

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

[4]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

Bill Heinzen, Acting 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 New York City's medallion (yellow) taxicabs, for-hire vehicles (app-based services, Boro Taxis, community-based liveries 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 2019, TLC implemented rules to expand accessible service in the FHV sector. In addition to being able to request wheelchair accessible service in a metered taxi from anywhere in the City, now residents and visitors can also request wheelchair accessible service from the major app-based services and from hundreds of community-based liveries and car services. This year TLC created the Office of Inclusion to raise awareness about and curb the incidence of service refusals based upon race, ethnicity, gender, sexual orientation and disability. As part of the 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 2019

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. In Fiscal 2019, 594 accessible medallion taxis were put into service, increasing the total reported at the end of the year by 27 percent over Fiscal 2018. The number of accessible Boro Taxis fell by 47 in Fiscal 2019, reflecting the shrinking size of that fleet. In January 2019, TLC implemented rules to expand accessible service in the for-hire vehicle (FHV) sector, which includes Uber, Lyft, Via and other black car and community livery bases. As of June 2019, there were 579 active wheelchair accessible FHVs. The median wait time to receive service in a wheelchair accessible taxi from when passengers place a request was 13 minutes in Fiscal 2019.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Active medallion taxis that are accessible	572	876	1,762	2,173	2,767	*	*	Up	Up
Active Boro Taxis that are accessible	1,240	1,393	426	216	169	*	*	Down	Up
Accessible dispatch median wait time citywide (minutes:seconds)	NA	NA	NA	NA	12:59	*	*	NA	Down
Accessible dispatch trips fulfilled as a percent of requested trips (%)	88.8%	89.4%	91.2%	83.9%	84.8%	*	*	Neutral	Up
Active medallion vehicles with hearing induction loops	668	1,410	2,205	2,597	2,947	*	*	Up	Up
Active FHVs that are accessible	NA	NA	NA	NA	579	*	*	NA	Up

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

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

TLC conducted a total of 126,275 safety and emissions inspections at its Woodside facility in Fiscal 2019, down 4.8 percent from Fiscal 2018. FHV inspections continued to rise, increasing 16 percent from Fiscal 2018. FHV inspections accounted for two-thirds of all inspections in Fiscal 2019. The percent of vehicles that failed initial safety and emissions inspections remained below target levels in Fiscal 2019. The failure rate was 33.6 percent for medallion taxis, 28.7 percent for FHVs and 41.3 percent for Boro taxis.

Safety and Emissions Failure Rate - Initial Inspections
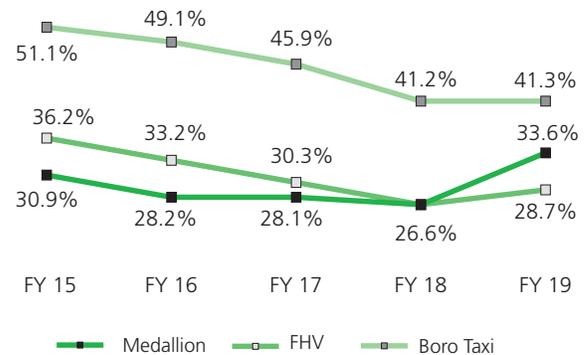
Boro Taxi: 51.1%, 49.1%, 45.9%, 41.2%, 41.3%
FHV: 36.2%, 33.2%, 30.3%, 26.6%, 33.6%
Medallion: 30.9%, 28.2%, 28.1%, 26.6%, 28.7%

FY 15, FY 16, FY 17, FY 18, FY 19

━■━ Medallion   ━□━ FHV   ━▫━ Boro Taxi

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Medallion safety and emissions inspections conducted	51,769	50,894	49,830	47,955	31,756	*	*	Down	*
★ Medallion safety and emissions failure rate - Initial inspection (%)	30.9%	28.2%	28.1%	26.9%	33.6%	35.0%	35.0%	Neutral	Down
– Re-inspection (%)	7.4%	6.5%	6.6%	7.1%	6.1%	*	*	Down	Down
Medallion safety and emissions inspections completed on schedule (%)	95.5%	95.6%	94.0%	93.4%	54.7%	*	*	Down	Up

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
For-hire vehicle (FHV) safety and emissions inspections conducted at TLC facility	47,176	49,949	69,390	72,235	84,145	*	*	Up	*
★ FHV safety and emissions failure rate - Initial inspection (%)	36.2%	33.2%	30.3%	26.6%	28.7%	35.0%	35.0%	Down	Down
– Re-Inspection (%)	13.6%	12.5%	10.1%	7.9%	8.4%	*	*	Down	Down
FHV safety and emissions inspections completed on schedule (%)	99.8%	100.0%	96.9%	99.9%	96.8%	*	*	Neutral	Up
Boro Taxi safety and emissions inspections conducted	20,024	20,676	17,002	12,414	10,374	*	*	Down	*
★ Boro Taxi safety and emissions failure rate - Initial inspection (%)	51.1%	49.1%	45.9%	41.2%	41.3%	45.0%	45.0%	Down	Down
– Re-inspection (%)	12.8%	12.4%	10.4%	11.8%	10.7%	*	*	Down	Down

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

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

To maintain public safety, TLC Enforcement concentrated most deployment on illegal street hails and unlicensed operations in Fiscal 2019, resulting in 13 percent and 14 percent increases in summonses issued for these types of violations, respectively. Overall, TLC enforcement officers issued 60,426 patrol summonses in Fiscal 2019 compared to 54,758 the prior year, an increase of 10 percent.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Patrol summonses issued to drivers	33,714	39,833	34,725	33,917	43,217	*	*	Up	*
Patrol summonses issued to owners/agents/bases	27,958	22,257	23,829	20,841	17,209	*	*	Down	*
★ Patrol summonses issued for illegal street hails (drivers and vehicle owners)	10,803	8,549	12,813	8,588	9,694	*	*	Neutral	*
★ Patrol summonses issued for unlicensed activity (drivers and vehicle owners)	12,497	10,380	7,955	7,346	8,352	*	*	Down	*
Administrative summonses issued to drivers	13,492	10,478	9,595	12,018	13,563	*	*	Neutral	*
Administrative summonses issued to owners/agents/bases	13,120	15,146	16,603	18,345	14,313	*	*	Up	*
Violations admitted to or upheld at the Taxi and Limousine Tribunal at the Office of Administrative Trials and Hearings (%)	91.5%	90.9%	94.5%	93.0%	90.4%	*	*	Neutral	Up

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

TLC is committed to leveraging modern, web-based tools to offer 24-hour convenience to its licensees and optimize back-office operations. The impact of this work is particularly noticeable in the increase of settlement payments made through the License Applications, Renewals and Summonses (LARS) system, which handles the agency's online payments. TLC's internal processing time to issue a new TLC driver license decreased 16 percent in Fiscal 2019, which is attributable to a decrease of 37 percent in new license issuance volume. The decline in license applications may be due to the cap on FHV licenses that went into effect in August 2018. TLC has also experienced efficiencies gained through technological systems improvements.

Average wait times at TLC's licensing facility increased by 10 minutes in Fiscal 2019. This was due to a 32 percent increase in the number of customers served without being offset by an increase in staffing levels. Although call volume to the TLC call center remained about the same compared to the previous year, average call wait time fell to seven and a half minutes, an improvement of 25 percent from Fiscal 2018.

In August 2018, new legislation paused the issuance of new FHV licenses (other than wheelchair accessible vehicles and vehicles that qualify for the "lease-to-own" exception). This resulted in a 42 percent year-over-year decrease in new vehicle applications. The influx of new vehicle applications submitted just before the pause led to a seven percent increase in the total licensed FHV population over the prior year. However, in the last three months of Fiscal 2019, the impact of the pause legislation began to show: the total licensed FHV population stopped growing and began to decline slightly (month to month).

TLC hired more staff to conduct safety and emissions inspections and expanded hours halfway through Fiscal 2019. As a result, the average time to conduct safety and emissions inspections decreased across all sectors. Although the average time to conduct an inspection exceeded the target of one hour in the FHV and Boro Taxi sectors over the entire 12 month reporting period, by June 2019 the average times were all within target.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Average wait time at Long Island City licensing facility (hours:minutes)	0:16	0:25	0:19	0:13	0:23	0:25	0:25	Neutral	Down
TLC driver licenses issued	91,485	97,401	95,337	65,302	48,551	*	*	Down	*
– New licenses issued	34,981	29,870	35,764	33,301	21,020	*	*	Down	*
Average time to issue a new driver license from initial application (calendar days)	NA	63.1	59.1	45.0	46.0	*	*	NA	Down
– Average agency processing time	NA	19.9	11.8	7.8	6.6	*	*	NA	Down
★ Average time to conduct a safety and emissions inspection of a medallion taxi (hours:minutes)	0:50	0:48	0:58	1:09	0:55	1:00	1:00	Up	Down
★ Average time to conduct a safety and emissions inspection of a FHV (hours:minutes)	0:57	0:49	1:09	1:22	1:03	1:00	1:00	Up	Down
★ Average time to conduct a safety and emissions inspection of a Boro Taxi (hours:minutes)	0:55	0:51	1:11	1:26	1:12	1:00	1:00	Up	Down

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

TLC created the Office of Inclusion to raise awareness about and curb the incidence of service refusals based upon race, ethnicity, gender, sexual orientation and disability. One area of focus will be to address consumer complaints, and the office has been recruiting more staff to address service refusals. Overall, the number of complaints received from the public increased by eight percent in Fiscal 2019 compared to the previous year. Of the 26,532 complaints received, TLC had sufficient evidence to prosecute 13,865 cases, an increase of 12 percent. Due to the high volume of cases that proceed with a TLC prosecution, the average number of days to close a case steadily increased to 95 days in Fiscal 2019. As it became clear that processing times were exceeding the target level, the agency took steps to reduce the processing time for consumer complaints. These efforts were largely a success. By June 2019, the number of days to close a case decreased to 56.3 days, and it is expected to fall within target in early Fiscal 2020.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
TLC driver complaints received	19,257	23,927	19,886	24,566	26,532	*	*	Up	*
– Complaints that were eligible for prosecution	7,921	10,227	9,847	12,343	13,865	*	*	Up	*
★ Average time to close a consumer complaint (calendar days): TLC driver	NA	34.7	33.4	44.2	94.8	50.0	50.0	NA	Down

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Medallion vehicles	13,587	13,587	13,587	13,587	13,587	*	*	Neutral	*
For-hire vehicles	65,016	78,814	99,928	113,222	120,954	*	*	Up	*
– Boro Taxis	7,077	7,237	6,313	4,505	4,157	*	*	Down	*

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
E-mails responded to in 14 days (%)	99%	98%	99%	100%	100%	85%	85%	Neutral	Up
Letters responded to in 14 days (%)	99%	NA	88%	91%	88%	90%	90%	NA	Up
Average call wait time (minutes:seconds)	NA	NA	18:55	10:04	7:32	*	*	NA	Down
Completed customer requests for interpretation	5,336	6,880	7,247	8,238	11,158	*	*	Up	*
CORE customer experience rating (1-100)	88	98	97	95	NA	85	85	NA	Up

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

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Percent meeting time to first action - For-hire Vehicle Complaint (14 days)	61%	88%	94%	96%	71%	90%	90%	Up	*
Percent meeting time to first action - Lost Property (7 days)	86%	72%	72%	100%	96%	90%	90%	Up	*
Percent meeting time to first action - Miscellaneous Comments (14 days)	98%	84%	96%	100%	100%	60%	60%	Neutral	*
Percent meeting time to first action - Request for Information (14 days)	98%	83%	94%	100%	100%	60%	60%	Neutral	*
Percent meeting time to first action - Taxi Complaint (14 days)	61%	86%	94%	96%	75%	90%	90%	Up	*

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$52.4	$47.9	$45.8	$45.7	$49.3	$51.6	$53.2	Neutral
Revenues ($000,000)	$95.5	$84.7	$100.7	$82.9	$81.9	$57.4	$61.6	Down
Personnel	609	590	585	584	625	674	670	Neutral
Overtime paid ($000)	$1,369	$1,086	$1,079	$1,171	$1,213	$1,213	$1,213	Neutral

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$35.0	$37.2	All
002 - Other Than Personal Services	$10.8	$12.1	All
Agency Total	$45.7	$49.3	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.   [2] City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds.
[3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- To ensure that the processing times are accurately reported, TLC amended the methodology used to calculate consumer complaint indicators. In order to calculate the number of days to close, TLC utilizes either the date that a stipulation of settlement was paid or the date that a summons was issued, whichever date was earlier. Regarding 'Complaints that were eligible for prosecution,' TLC now uses the earliest issue date of the related violation regardless of the month that the driver complaint was filed. This helps to accurately report the exact numbers of cases processed in each month regardless of the date the driver complaint was made.

- In January 2019, TLC implemented rules to expand accessible service in the for-hire vehicle (FHV) sector, which includes Uber, Lyft, Via and other black car and community livery bases. The MMR now includes an indicator for 'Active FHVs that are accessible.'

- During part of Fiscal 2019, Meera Joshi was Commissioner/Chair; Bill Heinzen has served as Acting Commissioner/Chair since March 23, 2019.

- Fiscal 2019 data for CORE (Customers Observing and Reporting Experiences) facility ratings are not available. CORE inspections will be conducted in the fall and winter of Calendar 2019 and the results will appear in the Fiscal 2020 Mayor's Management Report.

ADDITIONAL RESOURCES

For additional information go to:

- Industry Reports:
  https://www1.nyc.gov/site/tlc/about/industry-reports.page

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

Health and Human Services
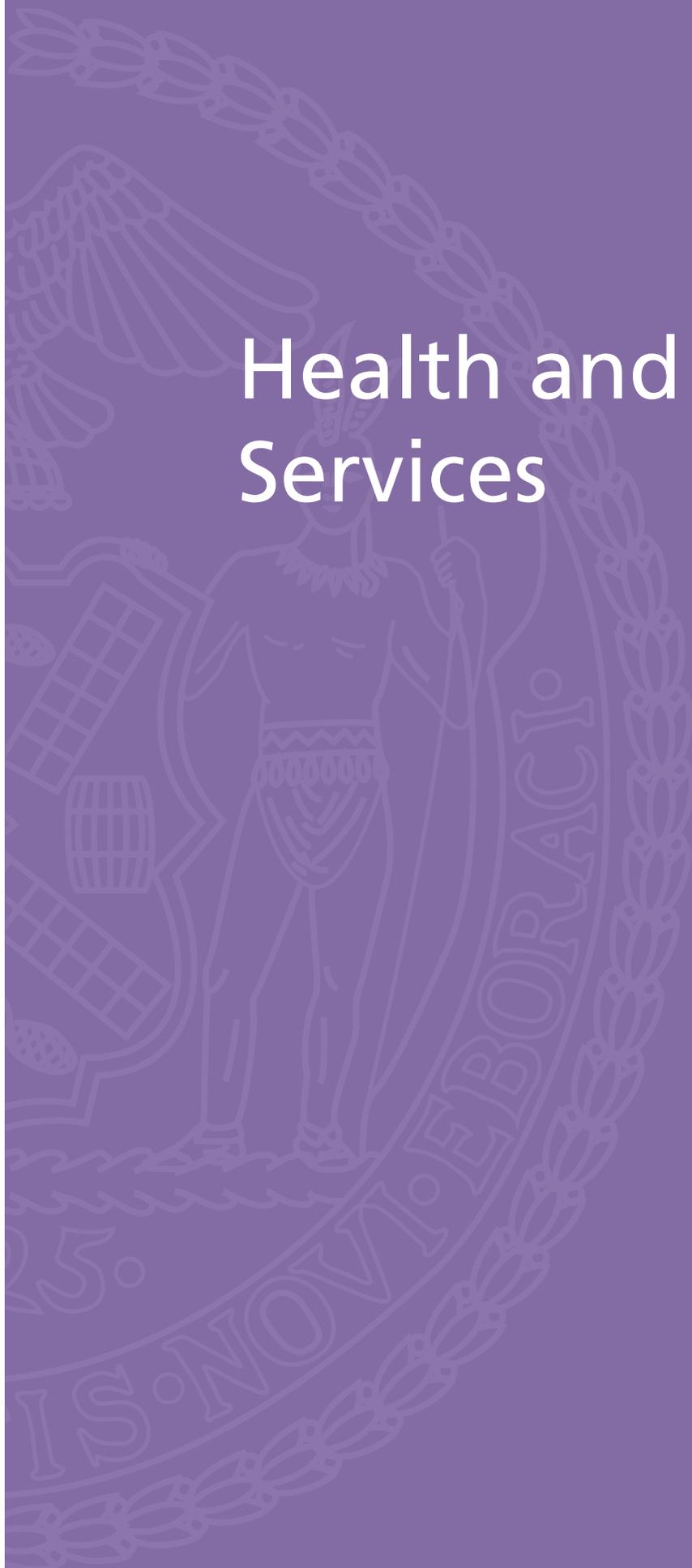
Health and Human Services

DEPARTMENT OF HEALTH AND MENTAL HYGIENE Dr. Oxiris Barbot, Commissioner

WHAT WE DO

The Department of Health and Mental Hygiene (DOHMH) protects and promotes the health and well-being of all New Yorkers. The Department engages with communities to develop and implement robust public health programming and policy recommendations, enforces health regulations, responds to public health emergencies and provides limited direct health services. The Department works toward just and fair health outcomes for all New Yorkers.

The Department seeks to reduce death and disability from chronic diseases, such as heart disease and cancer, by reducing smoking and the consumption of unhealthy foods, improving the control of blood pressure and 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's programs work to address and advance health equity. The City must be deliberate in naming and addressing health inequities or unjust differences in health outcomes, because they are a direct result of historic disinvestment and structural racism. At the cornerstone of these efforts is the Department's Center for Health Equity (CHE). CHE works toward a fair and healthy New York City 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 by providing training and technical assistance to other DOHMH Divisions so that residents in neighborhoods affected by racism and long-term disinvestment receive equitable programs and services. The Department promotes equity by using data and storytelling to influence policy, systems and environmental change and by implementing neighborhood-based strategies to foster health. CHE also oversees Neighborhood Health Action Centers in East Harlem, Tremont and Brownsville that offer coordinated health and social services, as well as community programs under one roof. The Action Centers also provide a central location for people to connect and plan for improving the health of their neighborhoods.

OUR SERVICES AND GOALS

SERVICE 1	**Detect and control infectious diseases.**
Goal 1a	Reduce new cases of HIV and other sexually transmitted infections.
Goal 1b	Prevent the spread of other infectious diseases.
SERVICE 2	**Prevent chronic diseases by promoting healthy behaviors and preventive health care.**
Goal 2a	Reduce tobacco use and promote physical activity and healthy eating.
Goal 2b	Improve preventive health care.
SERVICE 3	**Promote a safe environment.**
Goal 3a	Reduce hazards to children in homes and child care programs.
Goal 3b	Reduce the threat of foodborne illness.
Goal 3c	Reduce animal-related risks to human health.
SERVICE 4	**Prevent and address mental illness, developmental delays and disabilities, and substance misuse.**
Goal 4a	Reduce the adverse health consequences of substance misuse.
Goal 4b	Facilitate access to services for New Yorkers with or at risk of developing mental illnesses or developmental disabilities.
SERVICE 5	**Provide high quality and timely service to the public.**
Goal 5a	Provide birth and death certificates to the public quickly and efficiently.

SERVICE 1 Detect and control infectious diseases.

| Goal 1a | Reduce new cases of HIV and other sexually transmitted infections. |

The annual number of new HIV diagnoses in the City continued to decline with a 19 percent decrease from Calendar 2017 to Calendar 2018. This progress is consistent with the key goals and wide-ranging initiatives of the City's "Ending the Epidemic" campaign.

The number of male condoms distributed by DOHMH decreased nine percent from 20,917 to in Fiscal 2018 to 19,076 in Fiscal 2019. This decrease was due to a delayed condom order and lower federal funding amounts for traditional safer sex products. Over the last few months, the Health Department has resolved backorder issues with the new condom vendor and, since the April 2019 launch of a new online ordering system, the Department distributed over 12 million condoms compared to 6.7 million over the same period last year.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ New HIV diagnoses (CY Preliminary)	2,718	2,493	2,279	2,157	1,742	⇩	⇩	Down	Down
★ Patients enrolled in Ryan White Part A with current antiretroviral (ARV) prescription at last assessment (%)	87.7%	86.2%	90.1%	95.8%	94.9%	94.0%	96.0%	Up	*
★ Syphilis cases	1,315	1,807	1,910	1,937	1,881	⇩	⇩	Up	Down
Male condoms distributed (000)	36,604	35,666	35,220	20,917	19,076	37,828	34,045	Down	*
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

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

The decline in tuberculosis (TB) cases from Calendar 2017 to Calendar 2018 is a result of the Department's continued efforts to identify and investigate cases of tuberculosis and enhanced targeted testing and treatment efforts in high-risk populations. 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 the City.

In order to increase the number of seniors, aged 65 and older, who reported receiving the shot in preparation for the Fiscal 2020 flu season, DOHMH will promote the flu vaccine to older adults at the Fort Greene Immunization Clinic, issue a City Health Information message to providers and develop a citywide media campaign highlighting the importance of flu vaccine for this age range.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ New tuberculosis cases (CY)	585	575	565	613	559	⇩	⇩	Neutral	Down
Seniors, aged 65+, who reported receiving a flu shot in the last 12 months (%) (CY)	64.2%	65.5%	65.4%	66.1%	62.8%	68.0%	68.0%	Neutral	Up
★ Children aged 19-35 months with up-to-date immunizations (%)	73.0%	74.7%	75.1%	74.1%	72.9%	77.0%	77.0%	Neutral	Up
★ Children in the public schools who are in compliance with required immunizations (%)	99.0%	98.8%	98.8%	99.0%	98.9%	99.0%	99.0%	Neutral	Up
★ HPV vaccine series completion (%)	38.5%	44.2%	56.6%	61.1%	63.2%	64.0%	67.0%	Up	Up
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

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

Goal 2a Reduce tobacco use and promote physical activity and healthy eating.

The percentage of adults who smoke declined in Fiscal 2019, dropping 4.5 percent since Fiscal 2018 to 12.8 percent. In fall 2017, new local laws to reduce smoking and tobacco use by addressing price, access and awareness were passed with effective dates through January 2019. These policies will complement the Department's continued education and programmatic efforts to reach the Take Care New York 2020 targets. The Department is also seeking to reduce youth tobacco use, including use of e-cigarette and vaping products and other alternative products like hookah.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Adults who smoke (%) (CY)	13.9%	14.3%	13.1%	13.4%	12.8%	12.6%	12.3%	Neutral	Down
Adults with obesity (%) (CY)	24.7%	24.1%	23.6%	25.1%	25.7%	23.3%	23.2%	Neutral	Down
Adults who consume an average of one or more sugar-sweetened beverages per day (%) (CY)	22.5%	23.7%	22.7%	23.0%	23.6%	21.7%	20.4%	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 decreased slightly from 11.8 percent in Calendar 2017 to 11.6 percent in Calendar 2018. The City has considerable enrollment promotion efforts underway targeting the uninsured, including GetCoveredNYC multi-media and on-the-ground initiatives, which are a part of the Mayor's broader Guaranteed Care Initiative. It is expected that other factors may decrease enrollment in the near future: the effect of the final public charge rule; the repeal of the individual mandate penalty effective January 2019; and increased premiums.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Adult New Yorkers without health insurance (%) (CY)	13.8%	12.6%	10.9%	11.8%	11.6%	9.5%	10.0%	Down	Down
Adult patients with controlled blood pressure (%) (CY)	66.8%	67.2%	67.1%	67.3%	68.0%	70.0%	70.0%	Neutral	Up
Adults, aged 50+, who received a colonoscopy in the past ten years (%) (CY)	69.9%	69.9%	68.5%	69.9%	69.1%	71.4%	71.4%	Neutral	Up
★ Asthma-related emergency department visits among children ages 5-17 (per 10,000 children) (CY) (preliminary)	231.6	223.0	217.0	NA	NA	⇩	⇩	NA	Down
★ Infant mortality rate (per 1,000 live births) (CY)	4.2	4.3	4.1	4.3	3.9	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.

In Calendar 2018, there were 3,866 children under the age of six with blood lead levels of 5 mcg/dL or greater, a 9.3 percent decline from the prior year, and there were 4,717 children under the age of 18 with blood lead levels of 5 mcg/dL or greater, an 11.3 percent decline from the prior year. This decrease may be due to multiple factors, including the Administration's continued focus on the reduction of lead-based paint hazards in homes. We also increased lead poisoning prevention education efforts aimed at health care providers, community-based organizations and families.

In Fiscal 2019 there were 8,624 full inspections of group child care centers conducted, a 7.1 percent decrease from the prior fiscal year. Beginning in late March 2019, some inspection staff were temporarily reassigned to conduct enforcement activities related to the measles outbreak, resulting in fewer routine inspections being performed. Additionally, the mid-

May upgrade to the child care inspection tracking system increased workload. Despite these issues, all complaints were addressed in a timely manner during this period and the program expects to meet all operational targets.

In Fiscal 2019, 72.5 percent of inspections of group child care centers did not require a compliance inspection, an 8.2 percentage point increase from the prior fiscal year. Fewer high-risk sites were inspected during the second half of the fiscal year, when many inspectors who focus on high-risk sites were temporarily reassigned to measles outbreak enforcement.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Childhood blood lead levels - number of children under the age of 18 with blood lead levels of 5 micrograms per deciliter or greater (CY)	NA	6,734	6,274	5,317	4,717	⇓	⇓	NA	Down
★ Childhood blood lead levels - number of children under the age of 6 with blood lead levels of 5 micrograms per deciliter or greater (CY)	NA	5,371	4,928	4,261	3,870	⇓	⇓	NA	Down
★ Active group child care center full inspections	7,648	7,764	6,732	9,286	8,624	*	*	Up	*
★ Active group child care center initial inspections that do not require a compliance inspection (%)	62.0%	63.7%	50.7%	64.3%	72.5%	⇑	⇑	Up	Up

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

Goal 3b   Reduce the threat of foodborne illness.

In Fiscal 2019 the percentage of restaurants inspected and those scoring an "A" grade remained stable compared to Fiscal 2018 at 93.6 percent and 93.7 percent, respectively.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Restaurants inspected (%)	99.9%	99.8%	87.5%	99.5%	99.5%	100.0%	100.0%	Neutral	Up
★ Restaurants scoring an 'A' grade (%)	93.0%	92.7%	93.3%	93.7%	93.6%	⇑	⇑	Neutral	Up

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

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

The percent of rodent compliance inspections found to be rat free was 49.7 percent in Fiscal 2019, a decrease of 6.8 percent from the prior year. This decline can be attributed to increased indexing inspections being performed in neighborhoods with higher rat activity.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Initial pest control inspections (000)	97	98	146	175	178	*	*	Up	*
Initial inspections with active rat signs (ARS) (%)	10.7%	13.9%	12.2%	11.5%	11.7%	*	*	Neutral	Down
★ Compliance inspections found to be rat free (%)	46.8%	47.8%	49.1%	53.3%	49.7%	⇑	⇑	Neutral	Up
Dogs licensed (000)	83.0	85.0	84.6	89.2	85.8	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.

There were 1,444 drug overdose deaths in New York City in Calendar 2018, 38 fewer deaths than in 2017, encouraging results after seven consecutive years of increasing drug overdose deaths. For the second year in a row, fentanyl was the most common substance – involved in nearly two thirds of drug overdose deaths. The first quarter of Calendar 2019 shows 331 overdose deaths, which represents a decrease of 45 fatalities from the same time period last calendar year and a significant drop from the final quarter of Calendar 2018.

The citywide decrease followed significant investments in lifesaving programs as part of HealingNYC. Since the more than $60 million HealingNYC launch in March 2017, the Health Department has distributed 230,000 naloxone kits; launched Relay, a nonfatal overdose intervention in 12 emergency departments (which has served 1,022 individuals since it began in June 2017); conducted focused overdose prevention and educational outreach through the Rapid Assessment and Response (RAR) initiative; expanded access to effective treatment for opioid use disorder by training 1,800 new buprenorphine prescribers; increased funding to the City's 14 syringe service programs; and promoted the City's free mobile app "Stop OD NYC," to teach New Yorkers how to recognize and reverse an overdose with naloxone.

The number of buprenorphine patients continued to increase, reaching 15,174 in Calendar 2018, compared to 14,098 in Calendar 2017. The City invested $8 million in the Bronx in winter 2018 to increase public awareness and access to medications for addiction treatment.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Buprenorphine patients (CY)	13,150	13,293	13,612	14,098	15,174	16,022	16,022	Up	Up
★ Deaths from unintentional drug overdose (CY)	800	942	1,413	1,482	1,444	⇩	⇩	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.

In Fiscal 2019, 682 permanent supportive housing units became available to single adults and families coming out of shelter. The programs included units under NYC15/15, a 2015 mayoral commitment to provide 15,000 units of supportive housing over 15 years, and NY/NY III, a 2005 City and State initiative to develop and fund 9,000 units of supportive housing within 10 years. The Department, in partnership with the Mayor's Office of Criminal Justice (MOCJ) is implementing a permanent supportive housing program for individuals in the City who most frequently cycled through jail on low-level charges, stayed in City shelters and had behavioral health needs. One hundred and five people resided in Justice Involved Supportive Housing as of June 2019.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Individuals in the assisted outpatient mental health treatment program	2,176	2,236	2,368	2,517	2,476	*	*	Up	*
Units of supportive housing available to persons at risk for developing serious mental health and substance use disorders (000)	7.6	7.8	7.8	8.4	9.1	9.0	9.7	Up	Up
New children receiving services from the Early Intervention Program (000)	14.3	14.4	14.0	13.8	13.8	*	*	Neutral	*

★ 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.

DOHMH started using a new data system to process all NYC vital record events in October 2018. The average response time to process birth certificates increased from 1.9 days in Fiscal 2018 to 6.5 days in Fiscal 2019. This was a temporary problem resulting from initial delays in processing orders as the new system was rolled out and technical issues were identified and resolved. Though average response time for death certificates increased from 1.7 days in Fiscal 2018 to 2.8 days in Fiscal 2019 and was impacted by system rollout, performance is still within the target of three days. As of August 2019, turnaround times for processing birth and death certificates are all back on or ahead of the turnaround time targets. The volume of customer orders for 2019 is the highest it has ever been.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Average response time for birth certificates by mail/online (days)	1.3	1.8	1.6	1.9	6.5	3.0	3.0	Up	Down
★ Average response time for death certificates by mail/online (days)	1.7	2.0	1.5	1.7	2.8	3.0	3.0	Up	Down

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

AGENCY-WIDE MANAGEMENT

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Workplace injuries reported	104	104	116	137	144	*	*	Up	Down
Collisions involving City vehicles	29	40	28	47	24	*	*	Neutral	Down
ECB violations received at the Office of Administrative Trials and Hearings	26,850	28,916	34,973	68,228	38,339	*	*	Up	*
ECB violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	19.9%	25.6%	28.9%	37.1%	54.8%	*	*	Up	*

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Completed requests for interpretation	12,475	14,352	18,495	13,377	27,528	*	*	Up	*
Letters responded to in 14 days (%)	36%	60%	44%	68%	74%	70%	70%	Up	Up
E-mails responded to in 14 days (%)	58%	72%	73%	86%	87%	80%	80%	Up	Up
Average wait time to speak with a customer service agent (minutes)	8	1	1	1	1	10	10	Down	Down
CORE facility rating	92	81	96	94	NA	85	85	NA	Up
Calls answered in 30 seconds (%)	82%	78%	73%	80%	70%	80%	80%	Down	Up

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

Performance Indicators		Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Percent meeting time to first action - Rodent (14 days)	73%	73%	75%	81%	83%	73%	73%	Up	*
Percent meeting time to first action - Food Establishment (14 days)	97%	92%	95%	95%	95%	90%	90%	Neutral	*
Percent meeting time to first action - Food Poisoning (3 days)	84%	94%	98%	98%	100%	90%	90%	Up	*
Percent meeting time to first action - Indoor Air Quality (14 days)	99%	99%	98%	98%	98%	95%	95%	Neutral	*
Percent meeting time to first action - Smoking Complaint (14 days)	86%	81%	92%	60%	65%	75%	75%	Down	*

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$1,495.5	$1,450.7	$1,622.4	$1,699.4	$1,878.1	$1,777.1	$1,724.5	Up
Revenues ($000,000)	$31.6	$60.0	$31.0	$33.5	$33.5	$30.4	$30.4	Down
Personnel	5,691	5,858	6,577	6,858	6,935	6,970	6,726	Up
Overtime paid ($000,000)	$11.0	$11.8	$10.9	$11.0	$10.9	$7.6	$5.3	Neutral
Capital commitments ($000,000)	$49.9	$23.9	$21.4	$17.2	$67.2	$130.6	$103.5	Up
Human services contract budget ($000,000)	$725.2	$626.3	$651.5	$682.8	$784.5	$696.3	$750.8	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$494.4	$520.4	
101 - Health Administration	$62.3	$64.2	All
102 - Disease Control	$98.6	$100.0	1a, 1b
103 - Family and Child Health and Health Equity	$126.6	$126.1	1b, 2b
104 - Environmental Health Services	$64.1	$66.4	2b, 3a, 3b, 3c
105 - Early Intervention	$15.5	$16.5	4b
106 - Office of Chief Medical Examiner	$55.6	$66.0	Refer to table in OCME chapter
107 - Prevention and Primary Care	$15.7	$16.9	2a, 2b
108 - Mental Hygiene Management Services	$38.5	$46.2	4a, 4b
109 - Epidemiology	$17.4	$18.0	2a, 2b, 5a
Other Than Personal Services - Total	$1,205.0	$1,357.8	
111 - Health Administration	$137.4	$140.2	All
112 - Disease Control	$192.4	$217.1	1a, 1b
113 - Family and Child Health and Health Equity	$67.3	$72.6	1b, 2b
114 - Environmental Health Services	$32.4	$39.4	2b, 3a, 3b, 3c
115 - Early Intervention	$254.6	$277.9	4b
116 - Office of Chief Medical Examiner	$21.0	$26.4	Refer to table in OCME chapter

Unit of Appropriation	Expenditures FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)	Applicable MMR Goals[3]
117 - Prevention and Primary Care	$53.2	$64.8	2a, 2b
118 - Mental Hygiene Management Services	$61.1	$70.6	4a, 4b
119 - Epidemiology	$4.5	$5.5	2a, 2b, 5a
120 - Mental Health Services	$256.8	$310.6	4b
121 - Developmental Disability	$15.5	$16.0	*
122 - Chemical Dependency and Health Promotion	$108.8	$116.8	4a
Agency Total	$1,699.4	$1,878.1	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds.
[3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS 🖉

- The indicator 'Adults who are obese(%) CY' has been re-named 'Adults with obesity (%) CY'

- The indicator 'Total number of answered contacts by NYC Well (000),' capturing activity under ThriveNYC-sponsored and DOHMH-operated NYC Well, has been removed from the DOHMH section of the MMR and now appears solely in the ThriveNYC section of the MMR as 'Supportive connections provided by NYC Well, a behavioral health helpline (with DOHMH)'.

- 'All summonses issued' has been changed to 'ECB violations received at the Office of Administrative Trials and Hearings' and the data for this indicator has been revised for Fiscal 2015 through Fiscal 2019 to show only ECB violations and no longer includes DOHMH Tribunal summonses.

- 'Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)' has been changed to 'ECB violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)'. The data reported for Fiscal 2015 through Fiscal 2019 reflects the outcomes of ECB violations only.

ADDITIONAL RESOURCES

For additional information go to:

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

- Take Care New York (TCNY) 2020:
  https://www1.nyc.gov/site/doh/about/about-doh/take-care-new-york-2020.page

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

DEPARTMENT OF HEALTH AND MENTAL HYGIENE
OFFICE OF CHIEF MEDICAL EXAMINER
Dr. Barbara Sampson, Chief Medical Examiner

WHAT WE DO

The Office of Chief Medical Examiner (OCME) 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

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	Complete autopsy reports in a timely manner to best serve families, the criminal justice system and other stakeholders.
Goal 1c	Provide diligent investigation for all cremation requests.
Goal 1d	Certify death certificates in a timely manner.
SERVICE 2	Provide mortuary services to the City.
Goal 2a	Recover and transport decedents to City mortuary facilities in a timely manner.
SERVICE 3	Respond to disasters and emergencies when fatalities are involved.
Goal 3a	Provide rapid response and safe fatality management services to the City.
Goal 3b	Identify victims of disasters and return their remains to families in a timely manner.
SERVICE 4	Provide services to the City for forensic purposes.
Goal 4a	Provide timely and accurate laboratory services for criminal justice purposes.

HOW WE PERFORMED IN FISCAL 2019

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 2019, OCME took jurisdiction in 7,554 cases, 78 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. The median time for scene arrivals by MLIs remained steady at 1.9 hours. Time for scene arrivals for MLIs is coordinated with partner agencies, including both responding and on-scene NYPD personnel.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Median time for scene arrivals by medicolegal investigators (MLIs) (hours)	1.9	2.4	1.9	1.8	1.9	*	*	Down	Down
Deaths reported	27,984	27,674	28,940	30,213	30,964	*	*	Up	*
★ Cases where Chief Medical Examiner takes jurisdiction	7,136	7,375	7,704	7,632	7,554	*	*	Neutral	*
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

Goal 1b   Complete autopsy reports in a timely manner to best serve families, the criminal justice system and other stakeholders.

OCME forensic pathologists examined 7,325 decedents in Fiscal 2019, slightly down from 7,546 in Fiscal 2018. OCME performed 5,399 autopsies in Fiscal 2019, a small increase from the 5,379 autopsies in Fiscal 2018.

The median time to complete OCME autopsy reports in Fiscal 2019 was 56 days, an 11-day increase from the previous year. The reason for this increase was that the Forensic Toxicology Laboratory experienced an increase in turnaround time for toxicology reports, which are relied upon by Medical Examiners to help complete autopsy reports. Turnaround times for autopsies and the Toxicology Laboratory continue to be better than national standards, as well as meeting all MMR targets.

Autopsy Report and Toxicology Results Completion (median days)
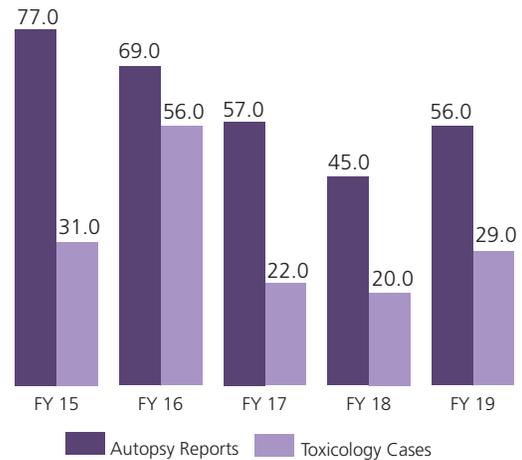
	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Median time to complete autopsy reports (days)	77.0	69.0	57.0	45.0	56.0	60.0	90.0	Down	Down
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

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 2019, OCME responded to 17,148 cremation requests. OCME rejected 140 cremation requests after investigation and converted them over to the Medical Examiner jurisdiction.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Total cremation requests received and investigated as requirement of processing	15,557	15,719	16,525	17,252	17,148	*	*	Up	*
★ Cremation requests rejected after investigation and turned over to Medical Examiner jurisdiction	53	63	84	91	140	*	*	Up	*

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

Goal 1d   Certify death certificates in a timely manner.

In Fiscal 2019, the median time for OCME to certify the cause and manner of death for all death certificates was 16.3 hours after initial receipt of decedents' remains, well within the 72-hour target.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Median time to certify death certificates after initial receipt of decedents' remains (hours)	20.8	19.7	15.8	16.6	16.3	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 2019, OCME provided mortuary services for 3,727 cases falling outside of Medical Examiner jurisdiction.

In Fiscal 2019, the median time from OCME receipt of decedents' remains to "Ready to Release" was 11.59 hours. The median time to clear and release to third party for disposition per case remained steady at 35 minutes.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Decedents' remains transported and stored by OCME	10,721	10,108	10,330	11,255	11,281	*	*	Neutral	*
★ Median time from OCME receipt of decedents' remains to "Ready to Release" status (hours)	13.31	14.38	12.91	11.82	11.59	⇩	⇩	Down	Down
Median time to clear and release to third party for final disposition, per case (minutes)	NA	33.0	34.0	35.0	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 2019.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Remains recovered following the September 11, 2001 attacks (cumulative)	21,906	21,905	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 2019, an additional 141 remains were identified.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Remains identified following the September 11, 2001 attacks (cumulative)	14,202	14,308	14,348	14,467	14,608	*	*	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 has experienced steady and positive progress in its forensic DNA case metrics. While the 59 day overall median DNA-case turnaround time for Fiscal 2019 is reflective of higher turnaround times in the beginning of the fiscal year, the individual monthly median times realized as the year progressed showed dramatic improvement. As a result, the annual overall median turnaround time for Fiscal 2019 was noticeably better than the 69-day figure for the previous year.

In July 2018, the monthly median turnaround time for all cases was 49 days, and it rose as high as 99 days in November and December 2018. It decreased in each of the next six months of Fiscal 2019 and, by June 2019, this monthly median overall turnaround time was reduced to 34 days.

For the Department of Forensic Toxicology, although median case completion times increased somewhat across all its case types in Fiscal 2019, the overall median toxicology-case turnaround time continued to stay within the 30-day target. These increases in median times for completion of toxicology cases were anticipated due to the decommissioning of old instrumentation and the introduction of new test methods. In Fiscal 2019, methods were developed to expand the OCME toxicology scope to include more than 100 new drugs, in response to the increased variety of novel psychoactive substances being misused, as well as the ongoing opioid epidemic.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Median time to complete analysis of a DNA case (days)	92.0	45.0	53.0	69.0	59.0	30.0	60.0	Down	Down
★ Median time to complete DNA homicide cases, from evidence submission to report (days)	62.0	39.0	44.0	38.0	47.0	30.0	45.0	Down	Down
★ Median time to complete DNA sexual assault cases, from evidence submission to report (days)	50.0	36.0	36.0	40.0	32.0	30.0	45.0	Down	Down
★ Median time to complete DNA property crime cases, from evidence submission to report (days)	188.0	57.0	63.0	172.0	149.0	30.0	120.0	Up	Down
DNA matches with profiles in database	6,008	7,758	8,719	8,766	11,042	*	*	Up	*
★ Median time to complete toxicology cases (days)	31.0	56.0	22.0	20.0	29.0	30.0	30.0	Down	Down
Median time to complete toxicology DUI (driving under the influence) cases (days)	30.0	43.0	17.0	14.0	23.0	30.0	30.0	Down	Down
Median time to complete toxicology sexual assault cases (days)	43.0	84.0	23.0	18.0	28.0	30.0	30.0	Down	Down

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Completed customer requests for interpretation	304	664	1,091	1,318	1,525	*	*	Up	*
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	100%	98%	95%	*	*	Neutral	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$66.5	$68.6	$71.9	$76.6	$92.4	$92.6	$82.2	Up
Revenues ($000)	$41.0	$36	$76	$8	$2	$50	$50	Down
Personnel	69	566	591	639	672	759	740	Up
Overtime paid ($000,000)	$4.5	$5.1	$5.5	$5.8	$2.9	$2.8	$2.5	Down

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

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

Unit of Appropriation	Expenditures FY18[2] ($000,000)	Modified Budget FY19[3] ($000,000)	Applicable MMR Goals[4]
106 - Office of Chief Medical Examiner (Personal Services)	$55.6	$66.0	All
116 - Office of Chief Medical Examiner (Other Than Personal Services)	$21.0	$26.4	All
Agency Total[1]	$76.6	$92.4	

[1]OCME is contained within the Department of Health and Mental Hygiene and appropriations are made through that agency.   [2]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.
[3]City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds.   [4]Refer to agency goals listed at front of chapter.
"NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✐

- OCME revised its Goal 1b to "Complete autopsy reports in a timely manner to best serve families, the criminal justice system and other stakeholders." The revision was made to more accurately express the professional aims and purposes of the OCME autopsy process.

- OCME revised Fiscal 2020 targets for the following five indicators: 'Median time to complete autopsy reports (days)', 'Median time to complete analysis of a DNA case (days)', 'Median time to complete DNA homicide cases, from evidence submission to report (days)', 'Median time to complete DNA sexual assault cases, from evidence submission to report (days)' and 'Median time to complete DNA property crime cases, from evidence submission to report (days)'. The revisions reflect an increased workload for the OCME Forensic Biology Laboratory and Forensic Pathology.

ADDITIONAL RESOURCES

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

NYC HEALTH + HOSPITALS

Dr. Mitchell Katz, President/Chief Executive Officer

WHAT WE DO

NYC Health + Hospitals, the largest public health system in the country, includes 11 acute care hospitals, five post-acute care (skilled nursing) facilities, and more than 70 patient care locations including community- and school-based health centers. NYC Health + Hospitals provides comprehensive health care services 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 (a managed care plan), an Accountable Care Organization, a Certified Home Health Agency and Correctional Health Services. NYC Health + Hospitals is the City's single largest provider of care to Medicaid patients, mental health patients, and the uninsured, serving more than 1 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 eConsult telehealth system to increase specialty access; and continuing our focus on clinical quality, care experience, and patient safety. NYC Health + Hospitals is working to ensure financial sustainability by reducing administrative expenses; improving insurance billing for insured patients; coding and documenting effectively in order to receive optimal payment for services provided; retaining paying patients, particularly from the system's health plan MetroPlus; 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 be insured. Collectively, these efforts will help NYC Health + Hospitals play an essential role in implementing the Administration's Guaranteed Care commitment through the new NYC Care program and the City's Public Option Metroplus.

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 2019

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

Goal 1a	Expand access to care.

The number of completed eConsults, or specialty referrals, saw an increase from 28,956 in Fiscal 2018 to 75,999 in Fiscal 2019. This increase of 162 percent is a strong indicator of the system's ongoing commitment and continued efforts to expand access to specialty services. The use of eConsult expands access to ambulatory specialty care by enhancing communication between primary care providers and specialists, enabling providers to continue to care for patients in the primary care setting in some instances and maximizing the usefulness of specialty visits when a face-to-face visit is needed. More than 100 specialty clinics across all NYC Health + Hospitals acute care facilities are now using eConsult. The eConsult rollout is scheduled to be complete across all specialty clinics by calendar 2021.

The average wait time for the third-next-available appointment for adult medicine declined from an average of 13.1 calendar days in Fiscal 2018 to an average of 12 in Fiscal 2019 due to staffing and workflow improvements. In Fiscal 2019, the number of calendar days to third-next-available appointment for pediatric medicine increased from an average of 4.7 days in Fiscal 2018 to an average of 6 days. Scheduling limits related to the implementation of the new electronic medical record impacted appointment availability for pediatric services. In adult medicine, this effect was offset by newly funded positions and hiring. NYC Health + Hospitals is working to expand access and reduce wait times by improving continuity between patients and their providers; implementing patient-centered scheduling practices to reduce no-shows; and taking steps to improve clinic efficiency.

Calendar days to third next available new appointment
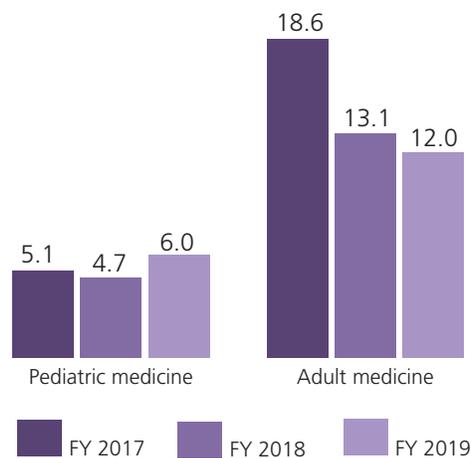
Correctional Health Services provides a variety of services for people with a substance use disorder, including the nation's oldest and largest opioid treatment program, counseling, and re-entry planning. The percentage of correctional health patients with a substance use diagnosis that received jail-based contact remained stable between Fiscal 2018 and Fiscal 2019. Fiscal 2019 performance continued to exceed the target of 90 percent.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Unique patients	1,172,405	1,168,663	1,133,984	1,112,975	1,081,156	⇧	⇧	Neutral	Up
Unique primary care patients (seen in the last 12 months)	453,000	446,000	425,000	417,000	NA	*	*	NA	Up
★ Uninsured patients served	421,647	425,089	414,738	381,805	374,988	⇩	⇩	Down	Down
★ eConsults completed	NA	NA	12,649	28,956	75,999	⇧	⇧	NA	Up
★ Eligible women receiving a mammogram screening (%)	77.8%	76.4%	75.4%	75.9%	74.0%	80.0%	80.0%	Neutral	Up
★ HIV patients retained in care (%) (annual)	86.1%	85.7%	83.5%	84.9%	84.0%	85.0%	85.0%	Neutral	Up
Calendar days to third next available new appointment - adult medicine	26.0	23.0	18.6	13.1	12.0	14.0	14.0	Down	Down
Calendar days to third next available new appointment - pediatric medicine	6.5	5.0	5.1	4.7	6.0	5.0	5.0	Neutral	Down
★ Prenatal patients retained in care through delivery (%)	87.1%	87.0%	86.1%	89.0%	85.3%	90.0%	90.0%	Neutral	Up
★ Follow-up appointment kept within 30 days after behavioral health discharge (%)	NA	NA	61.30%	57.80%	59.96%	⇧	⇧	NA	Up

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Correctional health patients with a substance use diagnosis that received jail-based contact (%)	NA	97%	97%	96%	95%	90%	90%	NA	Up
Total correctional health clinical encounters per 100 average daily population	NA	7,999	8,290	8,294	8,027	*	*	NA	*

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

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Goal 1b Enhance the sustainability of the Health + Hospitals system.

The percent of individuals who left without being seen in the Emergency Department (ED) improved from 7.7 percent in Fiscal 2018 to 7.2 in Fiscal 2019, compared to the same period in Fiscal 2018. NYC Health + Hospitals increased provider and nurse staffing levels, amended accountability practices and improved patient tracking and facility management in EDs to improve performance in this area. Efforts to improve inpatient flow are also expected to improve performance in this area. Moving forward, NYC Health + Hospitals is working to ensure that this measure is as precise as possible; currently the figures include patients who do not fully check in, patients who would be transferred to NYC Health + Hospital's own urgent care Express Care clinics, patients who were transferred to the psychiatric ED, and patients who, for some reason, were not checked out.

The system's financial solvency and its ability to sustainably provide care to all New Yorkers regardless of their ability to pay improved in Fiscal 2019. The ratio of patient care revenues to expenses improved from 59 percent to 60.8 percent through May 2019. This increase reflects better billing of insurance companies, improved registration and follow up by revenue cycle staff, more accurate coding and documentation along with managed care contracting improvements. Full-year Fiscal 2019 data will be available after audit close out, in October 2019.

In Fiscal 2019, NYC Health + Hospitals continued its efforts to link uninsured New Yorkers to health insurance. During the reporting period the average number of insurance applications submitted increased 15 percent, from 17,540 in Fiscal 2018 to 20,173 in Fiscal 2019. As more uninsured patients obtain health insurance, uninsured patient volumes are expected to decline.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ MetroPlus membership	472,251	501,134	503,044	521,731	518,681	⇧	⇧	Neutral	Up
Patients who left Emergency Department without being seen (%)	NA	9.0%	7.7%	7.7%	7.2%	4.0%	4.0%	NA	Down
★ Net days of revenue for accounts receivable	57.2	51.1	45.8	NA	60.8	42.0	42.0	NA	Down
Patient care revenue/expenses (%)	NA	59.2%	56.2%	59.2%	60.8%	60.0%	60.0%	NA	Up
★ MetroPlus Health Plan medical spending at Health + Hospitals (%)	44.2%	37.2%	39.0%	39.3%	39.9%	⇧	⇧	Neutral	Up
★ Insurance applications submitted (monthly average)	NA	13,819	15,143	17,540	20,173	⇧	⇧	NA	Up

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

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Goal 1c Maximize quality of care and patient satisfaction.

The number of patients receiving a defined set of medical services to treat sepsis within three hours of presentation increased from 64 percent to nearly 77 percent. Staff training, education and increased workflow monitoring improved performance in this area. This key indicator of patient safety is meaningful for the system financially, resulting in additional quality bonus payments from state programs and managed care companies.

The 'post-acute care satisfaction rate (%)' declined to 80.7 percent in Fiscal 2019 from 85.3 percent in Fiscal 2018. In order to improve patient satisfaction, NYC Health + Hospitals' survey is now administered twice a year to improve patient/resident satisfaction tracking and support improvements in care for residents.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Inpatient satisfaction rate (%)	63.0%	62.0%	61.0%	62.0%	61.1%	65.4%	65.8%	Neutral	Up
Outpatient satisfaction rate (%)	77.6%	77.8%	81.3%	82.1%	82.0%	83.6%	85.4%	Neutral	Up
★ Patients receiving a defined set of medical services to treat sepsis within three hours of presentation (%)	NA	NA	66.2%	64.0%	76.8%	⇧	⇧	NA	Up
★ Patients diagnosed with diabetes who have appropriately controlled blood sugar (%)	NA	61.8%	63.3%	63.5%	64.6%	⇧	⇧	NA	Up
★ Post-acute care satisfaction rate (%)	81.4%	82.4%	85.0%	85.3%	80.7%	84.3%	86.3%	Neutral	Up
Overall safety grade - acute care	NA	NA	NA	62.0%	NA	*	*	NA	Up
Overall safety grade - post-acute care (%)	NA	NA	NA	72.0%	NA	*	*	NA	Up
Overall safety grade - ambulatory care (D & TC)(%)	NA	NA	NA	39.0%	NA	*	*	NA	Up
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$6,874.7	$7,571.5	$7,536.0	$7,868.1	$8,222.1	$7,740.0	$7,829.7	Up
Revenues ($000,000)	$7,417.7	$8,046.3	$8,139.0	$8,604.2	$8,999.3	$8,365.0	$8,683.9	Up
Personnel	38,748	39,443	37,575	36,574	37,711	37,272	37,272	Neutral
Overtime paid ($000,000)	$143.5	$144.7	$141.7	$151.5	$178.1	$153.6	$153.6	Up
Capital commitments ($000,000)	$106.6	$203.5	$202.1	$283.6	$415.6	$660.1	$766.9	Up

[1]Actual financial amounts for the most current fiscal year are not yet final.   [2]Authorized Spending Financial Plan/Budget   [3]Expenditures include all funds
"NA" - Not Available   * None

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY18[2] ($000,000)	Modified Budget FY19[3] ($000,000)	Applicable MMR Goals[4]
001 - Lump Sum Appropriation (OTPS)[1]	$872.0	$1,030.5	All

[1]These figures are limited to the City's contribution and planned contribution respectively.   [2]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.   [3] City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds.   [4]Refer to agency goals listed at front of chapter.
"NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Fiscal Year 2019 data is not available for unique primary care patients seen in the last 12 months. Beginning in October 2018, NYC Health + Hospitals embarked on a system-wide transition to a new electronic medical record and financial

system. In addition to modernizing the electronic medical record, H+H is implementing a data and analytics governance strategy that will streamline, standardize, and improve the quality of data reporting, such as how to categorize and calculate patient types. Data for this indicator will be available under the new system in early 2020, as NYC Health + Hospitals is scheduled to complete rollout at the end of Calendar 2019.

- Fiscal 2019 data for 'patient care revenue/expenses' is estimated based on data through May 2019. The June 2019 actual will be available after close out of NYC Health + Hospitals' annual audit in October 2019.

- Fiscal 2019 data for the indicators 'Overall safety grade – acute care (%),' '- post-acute care (%)' and ' – ambulatory care (D & TC)(%)' are not available. This survey is conducted every two years and was last conducted in Fiscal 2018. The patient safety survey will be conducted again in October 2019 and Fiscal 2020 figures will be available in December 2019.

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.nychealthandhospitals.org

For more information on NYC Care, please visit: www.nyccare.nyc

HUMAN RESOURCES ADMINISTRATION

Steven Banks, Commissioner
Grace Bonilla, Administrator

WHAT WE DO

The Human Resources Administration (HRA) administers major benefit programs that provide economic support to New Yorkers in need and works to prevent homelessness before it occurs by providing rental assistance, rehousing programs, and other services for those facing housing instability. HRA also promotes opportunity through employment programs and provides essential resources to vulnerable New Yorkers, including persons with disabilities, immigrants, survivors of domestic violence, New Yorkers living with HIV/AIDS, and seniors. In this role connecting millions of families and individuals with vital lifelines, HRA is at the forefront of addressing poverty citywide, statewide, and nationwide.

FOCUS ON EQUITY

The Human Resources Administration (HRA), integrated with the Department of Homeless Services (DHS) in 2017 under the management structure of the Department of Social Services (DSS), serves over three million New Yorkers annually through the administration of programs that address poverty and income inequality, including cash assistance, food assistance, and Medicaid. HRA also prevents homelessness by providing legal services, rental assistance, and rehousing programs to households in need. In conjunction with the Mayor's Office of Immigrant Affairs (MOIA), HRA administers City's municipal identification program (IDNYC).

Under this Administration, HRA has implemented client-centered reforms to strengthen the administration of these programs, including using technology to modernize how New Yorkers access benefits and providing legal services to New Yorkers in need of assistance, including for tenants facing eviction in housing court. Through these initiatives, DSS-HRA expands opportunity for more New Yorkers, helping New Yorkers remain in and/or secure stable housing, addressing income inequality through economic empowerment, and ensuring that New Yorkers receive the benefits and assistance to which they are entitled.

OUR SERVICES AND GOALS

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

Goal 1a Provide access to cash assistance benefits for all eligible children and adults.

Goal 1b Provide access to Supplemental Nutrition Assistance Program benefits for all eligible children and adults.

Goal 1c Provide access to Medicaid public health insurance coverage for all eligible children and adults.

SERVICE 2 **Increase financial independence and upward mobility out of poverty through employment, education, skills enhancement, job search, job placement, wellness services and other supports.**

Goal 2a Increase the proportion of cash assistance recipients who obtain and retain paid employment.

Goal 2b Provide wellness, rehabilitation and employment services to cash assistance recipients with special needs to assist them to become healthy enough to work, or to obtain federal disability benefits if they are unable to work.

Goal 2c Provide access to child support services for eligible parents and their children.

SERVICE 3 **Reduce homelessness among children and adults.**

Goal 3a Provide homelessness prevention benefits and services to eligible children and adults.

Goal 3b Provide safe and appropriate services in shelter and in the community to survivors of domestic violence.

SERVICE 4 **Provide support services for eligible vulnerable and/or frail children and adults and for children and adults with disabilities.**

Goal 4a Ensure that all eligible vulnerable and/or frail children and adults and children and adults with disabilities receive services to resolve immediate risk and provide ongoing assistance to enhance their safety and independence.

HOW WE PERFORMED IN FISCAL 2019

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 2018 and the current period. The unduplicated number of persons receiving recurring assistance has fluctuated between approximately 485,000 and 492,000 since Fiscal 2015 and remains lower than in years prior to 2015. Additionally, the percentage of cases in sanction status has remained at historically low levels, at 0.9 percent in June 2019.

Of those clients receiving cash assistance in the month of June 2019, the number of individuals receiving recurring assistance decreased by 7.3 percent when compared to June 2018. This is consistent with a 6.3 percent decline in cash assistance applications over the same period. The number of persons receiving one-time emergency assistance in June 2019, increased by 13.8 percent compared to the previous June. One-time emergency assistance includes grants for rental and utility arrears. HRA's homelessness prevention rental assistance is accessed by families and individuals through various channels, including HRA job centers, Housing Court and the Department of Homeless Services (DHS) Preventive Assistance and Temporary Housing (PATH) center.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Cash assistance unduplicated number of persons (12-month) (000)	591.1	601.8	598.6	593.9	578.6	*	*	Neutral	*
Cash assistance unduplicated number of persons receiving recurring assistance (12-month) (000)	484.6	492.9	491.9	488.7	467.0	*	*	Neutral	*
Cash assistance unduplicated number of persons receiving emergency assistance (12-month) (000)	106.4	108.9	106.7	105.3	111.6	*	*	Neutral	*
★ Persons receiving cash assistance (000)	360.0	369.5	364.2	356.3	331.7	*	*	Neutral	*
Persons receiving recurring assistance (000)	351.7	361.4	356.9	349.8	324.2	*	*	Neutral	*
Persons receiving emergency assistance (000)	8.3	8.2	7.4	6.5	7.4	*	*	Down	*
★ Cash assistance caseload (point in time)(000)	192.4	196.1	194.5	190.5	181.0	*	*	Neutral	*
Cash assistance applications (000)	348.5	330.6	333.8	331.3	310.3	*	*	Neutral	*
Cash assistance application acceptance rate (%)	50.9%	51.2%	52.6%	50.5%	53.6%	*	*	Neutral	*
Cash assistance cases in sanction process (%)	4.8%	4.0%	4.7%	5.3%	5.0%	*	*	Up	*
Cash assistance cases in sanction status (%)	3.5%	1.2%	0.3%	0.2%	0.9%	*	*	Down	*
★ Cash assistance application timeliness rate (%)	94.4%	97.5%	97.9%	96.2%	95.3%	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 2019, the overall number of individuals and households receiving SNAP benefits continued to trend downward compared to the prior period, which follows the pattern 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 2019, SNAP application timeliness increased by 3.3 percentage points, from 89.4 percent to 92.7 percent, and exceeded the target rate of 90.6 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 seven percent in Federal Fiscal 2017 to nine percent in Federal Fiscal 2018. While Federal Fiscal 2019 official rates as calculated by the US Department of Agriculture are not yet available, the initial rates for the first three-quarters of the year show the City's SNAP error rate had declined substantially from the 2018 level. This was the result of new system improvements designed to prevent errors, including targeted training and increased management oversight.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Persons receiving Supplemental Nutrition Assistance Program (SNAP) benefits (000)	1,706.7	1,693.2	1,676.3	1,607.5	1,523.5	*	*	Down	*
– Cash assistance persons receiving SNAP benefits (000)	402.1	409.3	401.2	383.1	364.4	*	*	Neutral	*
– Non-cash assistance persons receiving SNAP benefits (000)	1,039.0	1,020.7	1,012.3	964.8	908.2	*	*	Down	*
– SSI persons receiving SNAP benefits (000)	265.6	263.1	262.8	259.6	250.9	*	*	Neutral	*
Total SNAP households (000)	955.4	951.4	948.6	923.2	887.1	*	*	Neutral	*
– Cash assistance households receiving SNAP benefits (000)	195.5	198.9	196.3	190.0	182.6	*	*	Neutral	*
– Non-cash assistance households receiving SNAP benefits (000)	515.6	510.4	510.1	493.4	472.5	*	*	Neutral	*
– SSI households receiving SNAP benefits (000)	244.2	242.1	242.2	239.8	232.1	*	*	Neutral	*
Supplemental Nutritional Assistance Program (SNAP) Payment Error Rate (federal fiscal year) (%)	3.99%	3.63%	6.98%	9.00%	NA	6.00%	6.00%	NA	Down
★ SNAP application timeliness rate (%)	81.4%	93.9%	89.1%	89.4%	92.7%	90.6%	90.6%	Neutral	Up
SNAP applications filed electronically (%)	71.5%	73.4%	75.6%	78.0%	86.1%	*	*	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 2019, as the New York State takeover of the program continues, overall enrollment in the portion of the Medicaid program administered by HRA declined by 7.6 percent, with enrollment in the Medicaid-only program administered by HRA declining by 10.7 percent. While total Medicaid enrollment administered by HRA was 1.59 million in Fiscal 2019, the total New York City Medicaid enrollment includes the 1.71 million clients enrolled through the New York State Health Care Exchange, bringing the combined total to 3.3 million. Since January 2014, there has been a steady decline in the Medicaid caseload administered by HRA because of the State takeover of Medicaid administration following the implementation of the Affordable Care Act (ACA). 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.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Medicaid enrollees administered by HRA (000)	2,371.7	2,085.7	1,869.5	1,725.5	1,593.5	*	*	Down	*
– Medicaid-only enrollees administered by HRA (000)	1,608.1	1,321.2	1,109.9	979.5	874.9	*	*	Down	*
★ Application timeliness rate for Medicaid administered by HRA (%)	96.5%	92.1%	95.6%	95.8%	93.5%	99.4%	99.4%	Neutral	Up

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

SERVICE 2 — Increase financial independence and upward mobility out of poverty through employment, education, skills enhancement, job search, job placement, wellness services and other supports.

Goal 2a Increase the proportion of cash assistance recipients who obtain and retain paid employment.

HRA Employment Services helps CA applicants, recipients and non-custodial parent child support clients obtain and retain employment. HRA provides services through contracts, training and education referrals and placement in transitional subsidized jobs in the public and private sectors. HRA programs focus on the individual needs of clients, providing assessments and specialized services, including programs for youth and sector-specific training. In Fiscal 2019, HRA helped 39,860 clients obtain jobs, 0.2 percent more than during Fiscal 2018.

In Fiscal 2019, 74.1 percent of clients who obtained a job either retained it or did not return to CA after 180 days, and 64.7 percent of employed clients either retained their jobs or did not return to CA after 12 months, 1.4 percentage points higher than in Fiscal 2018. HRA's redesigned approach to employment services 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 2019, the percentage of Safety Net cases in training and education decreased by 1.9 percentage points compared to Fiscal 2018, however, the percentage of family cases engaged in training and education increased by 0.7 percentage points. Contributing to this increase is the policy allowing students engaged in training and education to remain in high school or high school equivalency programs until age 24.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Clients whom HRA helped obtain employment (000)	46.6	47.0	44.9	39.8	39.9	⇧	⇧	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) (%)	73.9%	73.3%	73.1%	73.8%	74.1%	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) (%)	64.2%	63.5%	63.4%	63.3%	64.7%	*	*	Neutral	Up
★ Safety Net Assistance (SNA) cases engaged in training or education in accordance with New York City guidelines (%)	20.7%	25.5%	27.0%	29.9%	28.0%	⇧	⇧	Up	Up
★ Family cases engaged in training or education in accordance with New York City guidelines (%)	25.5%	27.4%	26.3%	28.3%	29.0%	⇧	⇧	Up	Up
★ Cash assistance family cases participating in work or work-related activities per federal guidelines (official federal fiscal year-to-date average) (%)	34.1%	33.4%	27.3%	25.8%	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 2019, there were 39,433 recipients participating in the WeCARE program, 12.1 percent more than in June 2018. This increase is due mainly to longer times for scheduling client assessments in early 2019 during the transition to new WeCARE vendor contracts. As these new vendors continue to assess and engage clients, it is anticipated that enrollment will stabilize. During Fiscal 2019, there were 3,214 federal disability awards granted to clients assisted by WeCARE, 9.8 percent fewer than in Fiscal 2018. This is due to the transition of the WeCARE program to new vendors that started in November 2018 and led to fewer applications being filed while the new vendors were phased in.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Total WeCARE recipients	46,510	49,637	38,016	35,164	39,433	*	*	Down	*
★ Number of WeCARE federal disability awards	3,141	3,227	3,613	3,565	3,214	*	*	Neutral	*

★ 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 continued to decline, the number of new child support orders obtained decreased by 14.0 percent compared to Fiscal 2018, while the number of cases with active support orders decreased by 3.2 percent. Child support cases with orders of support remained stable and child support collections on behalf of custodial parents and their children increased by $16.9 million, or 2.2 percent, while the percentage of support cases with active orders receiving current payments increased by 0.7 percentage points.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Total new child support orders obtained	20,351	19,579	18,645	14,832	12,758	*	*	Down	Up
Total child support cases with active orders (end of period)	283,114	282,451	282,013	269,761	261,073	*	*	Neutral	Up
★ Child support cases with orders of support (%)	73.2%	76.7%	79.4%	79.8%	79.2%	80.0%	80.0%	Neutral	Up
Child support collected ($000,000)	$748.3	$762.1	$780.9	$763.9	$780.8	$784.4	$784.4	Neutral	Up
★ Support cases with active orders receiving current payments (%)	59.1%	59.7%	59.7%	59.8%	60.5%	⇧	⇧	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 target for shelter avoidance for all clients who received homelessness prevention services through its HomeBase contracts. The number of single adults who avoided entering shelter within the 12 months following receipt of services declined slightly by 3.1 percentage points between 2018 to 2019. The decline is attributable in part to increased HomeBase enrollment for singles, including aftercare referrals; however, this metric still exceeded target by more than 5 percentage points. Because housing options for single adults are more limited, diverting these individuals from entering shelter to housing in the community can be more challenging. The rates for adult families and families with children remained stable, exceeding target by more than 10 percentage points.

The number of requests at HRA's Rental Assistance Unit (RAU) locations for one-time, emergency rental assistance to prevent evictions decreased 0.3 percent during the period, and the percentage of Emergency Assistance Requests approved increased by 2.9 percentage points. In 2015, HRA took responsibility for contracts providing legal assistance to low-income tenants facing eviction in Housing Court, substantially increased funding for these services and established the Office of Civil Justice. In 2017 the City enacted the Universal Access to Counsel Law, the nation's first law to ensure access to legal services for every tenant facing eviction in court. Full implementation of the law is expected by Fiscal 2022. In Fiscal 2019, HRA assisted more households with legal services for City tenants in need, connecting 32,171 households with legal assistance, an increase of 27.9 percent compared to the prior year.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Clients successfully diverted at PATH from entering a homeless shelter (%)	NA	NA	13.4%	12.3%	13.0%	*	*	NA	*
★ Adults receiving preventive services who did not enter the shelter system (%)	93.8%	91.3%	92.6%	93.8%	90.7%	85.0%	85.0%	Neutral	Up
★ Adult families receiving preventive services who did not enter the shelter system (%)	94.2%	93.5%	95.4%	96.1%	95.9%	85.0%	85.0%	Neutral	Up
★ Families with children receiving preventive services who did not enter the shelter system (%)	94.1%	93.8%	94.1%	93.4%	93.0%	85.0%	85.0%	Neutral	Up
Rent Assistance Unit Emergency Assistance Requests Approved (%)	74.2%	67.6%	66.7%	75.1%	78.0%	*	*	Neutral	*
Requests for Emergency Assistance at the Rental Assistance Unit	65,138	82,306	79,624	77,605	77,342	*	*	Up	*
Low-income cases facing eviction and homelessness who were assisted with legal services in Housing Court	8,900	11,837	16,702	25,156	32,171	*	*	Up	*

★ 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. With the start of new rental assistance programs during Fiscal 2015, eligible families residing in an HRA emergency DV shelter who were awaiting a permanent housing placement were allowed to remain in shelter beyond the normal 180-day time limit set in State regulation. These longer lengths of stay limited the numbers of families found eligible for DV services at PATH who were then able to enter an HRA emergency shelter. Re-institution of the 180-day limit increased placements beginning in Fiscal 2018; placements in 2019 were affected by units that were off-line for necessary renovations. Families who cannot enter an emergency DV shelter are referred to a Department of Homeless Services shelter, where they also receive targeted services for domestic violence.

There was an increase of 24.6 percent in the number of clients receiving non-residential domestic violence services during Fiscal 2019. The increase was due to more comprehensive reporting beginning in calendar 2018 when HRA began requiring all providers to report new cases and legal/advice cases as well as ongoing cases in their monthly reports.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Eligible families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered HRA's domestic violence shelters (%)	48.6%	30.5%	30.4%	39.0%	37.0%	*	*	Down	*
Average number of families served per day in the domestic violence shelter program	786	803	841	827	828	*	*	Neutral	*
Number of domestic violence emergency beds (capacity)	2,228	2,282	2,378	2,467	2,467	*	*	Up	*
Domestic violence non-residential services programs average monthly caseload	NA	NA	1,818	1,618	2,016	*	*	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 a 2.4 percent increase in the number of referrals for Adult Protective Services (APS) during Fiscal 2019 compared to Fiscal 2018. In June 2019, the percentage of people visited within three working days of a referral for APS services increased by 0.9 percentage points compared to June 2018, and the percentage of assessment cases accepted or denied within 60 days increased by 0.4 percentage points. The number of APS cases eligible for services declined by 6.3 percent compared to the prior period as a result of increased case closures. These APS cases closed over the course of the year as a result of clients no longer requiring APS services.

The number of cases receiving home care services increased 13.7 percent driven overwhelmingly by an increase of over 24,000 Managed Long Term Care (MLTC) clients compared to the prior period. The enrollment of MLTC clients is managed exclusively by New York State Managed Care contractors.

In Fiscal 2019 the average number of days to initiate home attendant and housekeeper services for HRA clients, which excludes the State-administered MLTC caseload, was 20.0 days, three days sooner than it took in Fiscal 2018. HRA Personal Care billable hours increased by 4.7 percent because more clients with immediate needs applied through HRA for Medicaid rather than through the New York State broker for Managed Care Home Care Services. Once the cases are opened, their billable hours are attributed to HRA until they are transitioned to MLTC within 60 to 90 days.

During Fiscal 2019, the number of individuals who received HIV/AIDS Services Administration (HASA) services decreased by 1.2 percent, reversing a trend that began in 2016 with the implementation of a policy that expanded access to HASA benefits to asymptomatic income-eligible clients (HASA expansion cases). The time taken to conduct the application review for ongoing enhanced housing benefits remained the same in Fiscal 2019 as in Fiscal 2018, and within the eight-day target. While the percentage of HASA clients receiving housing assistance increased by two percentage points, the time to issue enhanced housing benefits to eligible clients increased to 19.7 days, two days longer than in Fiscal 2018. HRA is working to address this issue by deploying staff to focus on case processing.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Adult Protective Services (APS) assessment cases	3,905	4,041	4,258	4,863	5,241	*	*	Up	*
★ Individuals referred to an APS field office visited within three working days (%)	94.3%	95.1%	95.0%	95.3%	96.2%	85.0%	85.0%	Neutral	Up
APS assessment cases accepted or denied for undercare within State-mandated 60 days (%)	88.8%	94.3%	95.3%	96.1%	96.5%	*	*	Neutral	Up
★ APS cases eligible for services	6,107	6,847	7,346	7,407	6,942	*	*	Up	*
Total referrals received for APS	24,203	25,614	27,860	30,252	30,974	*	*	Up	*
★ Personal care services - average weekly billable hours	43.6	43.6	46.1	50.5	52.8	*	*	Up	*
★ Serious personal care complaints resolved in 24 hours (%)	100.0%	100.0%	97.0%	94.0%	93.0%	100.0%	100.0%	Neutral	Up
★ Average days to initiate home attendant and housekeeper services for all cases	24.6	20.4	20.0	23.0	20.0	30.0	30.0	Down	Down
Cases receiving home care services	122,173	136,367	155,504	176,681	200,927	*	*	Up	*
New applicants for HIV/AIDS Services Administration (HASA) services	5,033	5,045	6,862	6,102	5,730	*	*	Up	*
★ Individuals receiving HASA services	32,110	31,693	33,526	34,476	34,063	*	*	Neutral	*
HASA clients receiving housing assistance (%)	84.7%	84.3%	80.6%	81.8%	83.6%	*	*	Neutral	*
★ Average number of days from submission of a completed application to approval or denial of enhanced housing benefits to keep HASA clients in stable housing	7.6	7.0	6.9	7.6	7.6	8.0	8.0	Neutral	Down
★ Average number of days from submission of a completed application to issuance of enhanced housing benefits to HASA clients	14.2	16.3	16.8	17.7	19.7	15.5	15.5	Up	Down
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

AGENCY-WIDE MANAGEMENT

Recoveries and Cost Avoidance In Fiscal 2019, HRA continued to focus on maintaining the integrity of the benefit programs it oversees and ensuring that funds are collected appropriately through its Investigation, Revenue and Enforcement Administration (IREA). Efforts include investigation of provider 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. HRA continues to pursue Medicaid investigations under agreement with the New York State even with the State takeover of most Medicaid administration and the enrollment of most new Medicaid clients through the State Exchange. Medicaid recoveries and cost avoidance amounts declined 36 percent from Fiscal 2018 to Fiscal 2019. However, amounts recovered in Fiscal 2019 were higher than those recovered in prior years other than Fiscal 2018. The Fiscal 2018 recovery amount was exceptionally high due to a number of large provider fraud cases that year.

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. Because of reforms, including improvements to the conciliation and other pre-hearing processes, the number of fair hearings requested declined by 4.0 percent between fiscal years 2018 and 2019 with an overall decrease of 30.9 percent since Fiscal 2015 and a decline of 47 percent since the beginning of the Administration. Of the hearings that were held and determinations made in Fiscal 2019, 15.6 percent resulted in HRA's decisions being upheld, an increase of 2.7 percentage points from the prior fiscal year. Ongoing reforms are expected to continue to reduce the number of fair hearings requested, as well as increase the number of disputed issues 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 2019, IDNYC issued 124,466 cards, with more than 1.4 million cards issued since the program's inception.

Motor Vehicle Collisions As of June 2019, HRA has 203 vehicles in its fleet and 544 authorized drivers. During Fiscal 2019, there were three fewer motor vehicle incident reports filed by HRA drivers compared to Fiscal 2018. To reduce collisions that occur while vehicles are driven, defensive driver classes are available 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 2019, 152 Workers' Compensation Reports were filed due to workplace injuries, 10.6 percent fewer than the 170 reports filed in Fiscal 2018. These results show a steady decrease from the 203 reports filed in Fiscal 2011. HRA conducts annual workshops on workplace safety with a strong emphasis placed on how to reduce workplace violence.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Medicaid recoveries and cost avoidance for fraud, waste & abuse ($000,000)	$186.26	$162.38	$187.39	$395.67	$252.27	⇧	⇧	Up	Up
Cash assistance recoveries and cost avoidance for fraud, waste and abuse ($000,000)	$182.7	$171.0	$191.4	$211.8	$207.3	*	*	Up	Up
Supplemental Nutritional Assistance Program (SNAP) cost avoidance for fraud and abuse ($000,000)	$30.0	$28.5	$29.3	$34.9	$38.0	*	*	Up	Up
Fair hearings requested	328,469	285,165	247,253	236,156	226,822	*	*	Down	*
Fair hearings upheld (%)	5.2%	7.9%	9.6%	19.9%	24.4%	*	*	Up	Up
IDNYC - number of applications processed	366,473	545,184	245,610	159,109	132,422	*	*	Down	*
IDNYC - total number of cards issued	334,794	544,083	238,737	153,945	124,466	*	*	Down	*
IDNYC application timeliness (%)	95.4%	99.0%	99.0%	99.4%	99.6%	*	*	Neutral	Up
Billed revenue as a percentage of budgeted revenue (%)	74.2%	74.5%	72.0%	68.4%	67.6%	*	*	Down	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 (%)	71.0%	82.3%	80.7%	81.3%	76.9%	*	*	Neutral	Up
Collisions involving City vehicles	43	51	34	43	40	*	*	Down	Down
Workplace injuries reported	170	172	176	170	152	*	*	Neutral	Down
Applications filed with the United States Citizenship and Immigration Services	1,548	1,415	2,477	3,496	3,624	*	*	Up	*

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

AGENCY CUSTOMER SERVICE

Completed requests for interpretation decreased by 6.4 percent primarily due to fewer people applying for Medicaid through HRA, due to the State administrative takeover and because of the increased use of the online application for SNAP benefits. The average time to wait to speak to a customer service agent in person improved by 5.6 percent in Fiscal 2019, compared to Fiscal 2018 and the percentage of telephone calls answered within 30 seconds or less increased by over one percentage point during Fiscal 2019. Ongoing technology improvements through HRA's Benefits Re-engineering initiative have increased telephonic voice response options and allow clients to access more information through on-line accounts.

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Completed requests for interpretation	909,712	989,229	1,264,815	1,232,975	1,154,534	*	*	Up	*
Letters responded to in 14 days (%)	80.5%	86.9%	93.6%	91.2%	95.4%	90%	90%	Up	Up
E-mails responded to in 14 days (%)	93.5%	92.9%	93.2%	96.1%	96.4%	90%	90%	Neutral	Up
Average customer in-person wait time (minutes)	42.2	34.8	34.1	34.1	32.2	60.0	60.0	Down	Down
CORE facility rating	90	86	86	92	NA	80	80	NA	Up
Calls answered in 30 seconds (%)	65.8%	79.7%	84.1%	58%	59.1%	80%	80%	Down	Up
Customer satisfaction rating for Public Health Insurance Program services "good" or "excellent" (%)	92.0%	93.0%	93.0%	94.0%	94.0%	*	*	Neutral	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$9,771.2	$9,398.0	$9,563.4	$9,904.0	$10,200.6	$10,144.1	$10,257.0	Neutral
Revenues ($000,000)	$50.0	$54.8	$57.8	$55.7	$62.7	$42.6	$42.6	Up
Personnel	13,690	13,401	13,336	13,004	12,678	14,690	14,517	Neutral
Overtime paid ($000,000)	$25.3	$30.4	$36.5	$35.6	$15.9	$15.9	$15.9	Down
Capital commitments ($000,000)	$88.6	$20.0	$44.7	$57.6	$44.0	$86.2	$150.4	Down
Human services contract budget ($000,000)	$454.2	$455.8	$486.8	$566.5	$709.9	$692.1	$741.3	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$804.6	$865.6	
201 - Administration	$335.3	$334.3	All
203 - Public Assistance	$283.3	$300.6	1a, 1b, 2a, 2b, 2c, 3a
204 - Medical Assistance	$72.2	$103.4	1c, 2b, 4a
205 - Adult Services	$113.7	$127.4	1c, 2a, 2b, 2c, 3a, 3b, 4a
Other Than Personal Services - Total	$9,099.4	$9,334.9	
101 - Administration	$289.3	$326.8	All
103 - Public Assistance	$2,345.5	$2,483.4	1a, 1b, 2a, 2b, 2c, 3a
104 - Medical Assistance	$5,959.6	$5,949.3	1c, 2b, 4a
105 - Adult Services	$384.4	$417.7	1c, 2a, 2b, 2c, 3a, 3b, 4a
107 - Legal Services	$120.6	$157.7	All
Agency Total	$9,904.0	$10,200.6	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.
[2] City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds.   [3]Refer to agency goals listed at front of chapter.
"NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- HRA adjusted all three shelter diversion indicators, 'Adults/Adult families/Families with children receiving preventive services who did not enter the shelter system (%)' in Fiscal 2019 and revised data for prior years to more precisely capture case data, including family composition status at the time of HomeBase enrollment.

- The indicator 'Total WeCARE cases' has been renamed 'Total WeCARE recipients' to accurately label the data that has been and is being collected.

- Fiscal 2019 data for CORE (Customers Observing and Reporting Experiences) facility ratings are not available. CORE inspections will be conducted in the fall and winter of Calendar 2019 and the results will appear in the Fiscal 2020 Mayor's Management Report.

ADDITIONAL RESOURCES

For additional agency performance statistics, please visit:

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

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

ADMINISTRATION FOR CHILDREN'S SERVICES David Hansell, Commissioner
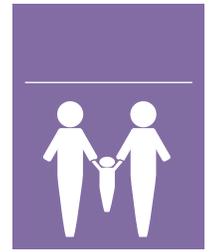
WHAT WE DO

The Administration for Children's Services (ACS) is responsible for protecting the safety and promoting the well-being of New York City's children and strengthening their families by providing child welfare, juvenile justice, child care and early education services. In child welfare, ACS contracts with 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 over 55,000 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 2019

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 number of investigations conducted in response to reports of suspected child abuse and/or neglect continued the downward trend that began in Fiscal 2018. The number of investigations in Fiscal 2019 declined five percent compared to Fiscal 2018 from 59,166 to 56,284. The percentage of investigations where child protective caseworkers found some credible evidence of abuse or neglect fell 0.5 percentage points from 38.0 percent to 37.5 percent. The percentage of children in investigations that found some credible evidence of abuse or neglect with repeat investigations that also found some credible evidence within a year declined from 18.3 percent to 17.7 percent. While this is an improvement, the rate remains above the Fiscal 2019 target of 14 percent. To address this, ACS is providing ongoing training of child protection staff, strengthening policies and protocols to support a multidisciplinary approach to working with high-risk families and introducing new technology, which affords opportunities to review case histories and access other systems while in the field and promotes improved contacts with families and casework supervision.

The average child protective caseload declined to 10.5 cases per caseworker, well below the nationally recommended standard of 12. ACS continues hiring in advance of attrition so that there is minimal wait time to fill vacancies in investigative units. ACS has also added supports to increase staff retention and new tools and processes to assist timely and appropriate closing of cases.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Number of State Central Register consolidated investigations	54,926	55,337	59,329	59,166	56,284	*	*	Neutral	*
★ Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Register (%)	98.8%	98.6%	98.2%	97.5%	97.8%	100.0%	100.0%	Neutral	Up
Investigations that found credible evidence of abuse or neglect (%)	38.7%	36.1%	40.0%	38.0%	37.5%	*	*	Neutral	*
Children in complete investigations with repeat investigations within a year (%)	24.4%	23.8%	23.9%	25.5%	25.3%	*	*	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)	17.2%	16.8%	18.1%	18.3%	17.7%	14.0%	16.0%	Neutral	Down
★ Average child protective specialist caseload	10.5	10.6	12.4	12.5	10.5	12.0	12.0	Neutral	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 child welfare prevention services continued the upward trend that began in Fiscal 2018. The number of families entering child welfare prevention services rose four percent from 9,608 in Fiscal 2018 to 9,961 in Fiscal 2019. The daily average number of children receiving child welfare prevention services also increased three percent from 24,481 to 25,296 and the number of children who received services during the year rose four percent from 43,874 to 45,468. Improvements to program capacity, staffing and utilization contributed to these trends.

There was, however, a six percent decline in the number of families entering specialized teen child welfare prevention services from 1,175 in Fiscal 2018 to 1,099 in Fiscal 2019. Over the past year, specialized teen programs continued to see an increase in staff turn-over, decreasing program capacity. In Fiscal 2019, ACS provided new funding to prevention providers to address staff vacancies and strengthen staff recruitment and retention efforts. New professional development and on-boarding curriculums are also being developed and rolled out in Fiscal 2020 to help prepare and support newly hired staff at these prevention programs.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Families entering child welfare prevention services	11,015	10,540	9,240	9,608	9,961	11,000	11,000	Down	Up
Families entering child welfare specialized teen prevention services	1,570	1,463	1,136	1,175	1,099	*	*	Down	Up
Children receiving child welfare prevention services (daily average)	24,604	23,986	23,870	24,481	25,296	*	*	Neutral	Up
Children who received child welfare prevention services during the year (annual total)	47,001	46,207	43,157	43,874	45,468	*	*	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.

The number of children entering foster care continued to decline. Foster care placements fell by 8.6 percent from 4,080 in Fiscal 2018 to 3,729 in Fiscal 2019. Similarly, the average number of children in foster care declined 4.7 percent from 8,732 to 8,322. In addition, the number of days all children spent in foster care declined by 6.0 percent. ACS has achieved this through continued investment in prevention services, successfully keeping children safely out of foster care and implementing focused strategies to improve provider capacity and permanency outcomes for children and youth in foster care. A recent independent evaluation found that caseload reductions implemented in the foster care system starting in 2014 resulted in a nine percent improvement in the rate at which children exit foster care, as well as a reduction in the total number of days in care.
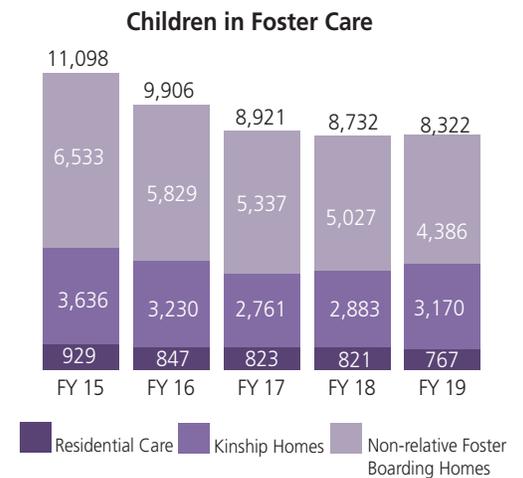
ACS prioritizes foster care placements with kin. The proportion of all children in foster care who are living in kinship care increased from 33.0 percent in Fiscal 2018 to 38.0 percent in Fiscal 2019. One result of the greater focus on kin placements has been a reduction in the number of children placed in their community of origin, which decreased seven percentage points in Fiscal 2019.

Children in Foster Care

	FY 15	FY 16	FY 17	FY 18	FY 19
Total	11,098	9,906	8,921	8,732	8,322
Non-relative Foster Boarding Homes	6,533	5,829	5,337	5,027	4,386
Kinship Homes	3,636	3,230	2,761	2,883	3,170
Residential Care	929	847	823	821	767

The number of children for whom a child protective investigation found some credible evidence that maltreatment by foster parents may have occurred increased from 7.5 incidents per 100,000 care days in Fiscal 2018 to 9.9 in Fiscal 2019. During this period the number of foster homes with an investigation that found some credible evidence of maltreatment declined 10 percent from Fiscal 2018 to Fiscal 2019, but the overall rate per 100,000 care days increased because children spent fewer days in care overall. During Fiscal 2019, the vast majority, 98.2 percent, of all active foster homes had no investigations that found credible evidence of abuse or neglect. However, ACS takes every allegation of maltreatment in foster care extremely seriously. Each allegation is fully investigated by the Division of Child Protection to make certain that children are safe in the home. When ACS identifies concerns with safety performance by one of its provider agencies, ACS mandates a safety improvement plan; the failure of an agency to improve leads directly to heightened monitoring or corrective action status.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
All children entering foster care (preliminary)	4,233	3,657	4,088	4,080	3,729	*	*	Neutral	*
★ Children placed in foster care in their community	36.9%	36.3%	36.6%	36.2%	28.9%	36.0%	36.0%	Down	Up
★ Children in foster care (average)	11,098	9,906	8,921	8,732	8,322	⇩	⇩	Down	Down
– Children in foster kinship homes	3,636	3,230	2,761	2,883	3,170	*	*	Down	*

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
– Children in nonrelative foster boarding homes	6,533	5,829	5,337	5,027	4,386	*	*	Down	Down
– Children in residential care	929	847	823	821	767	*	*	Down	Down
★ Children who re-enter foster care within a year of discharge to family (%)(preliminary)	9.1%	7.8%	6.2%	9.1%	9.8%	6.0%	7.0%	Up	Down
School Attendance Rate - Children in Foster Care (%)	82.5%	82.5%	82.2%	81.4%	81.9%	*	*	Neutral	Up
Total days all children spent in foster care	4,710,116	4,379,682	4,062,642	3,923,854	3,687,906	*	*	Down	Down
★ Number of moves in foster care per 1,000 care days	1.5	1.4	1.6	1.7	1.7	1.4	1.4	Up	Down
★ Children maltreated during family foster care placement per 100,000 care days	4.0	5.2	6.7	7.5	9.9	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 disruption and trauma by placing siblings together and identifying relatives or family friends 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 remained at 94 percent in Fiscal 2019. ACS has launched a highly successful initiative to increase its use of kinship foster care placement. The proportion of children entering foster care who ACS immediately places with kin grew from 34.1 percent in Fiscal 2018 to 40.4 percent in Fiscal 2019.

ACS continues to have more than 90 percent of foster children and youth in family-based rather than congregate placements. The average number of children in congregate, residential care dropped by 6.6 percent from 821 in Fiscal 2018 to 767 in Fiscal 2019 and comprises nine percent of the children in care.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Siblings placed simultaneously in the same foster home (%) (preliminary)	88.9%	91.4%	93.0%	94.1%	93.8%	*	*	Neutral	Up
★ Children entering foster care who are placed with relatives (%) (preliminary)	29.5%	27.4%	30.1%	34.1%	40.4%	30.0%	44.0%	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.

In Fiscal 2019, the percent of children who reunified within a year of entering foster care rose from 29.9 to 32.5 percent. ACS continues to implement a range of strategies to improve permanency outcomes for children in foster care. The strategies include reunification, kinship guardianship [KinGAP], or adoption.

The percent of children in care 12-23 months at the beginning of the fiscal year who were discharged to permanency increased from 24.4 to 24.7 percent. Among children who had been in care for 24 or more months at the beginning of the fiscal year, the percent discharged to permanency decreased slightly from 25.8 to 25.3 percent, but the number of children in care for two years or more decreased from 4,941 to 4,866 and is down 36 percent since five years ago. The number of children discharged from foster care as adults, without achieving permanency, decreased from 723 to 661.

Children discharged to permanency within a year of placement (%)

FY 15	FY 16	FY 17	FY 18	FY 19
30.9%	32.0%	31.8%	29.9%	32.5%
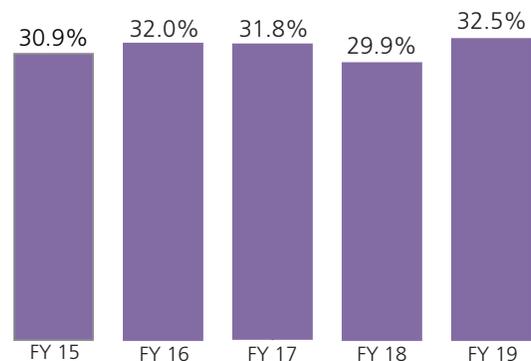
In Fiscal 2019, the number of children reunified with their families dropped by 9.5 percent, corresponding to the declining number of children entering foster care and the smaller foster care census. The rate of re-entry to care rose from 9.1 percent in Fiscal 2018 to 9.8 percent. Fiscal 2019 was the first year of a new effort to provide foster care agencies with additional resources and funding to support safe reunification and trial discharges.

Reflecting an intensive focus on achieving permanency through kinship guardianship, the number of children exiting foster care to KinGAP increased by 23 percent from 306 children during Fiscal 2018 to 377 children during Fiscal 2019. As the foster care population continues to decline and more children achieve permanency through kinship guardianship, fewer children in care achieve permanency through adoption. There was a 14 percent drop in the number of children eligible for adoption and an 18 percent decrease in the number of adoptions from 901 in Fiscal 2018 to 740 in Fiscal 2019.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Children discharged to permanency within a year of placement (%)	30.9%	32.0%	31.8%	29.9%	32.5%	35.0%	35.0%	Neutral	Up
★ Children in care 12-23 months discharged to permanency (%)	20.1%	24.4%	24.9%	24.4%	24.7%	27.0%	27.0%	Up	Up
★ Children in care 24 or more months discharged to permanency (%)	23.2%	24.9%	24.8%	25.8%	25.3%	27.0%	27.0%	Neutral	Up
Children adopted	990	1,061	899	901	740	*	*	Down	*
Children eligible for adoption (average)	1,092	1,053	904	708	609	*	*	Down	*
Kinship Guardianship Assistance discharges	283	343	384	306	377	*	*	Up	Up
Children returned to parents (reunifications)	2,615	2,676	2,289	2,480	2,244	*	*	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.

Driven by increasing availability of publicly financed services, such as 3K and Pre-K provided at no cost by the Department of Education, Early Learn NYC utilization continued to decline in Fiscal 2019. Contract enrollment fell six percent from 29,656 in Fiscal 2018 to 27,781 in Fiscal 2019, and average center-based enrollment declined seven percent from 22,110 to 20,644. Center-based childcare utilization declined to 73.3 percent and family child care utilization fell to 83.0 percent.

Child care voucher enrollment declined two percent. Voucher enrollment for family child care rose 12 percent to 29,576, but vouchers for center-based child care went down six percent to 26,607 and vouchers for informal (home-based) child care fell 21 percent to 9,424. Mandated voucher enrollment declined 11 percent. The largest mandated populations, which have remained stable, are children whose parents are working or in work activities and receiving cash assistance and those transitioning from cash assistance. Vouchers for other eligible children increased 27 percent. This increase was driven by two factors: a substantial investment in vouchers for low-income, non-mandated, children in Fiscal 2019; and an increase in the number of children in ACS child welfare cases accessing child care. All families in child welfare cases accessing subsidized child care are required to enroll with child care providers known to ACS rather than informal providers. The increase in children with child welfare cases accessing subsidized child care contributed to the increase use of vouchers for licensed family child care programs and the decrease in voucher enrollment in informal/non-licensed settings.

The number of reports of suspected abuse and/or neglect for children in child care programs declined two percent from 726 in Fiscal 2018 to 709 in Fiscal 2019. Child Care investigations include alleged abuse or maltreatment of children perpetrated by someone who cares for children in a setting that is not the child's familial home and that requires state or local government approval and is subject to state laws, regulations and oversight. This includes, but is not limited to, ACS Early Care and Education programs. During this period, the percent of investigations for children in child care that found some credible evidence of abuse or neglect rose 2.5 percentage points to 16.6 percent.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Average EarlyLearn contract enrollment	30,079	30,671	30,117	29,656	27,781	31,300	31,300	Neutral	Up
★ EarlyLearn - Average center-based enrollment	23,077	23,396	22,663	22,110	20,644	23,800	23,800	Down	Up
★ EarlyLearn - Average family child care enrollment	7,002	7,275	7,454	7,545	7,137	7,500	7,500	Neutral	Up
★ Average EarlyLearn Utilization (%)	81.8%	83.4%	81.9%	80.7%	75.6%	85.0%	85.0%	Neutral	Up
★ Average EarlyLearn Utilization - Center-based (%)	82.0%	83.1%	80.5%	78.5%	73.3%	85.0%	85.0%	Down	Up
★ Average EarlyLearn Utilization - Family child care (%)	81.4%	84.6%	86.7%	87.7%	83.0%	85.0%	85.0%	Neutral	Up
Average child care voucher enrollment	66,801	67,527	66,968	66,682	65,607	*	*	Neutral	*
★ Average mandated children voucher enrollment	55,000	54,761	53,723	50,937	45,569	*	*	Down	*
★ Average other eligible children voucher enrollment	11,801	12,659	13,245	15,745	20,038	*	*	Up	*
★ Average center-based child care voucher enrollment	27,052	27,132	27,864	28,380	26,607	*	*	Neutral	*
★ Average family child care voucher enrollment	22,177	24,119	24,786	26,469	29,576	*	*	Up	*
★ Average informal (home-based) child care voucher enrollment	17,572	15,976	14,318	11,872	9,424	*	*	Down	*
EarlyLearn - Fiscal year spending per child based on average enrollment in Contract Family Child Care	$8,577	$8,715	$9,072	$8,826	$9,006	*	*	Neutral	*
EarlyLearn - Budget per slot in contract family child care	$9,347	$9,522	$9,537	$10,191	$10,107	*	*	Neutral	*
EarlyLearn - Fiscal Year Spending per Child based on Average Enrollment in Contract Centers	$15,598	$16,754	$19,755	$19,261	$21,282	*	*	Up	*
Fiscal year spending per child - Center-based child care vouchers	$8,936	$9,280	$9,149	$8,646	$8,726	*	*	Neutral	*
Fiscal year spending per child - Family child care vouchers	$7,575	$7,659	$8,322	$7,740	$7,823	*	*	Neutral	*
Fiscal year spending per child - Legally exempt (informal child care) vouchers	$4,119	$4,140	$4,234	$4,327	$4,379	*	*	Neutral	*
Abuse and/or neglect reports for children in child care	492	584	621	726	709	*	*	Up	*
Investigations for children in care that found credible evidence of abuse or neglect (%)	27.6%	15.1%	16.4%	14.1%	16.6%	*	*	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.

While the juvenile detention system expanded to include 16-year-old youths in the first phase of Raise the Age in October 2018, the longstanding trend in population reduction continued. In Fiscal 2019 the average daily population in ACS secure and non-secure detention declined 17 percent to 70.5. This reduction was driven by a 17 percent decrease in admissions from 1,754 to 1,449 and a decline in the average length of stay from 19 to 17 days.

The youth on youth assault and altercation with injury rate per 100 average daily population decreased from 0.32 to 0.29, but the youth on staff assault with injury rate rose from 0.07 to 0.30. The child abuse allegation rate went up from 0.15 to 0.28, but the number substantiated allegations of abuse or neglect remained stable at nine. The increase in child abuse allegations is primarily the result of increased youth access to call in allegations anonymously from telephones on their living units. The increase in the youth on staff assault rate is attributable to the consolidation of the juvenile delinquent, juvenile offender and adolescent offender populations into the Crossroads Juvenile Center during the implementation of the Raise the Age law. The challenges of managing diverse populations in one facility will be relieved as staff adjust to managing the new populations in one space and youth adjust to the new setting. ACS resumes control of the Horizon Juvenile Center from the Department of Correction in 2020. In addition, ACS is incorporating a new behavior management system (STRIVE), which, along with the use of evidence-based systems of care, is expected to lead to reductions in such assaults.

The weapon recovery rate per 100 average daily population in detention increased from 0.07 in Fiscal 2018 to 0.09 in Fiscal 2019. The illegal substance/prescription or over-the-counter medication recovery rate increased from 0.06 in Fiscal 2018 to 0.09 in 2019. These increases are attributable to increased supervision and a greater number of staff available to identify and recover contraband.

During Fiscal 2019, the non-secure detention abscond rate fell to 0.02 per 100 average daily population from 0.04 in Fiscal 2018. This reduction was the result of strengthening the facility orientation process for youth, increased communication between shifts to ensure that staff are monitoring residents effectively and improvements in training of new staff.

Consistent with the decline in admissions to detention and buttressed by the availability of alternatives to placement and collaboration between ACS and the Department of Probation, the number of young people entering Close to Home placement fell 39 percent from 136 in Fiscal 2018 to 82 in Fiscal 2019. The average number of youth in Close to Home placement fell 30 percent from 139 to 97. Releases to Close to Home aftercare declined 19 percent from 151 to 122.

The Close to Home absent without consent rate remained at 0.2 per 100 care days in Fiscal 2018 and Fiscal 2019. There was an increase in the youth on staff assault with injury rate from 0.06 to 0.09. To address this ACS has implemented case planning improvements which promote focus on the individualized needs of young people and ongoing monitoring and support for providers to support the needs of an older and more complex population.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Total admissions to detention	2,755	2,528	2,126	1,754	1,449	⇩	⇩	Down	Down
★ Average daily population (ADP), detention	169.9	156.6	119.4	84.9	70.5	⇩	⇩	Down	Down
Secure detention - ADP	94.7	91.7	69.9	49.6	44.9	*	*	Down	Down
Non-secure detention - ADP	74.4	64.9	49.6	35.3	25.6	*	*	Down	Down
★ Average length of stay, detention (days)	23	21	24	19	17	⇩	⇩	Down	Down
★ Escapes from secure detention	0	0	0	0	0	0	0	Neutral	Down
★ Abscond rate in non-secure detention (average per 100 total ADP in non-secure)	0.05	0.03	0.08	0.04	0.02	0.05	0.04	Down	Down
★ Youth on youth assaults and altercations with injury rate (per 100 total ADP), detention	0.30	0.39	0.38	0.32	0.29	0.35	0.35	Down	Down
★ Youth on staff assault w/injury rate (per 100 total ADP), detention	0.05	0.08	0.11	0.07	0.30	0.15	0.15	Up	Down
★ Weapon recovery rate (average per 100 total ADP), detention	0.08	0.07	0.06	0.07	0.09	⇩	⇩	Up	Down
★ Illegal substance/prescription or OTC medication recovery rate (average per 100 total ADP), detention	0.09	0.07	0.06	0.06	0.09	⇩	⇩	Neutral	Down
★ Child abuse and/or neglect allegation rate (internal) (average per 100 total ADP), detention	0.15	0.11	0.14	0.15	0.28	0.10	0.10	Up	Down
Investigations for children in detention that found credible evidence of abuse or neglect	27	17	18	9	9	*	*	Down	Down
★ Average daily cost per youth per day, detention ($)	$1,065	$1,431	$1,684	$1,688	$1,651	*	*	Up	*
Admissions to Close to Home placement	258	238	227	136	82	*	*	Down	Down
★ Number in Close to Home placement	176	151	156	139	97	⇩	⇩	Down	Down
★ Number in Close to Home aftercare (average)	122	121	97	69	54	*	*	Down	*
Absent without consent (AWOC) rate, Close to Home placement	0.4	0.3	0.3	0.2	0.2	0.4	0.3	Down	Down
Discharges from Close to Home placement (dispositional order complete)	260.0	227.0	182.0	173.0	115.0	*	*	Down	*
Releases from Close to Home placement to aftercare	283	201	194	151	122	*	*	Down	Down
Youth on staff assault with injury rate, Close to home placement	0.05	0.07	0.13	0.06	0.09	0.05	0.05	Up	Down
Youth on youth assault with injury rate, Close to home placement	0.12	0.10	0.13	0.13	0.13	0.09	0.09	Up	Down

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

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

All youth receive mental health screening for acute psychiatric needs within one hour of their admission, so that highest needs youth are identified and referred to urgent mental health services. In Fiscal 2019 the percent of youth who received general mental health screening or services while in detention declined 2.4 points from 76.2 percent to 73.8 percent. Almost half of the youth admitted to detention are released within a day. As a result, the mental health team is not always able to make contact.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Youth who received mental health screening or services while in detention (%)	NA	NA	NA	76.2%	73.8%	⇧	⇧	NA	Up
★ 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 ($)	$80	$121	$163	$241	$171	*	*	Up	*

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

<div style="background:#8a7aa8;color:#fff;">Goal 3c</div> Provide services to prevent youth from returning to the juvenile justice system.

The percent of youth admitted to detention with previous detention admissions remained stable at almost 59 percent in Fiscal 2019.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Youth admitted to detention with previous admission(s) to detention (%)	63.3%	61.0%	64.0%	58.5%	58.7%	*	*	Neutral	*

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Collisions involving City vehicles	46	34	30	33	16	*	*	Down	Down
Workplace injuries reported	184	226	214	215	288	*	*	Up	Down

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Completed requests for interpretation	79,347	87,775	94,860	135,252	113,959	*	*	Up	*
Letters responded to in 14 days (%)	85.4%	97.1%	88.4%	80.9%	75.0%	*	*	Down	Up
E-mails responded to in 14 days (%)	89.7%	97.8%	97.3%	82.8%	80.4%	*	*	Down	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$2,826.7	$2,875.1	$2,974.1	$2,976.8	$3,297.3	$3,256.4	$2,690.4	Up
Revenues ($000,000)	$3.9	$7.2	$8.5	$9.5	$10.7	$3.4	$3.4	Up
Personnel	5,972	6,000	6,362	6,629	7,148	7,223	7,272	Up
Overtime paid ($000,000)	$30.1	$33.9	$49.1	$61.1	$17.2	$17.2	$17.0	Neutral
Capital commitments ($000,000)	$5.8	$10.2	$10.0	$111.7	$31.1	$132.9	$153.4	Up
Human services contract budget ($000,000)	$1,647.8	$1,710.3	$1,742.9	$1,729.6	$1,898.8	$1,900.1	$1,396.1	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$500.0	$544.7	
001 - Child Welfare	$349.8	$371.1	1a, 1b, 1c, 1d, 1e, 2a
003 - Head Start/Day Care	$18.7	$19.1	2a
005 - Administration	$97.3	$102.3	All
007 - Juvenile Justice	$34.2	$52.2	3a, 3b, 3c
Other Than Personal Services - Total	$2,476.7	$2,752.7	
002 - Other Than Personal Services	$85.4	$97.0	All
004 - Head Start/Day Care	$1,038.3	$1,142.6	2a
006 - Child Welfare	$1,220.6	$1,337.2	1a, 1b, 1c, 1d, 1e
008 - Juvenile Justice	$132.4	$175.9	3a, 3b, 3c
Agency Total	$2,976.8	$3,297.3	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.   [2] City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- ACS has replaced the mental health services indicators 'In-care youth who were referred for mental health services, detention (%)' and 'In-Care Youth who received mental health services (%)' with the indicator 'Youth who received mental health screening or services while in detention (%)' to reflect the program's service model.

- ACS revised Fiscal 2020 targets for the indicator 'Children in substantiated investigations with repeat substantiated investigations within a year' to a more achievable level consistent with historical results and ACS' goal of responding quickly to every allegation of abuse and neglect with thorough assessments of safety and risk.

- ACS revised Fiscal 2020 targets for the following indicators: 'Children entering foster care who are placed with relatives,' 'Children who re-enter foster care within a year of discharge to a family,' 'Abscond rate in non-secure detention (average per 100 total ADP in non-secure)' and 'AWOL rate, Close to Home.'

- ACS revised the desired direction of the indicator 'Children adopted' to reflect the declining foster care population and resulting decline in the number of children who can be adopted.

- Fiscal 2018 data for the indicator 'Investigations for children in detention that found credible evidence of abuse or neglect' was revised to reflect current figures.

ADDITIONAL RESOURCES

For additional information go to:

- Statistics:
  http://www1.nyc.gov/site/acs/about/data-policy.page

- Monthly flash report:
  http://www1.nyc.gov/assets/acs/pdf/data-analysis/2016/FlashIndicatorAugust2016.pdf

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

DEPARTMENT OF HOMELESS SERVICES

Steven Banks, Commissioner
Joslyn Carter, Administrator

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, greater street outreach through HOME-STAT, a program to engage unsheltered homeless individuals and connect them to support services, enhancement of shelter services and security. "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 19-year old "cluster" apartment program.

Learn more about how DHS is turning the tide on homelessness, neighborhood by neighborhood at nyc.gov/tide.

OUR SERVICES AND GOALS

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

Goal 1a Ensure that individuals and families have access to emergency shelter and are immediately connected to appropriate mainstream resources.

Goal 1b Ensure that all temporary shelters for homeless individuals and families are clean, safe and well-run.

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

Goal 2a Facilitate exits and minimize clients' length of stay in shelters.

Goal 2b Minimize re-entries into the shelter services system.

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

Goal 3a Reduce the number of unsheltered homeless individuals.

HOW WE PERFORMED IN FISCAL 2019

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 2019, the number of adult families and families with children entering the DHS shelter system decreased by 2.5 percent and 1.5 percent, respectively. The decline in family shelter entrants can be attributed in part to a more than ten-fold increase in legal services funding and a resultant decline in evictions, as well as increases in subsidized housing placements. Subsidized placements, including rental assistance programs that began in Fiscal 2015, also reduced the likelihood of families returning to shelter. Fewer entrants and increased placements led to a stabilization of the average number of families in shelter per day compared to the previous period.

The number of single adults entering shelter decreased slightly from 21,177 in Fiscal 2018 to 21,122 in Fiscal 2019. The average number of adults in shelter per day increased by 8.4 percent, a rate similar to the previous three years. This increase is driven by the lack of affordable and supportive housing, and discharges from other institutions including correctional and mental health facilities. DHS continues to work with multiple City agencies to enhance re-entry services to prevent and reduce shelter entry. The Administration's commitment to providing 15,000 new units of supportive housing is also intended to help address this need.

In Fiscal 2019, 52.9 percent of families with children entering shelter received an initial placement according to the youngest school-aged child's school address, a 3.1 percentage point increase compared to Fiscal 2018. For Fiscal 2019, DHS has introduced a new metric measuring DHS' efforts to offer school proximity placements for families after they enter shelter that are not already in their borough of choice. In Fiscal 2019, 75.9 percent of families with children in shelter resided in the borough of their youngest child's school.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Average number of adult families in shelters per day	2,110	2,212	2,461	2,475	2,510	⇩	⇩	Up	Down
★ Average number of families with children in shelters per day	11,819	12,089	12,818	12,619	12,415	⇩	⇩	Neutral	Down
★ Average number of single adults in shelters per day	11,330	12,727	13,626	14,847	16,094	⇩	⇩	Up	Down
★ Adult families entering the DHS shelter services system	1,385	1,476	1,583	1,469	1,433	⇩	⇩	Neutral	Down
★ Families with children entering the DHS shelter services system	12,671	13,311	12,595	12,151	11,965	⇩	⇩	Neutral	Down
★ Single adults entering the DHS shelter services system	18,091	19,139	19,800	21,177	21,122	⇩	⇩	Up	Down
Families with children receiving public assistance (average) (%)	85.4%	81.6%	81.5%	80.9%	80.3%	85.0%	85.0%	Neutral	*
Average school attendance rate for children in the DHS shelter services system (%)	83.9%	82.0%	82.7%	82.3%	83.9%	*	*	Neutral	Up
Families initially placed in shelter in the borough of their youngest school-aged child's school address (%)	52.8%	51.8%	48.9%	49.8%	52.9%	85.0%	85.0%	Neutral	Up
Families in shelter living in the borough of their youngest child's school (%)	NA	NA	NA	NA	75.9%	*	*	NA	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 2019 the rate of serious incidents in the families with children, single adult and adult family shelter systems per 1,000 residents were 20.6, 10.5 and 5.6, respectively. The rate of violent serious incidents in the single adult shelter system increased to two from 1.6 per 1,000 residents in Fiscal 2018. In Fiscal 2019 the rate of violent serious incidents in the families with children shelter system increased to 0.8 from 0.3 per 1,000 residents in Fiscal 2018, while the rate in the adult family shelter system declined from 1.6 to 1.4 per 1,000 residents. Several factors, including recategorization of various incident types and on-going staff training with emphasis on accurate and timely reporting, impacted the rate of reported incidents

occurring in DHS shelters. In particular, in calendar 2018, DHS submitted a new shelter incident reporting protocol to the New York State Office of Temporary and Disability Assistance (OTDA) that modified DHS agency procedures and definitions for reporting incidents and standardized incident reporting across shelters to comply with State directives. A new unit within DHS was established in June 2018 to oversee the notification and response process between the DHS, OTDA and shelter providers. The new procedures include an updated glossary of incident types and categories, a streamlined Client Assistance and Re-housing Enterprise System (CARES) module and staff training. At the end of Fiscal 2018, certain incident types were reclassified by OTDA to be included in the violent incident category that were not previously included there. The impacts of these changes are reflected in the 2019 incident reports, which therefore cannot be compared to reports in previous fiscal years.

The daily average cost of shelter increased for all types in Fiscal 2019, as a result of planned reductions in the use of low-quality cluster sites with limited services and increases in the proportion of shelter capacity in new borough-based standard shelters. Standard shelter costs increased as the result of higher rent costs for these new borough-based facilities and program enhancements, including mental health and program services, standardized rates and cost of living adjustments for contract providers.

Completion rates for annual performance evaluations of not-for-profit contract vendors, increased by nearly 20 percentage points for Fiscal 2018, the most recent available period, due to the roll-out of a new citywide online procurement portal, which began in Fiscal 2019. The remaining evaluations are in process and will be completed by the end of Calendar 2019.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Adult shelter inspections with safety, maintenance or cleanliness deficiencies per 1,000 beds	0.01	0.00	0.00	0.00	0.00	⇩	⇩	Down	Down
★ Serious incidents in the adult shelter system, per 1,000 residents	NA	NA	NA	NA	20.6	⇩	⇩	NA	Down
Serious violent incidents in the adult shelter system, per 1,000 residents	NA	NA	1.6	1.6	2.0	*	*	NA	Down
★ Serious incidents in the adult family shelter system, per 1,000 residents	NA	NA	NA	NA	10.5	⇩	⇩	NA	Down
Serious violent incidents in the adult family shelter system, per 1,000 residents	NA	NA	1.6	1.6	1.4	*	*	NA	Down
★ Serious incidents in the families with children shelter system, per 1,000 residents	NA	NA	NA	NA	5.6	⇩	⇩	NA	Down
Serious violent incidents in the families with children shelter system, per 1,000 residents	NA	NA	0.6	0.3	0.8	*	*	NA	Down
Cost per day for shelter facilities - Single adult facilities ($) (annual)	$78.80	$94.57	$99.46	$117.43	$124.38	*	*	Up	*
Cost per day for shelter facilities - Family facilities ($) (annual)	$105.37	$120.22	$167.84	$187.46	$196.23	*	*	Up	*
– Adult families	$97.31	$110.69	$138.13	$147.49	$158.71	*	*	Up	*
– Families with children	$106.49	$121.40	$171.21	$192.10	$201.60	*	*	Up	*
Evaluations for human services contracts completed on time, as compared to the goal (%)	99.4%	97.5%	55.1%	74.0%	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 1.5 percent from 18,304 in Fiscal 2018 to 18,324 in Fiscal 2019. This overall growth in placements has been driven by increased exits to subsidized housing for all population groups. Single adults exiting to subsidized housing grew by 20.3 percent, adult families exiting to subsidized housing grew by 32.1 percent, and families with children exiting to subsidized housing increased by 6.6 percent compared to Fiscal 2018. Despite the growth in overall

housing placements, the average length of stay in shelter increased for each of the shelter subpopulations in Fiscal 2019. More shelter clients with multiple barriers to living independently in permanent housing are staying longer in shelter. Access to permanent supportive housing can provide a way out of shelter for these clients. The Mayor's commitment to provide 15,000 new supportive housing units and DSS' initiative, implemented in Calendar 2018, dedicated to fighting Source of Income discrimination and the investment of over $120 million in tenant legal services are all aimed at addressing these issues.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Single adults exiting to permanent housing	8,762	8,521	8,043	8,593	8,912	9,000	9,000	Neutral	Up
– subsidized	3,085	3,885	3,633	4,157	5,001	*	*	Up	Up
– unsubsidized	5,677	4,636	4,410	4,436	3,911	*	*	Down	Up
Adult families exiting to permanent housing	637	628	570	513	543	*	*	Down	Up
– subsidized	224	310	313	331	439	*	*	Up	Up
– unsubsidized	413	318	257	182	104	*	*	Down	Up
Families with children exiting to permanent housing	8,220	8,294	8,571	8,933	9,137	*	*	Up	Up
– subsidized	4,527	5,365	5,421	6,446	6,872	*	*	Up	Up
– unsubsidized	3,693	2,929	3,150	2,487	2,265	*	*	Down	Up
★ Average length of stay for single adults in shelter (days)	329	355	383	401	414	⇩	⇩	Up	Down
★ Average length of stay for adult families in shelter (days)	534	563	550	561	580	⇩	⇩	Neutral	Down
★ Average length of stay for families with children in shelter (days)	430	431	414	438	446	⇩	⇩	Neutral	Down

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

Goal 2b   Minimize re-entries into the shelter services system.

The increased volume of placements to subsidized housing is producing positive long-term outcomes for clients, with the overall return to shelter rates within one year declining by 2.4 percentage points for adult families and 1.3 percentage points for families with children compared to Fiscal 2018. For adult families and families with children the return rate for subsidized housing placements remain at or near one percent. The single adult return rate for subsidized housing placement continued to improve to the lowest level in the past six years at 6.5 percent in Fiscal 2019. The dramatic declines since 2015 in overall return rates for all groups can be attributed to the implementation of new rental assistance programs, expansion of supportive housing development and enhanced access to Section 8 and NYCHA housing for shelter clients since the beginning of the Administration.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Single adults who exited to permanent housing and returned to the DHS shelter services system within one year (%)	21.8%	18.9%	18.3%	17.5%	17.3%	20.0%	20.0%	Down	Down
★ – subsidized exits (%)	9.4%	8.3%	7.9%	6.9%	6.5%	⇩	⇩	Down	Down
★ – unsubsidized exits (%)	26.0%	24.5%	26.3%	26.3%	27.2%	⇩	⇩	Neutral	Down
★ Adult families who exited to permanent housing and returned to the DHS shelter services system within one year (%)	14.2%	8.7%	11.5%	8.0%	5.6%	12.5%	12.5%	Down	Down
★ – subsidized exits (%)	1.0%	1.6%	0.6%	1.4%	1.0%	⇩	⇩	Neutral	Down
★ – unsubsidized exits (%)	18.3%	11.9%	21.6%	16.0%	13.2%	⇩	⇩	Down	Down
★ Families with children who exited to permanent housing and returned to the DHS shelter services system within one year (%)	16.5%	10.0%	8.1%	8.3%	7.0%	12.5%	12.5%	Down	Down
★ – subsidized exits (%)	3.0%	1.4%	1.3%	1.5%	1.3%	⇩	⇩	Down	Down
★ – unsubsidized exits (%)	19.9%	19.9%	20.9%	20.4%	21.6%	⇩	⇩	Neutral	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 28, 2019 found that 3,588 homeless individuals were on the streets of New York that night, 2.4 percent less than Fiscal 2018 and 18.3 percent fewer than the 4,395 in the first survey 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 2019 HOPE survey was conducted 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 experiencing unsheltered homelessness into housing. In Fiscal 2019, HOME-STAT placed 2,753 clients into permanent housing, transitional programs, and other stabilization settings, three percent fewer than during the previous period because, while transitional placements increased during the reporting period and permanent placements were relatively stable, placements in hospitals and other institutional settings declined.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	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	3,182	2,794	3,892	3,675	3,588	⇩	⇩	Up	Down
★ HOME-STAT clients placed into permanent housing, transitional housing and other settings	NA	NA	2,146	2,849	2,753	⇧	⇧	NA	Up

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

AGENCY-WIDE MANAGEMENT

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Collisions involving City vehicles	58	60	46	41	65	*	*	Neutral	Down
Workplace injuries reported	122	147	189	198	210	*	*	Up	Down

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

AGENCY CUSTOMER SERVICE

In Fiscal 2019, the rate of letters responded to in 14 days increased by six percentage points to 88 percent as compared to Fiscal 2018 and the rate of e-mails responded to in 14 days increased by 34 percentage points to 99 percent in Fiscal 2019 as compared to Fiscal 2018. This represents the successful integration of correspondence into the Department of Social Services' Office of Constituent Services (OCS) in Fiscal 2019 where the integration of administrative responsibilities allows leveraging of shared technology, processes, and staffing.

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Completed requests for interpretation	6,445	8,164	13,357	16,644	15,957	*	*	Up	*
Letters responded to in 14 days (%)	70%	65%	NA	82%	88%	*	*	NA	Up
E-mails responded to in 14 days (%)	69%	61%	NA	65%	99%	*	*	NA	Up
Average wait time to speak with a customer service agent (minutes)	15	10	6	5	4	*	*	Down	Down
CORE facility rating	95	100	92	100	NA	*	*	NA	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$1,169.8	$1,400.6	$1,823.7	$2,146.0	$2,141.8	$2,110.8	$2,119.5	Up
Personnel	1,977	2,404	2,349	2,370	2,319	2,661	2,386	Up
Overtime paid ($000,000)	$9.4	$13.6	$13.8	$16.9	$5.5	$5.5	$3.8	Down
Capital commitments ($000,000)	$20.4	$11.6	$28.5	$53.1	$44.9	$73.6	$110.3	Up
Human services contract budget ($000,000)	$941.2	$1,120.6	$1,468.1	$1,762.0	$1,786.6	$1,752.7	$1,792.1	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)	Applicable MMR Goals[3]
100 - Personal Services	$153.6	$163.3	All
200 - Other Than Personal Services	$1,992.4	$1,978.5	All
Agency Total	$2,146.0	$2,141.8	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.   [2] City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds.
[3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✏

- DHS introduced a new measure of school proximity to shelter placement in this report: 'Families in shelter living in the borough of their youngest child's school (%).' Initial data reporting began Fiscal 2019.

- Fiscal 2019 data for CORE (Customers Observing and Reporting Experiences) facility ratings are not available. CORE inspections will be conducted in the fall and winter of Calendar 2019 and the results will appear in the Fiscal 2020 Mayor's Management Report.

ADDITIONAL RESOURCES

For additional information go to:

- Stats & Reports:
  http://www1.nyc.gov/site/dhs/about/stats-and-reports.page

- 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.

DEPARTMENT FOR THE AGING
Lorraine Cortés-Vázquez, 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 2019, DFTA served approximately 230,000 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

DFTA aims to connect with the full range of older people in the City based on demographics, immigrant status and other factors, in order to link interested seniors to services and activities that promote their health and well-being. To achieve this, DFTA offers programs that are tailored to the varied cultures, ethnicities and backgrounds of older New Yorkers. Innovative Senior Centers and Neighborhood Centers offer culturally relevant programming such as 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 programs for victims of elder abuse and crime, employment services, and a resource center for grandparents and other relatives caring for children. DFTA's Advisory Board is made up of an ethnically and culturally diverse group of individuals with varied educational and professional backgrounds in order to provide input on programs and services that reflect a breadth of viewpoints. The Department contracts with over 500 direct service providers and works to ensure their diversity and excellence in meeting the needs of older New Yorkers from all backgrounds.

OUR SERVICES AND GOALS

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

Goal 1a   Increase utilization of senior centers.

SERVICE 2 **Provide supportive services for seniors.**

Goal 2a   Increase supportive services to caregivers.

Goal 2b   Increase supportive services to the homebound.

HOW WE PERFORMED IN FISCAL 2019

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

Goal 1a   Increase utilization of senior centers.

The Department for the Aging's senior centers provides opportunities for older New Yorkers to access nutrition and health services, recreation, socialization, volunteerism, and education. In Fiscal 2019, 249 DFTA-funded senior centers and 38 affiliated sites provided services to 167,605 individual older New Yorkers, with an average of 29,726 older New Yorkers engaging in activities and meals at DFTA's senior centers each day. The average senior center utilization rate, based on services provided, is 97 percent.

During Fiscal 2019, 131,146 older New Yorkers ate a meal at DFTA funded sites; the number of congregate meals served remained stable with almost 7.2 million meals (breakfast, lunch and dinner) served.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Congregate meals served	7,438,498	7,627,922	7,219,969	7,186,486	7,175,638	*	*	Neutral	*
Average daily attendance at senior centers	27,812	29,118	29,492	29,201	29,726	26,342	26,342	Neutral	Up
★ Senior center services utilization (%)	NA	NA	99%	97%	97%	⇧	⇧	NA	Up
Persons who participated in senior center meals	NA	NA	NA	136,529	131,146	*	*	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 assist and support New Yorkers who are caring for an older person, as well as grandparents or other older adults who are caring for children. During Fiscal 2019, 11,399 persons received information and/or supportive services through DFTA's in-house and contracted caregiver programs. 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 care giving.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Persons who received information and/or supportive services through DFTA's in-house and contracted caregiver programs	11,033	11,342	10,201	10,676	11,399	*	*	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 case management, home care, and home delivered meal programs. During Fiscal 2019, the number of older New Yorkers served by case management providers remained stable with 34,937 older New Yorkers receiving 545,695 hours of case management services.

DFTA funded home care services help functionally impaired older New Yorkers live safely at home. Home care services include assistance with personal care, housekeeping and chores. The number of home care recipients and hours increased compared to Fiscal 2018 due to additional funds approved in April 2018; this resulted in a 6.3 percent increase in recipients

and a 17.3 percent increase in hours of services provided. In Fiscal 2019, 3,877 homebound older New Yorkers received 1,396,234 hours of home care services.

Eligible homebound older New Yorkers have a choice of daily delivery of hot meals, or twice-weekly delivery of fresh-frozen meals. This year home delivered meal recipients and service levels remained stable, with 4,554,828 home delivered meals served to 27,065 homebound older New Yorkers.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Home delivered meals served	4,314,854	4,476,454	4,499,127	4,551,394	4,554,828	4,390,494	4,390,494	Neutral	Up
★ Hours of home care services provided	906,442	1,102,019	1,207,529	1,183,813	1,396,234	961,500	961,500	Up	Up
★ Total recipients of home care services	2,928	3,831	3,087	3,645	3,877	2,900	2,900	Up	Up
Hours of case management services provided	456,838	534,459	537,235	543,914	545,695	462,112	462,112	Up	Up
Total recipients of case management services	28,898	32,737	33,041	33,894	34,937	*	*	Up	*

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Completed requests for interpretation	428	892	873	1,242	1,473	*	*	Up	*
Letters responded to in 14 days (%)	77.2%	86.5%	80.2%	79.0%	71.0%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	75.7%	81.4%	86.0%	99.0%	96.0%	*	*	Up	Up
CORE facility rating	100	96	92	98	NA	*	*	NA	Up

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

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Percent meeting time to first action - Housing Options (14 days)	94%	90%	93%	84%	73%	*	*	Down	*
Percent meeting time to first action - Home Delivered Meals for Seniors - Missed Delivery (14 days)	100%	100%	100%	99%	94%	*	*	Neutral	*
Percent meeting time to first action - Elder Abuse (5 days)	76%	67%	92%	97%	92%	*	*	Up	*
Percent meeting time to first action - Alzheimers Care Information (14 days)	95%	85%	90%	77%	74%	*	*	Down	*
Percent meeting time to first action - Senior Center Complaint (14 days)	97%	99%	99%	96%	84%	*	*	Down	*

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$285.2	$305.4	$333.5	$366.1	$399.5	$396.7	$419.1	Up
Revenues ($000,000)	$1.1	$0.3	$0.5	$0.5	$0.3	$1.0	$1.0	Down
Personnel[4]	727	731	725	658	647	696	678	Down
Overtime paid ($000)	$35	$17	$14	$21	$17	$17	$0	Down
Capital commitments ($000,000)	$1.7	$1.2	$3.1	$2.5	$1.0	$14.1	$7.4	Neutral
Human services contract budget ($000,000)	$244.9	$264.3	$288.6	$315.9	$336.4	$319.5	$280.5	Up

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

[4]'Personnel' includes the full-time equivalent of non-DFTA employees who are older New Yorkers participating in DFTA's Senior Employment (Title V) program.

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 FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$28.3	$31.3	
001 - Executive and Administrative Management	$13.6	$15.0	All
002 - Community Programs	$14.7	$16.3	All
Other Than Personal Services - Total	$337.8	$368.2	
003 - Community Programs	$335.9	$366.3	All
004 - Executive and Administrative Management	$1.9	$1.9	All
Agency Total	$366.1	$399.5	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.   [2] City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds.
[3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✐

- Lorraine Cortés-Vázquez was appointed Commissioner of the Department for the Aging in April 2019.

- DFTA is now reporting the indicator 'Persons who participated in senior center meals'. This reflects the unduplicated number of older New Yorkers who ate breakfast, lunch, dinner, and/or a weekend meal at a senior center.

- DFTA has revised the goals stated in the MMR to more precisely reflect the Department's activities.

- Fiscal 2019 data for CORE (Customers Observing and Reporting Experiences) facility ratings are not available. CORE inspections will be conducted in the fall and winter of Calendar 2019 and the results will appear in the Fiscal 2020 Mayor's Management Report.

ADDITIONAL RESOURCES

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

Building Human Potential
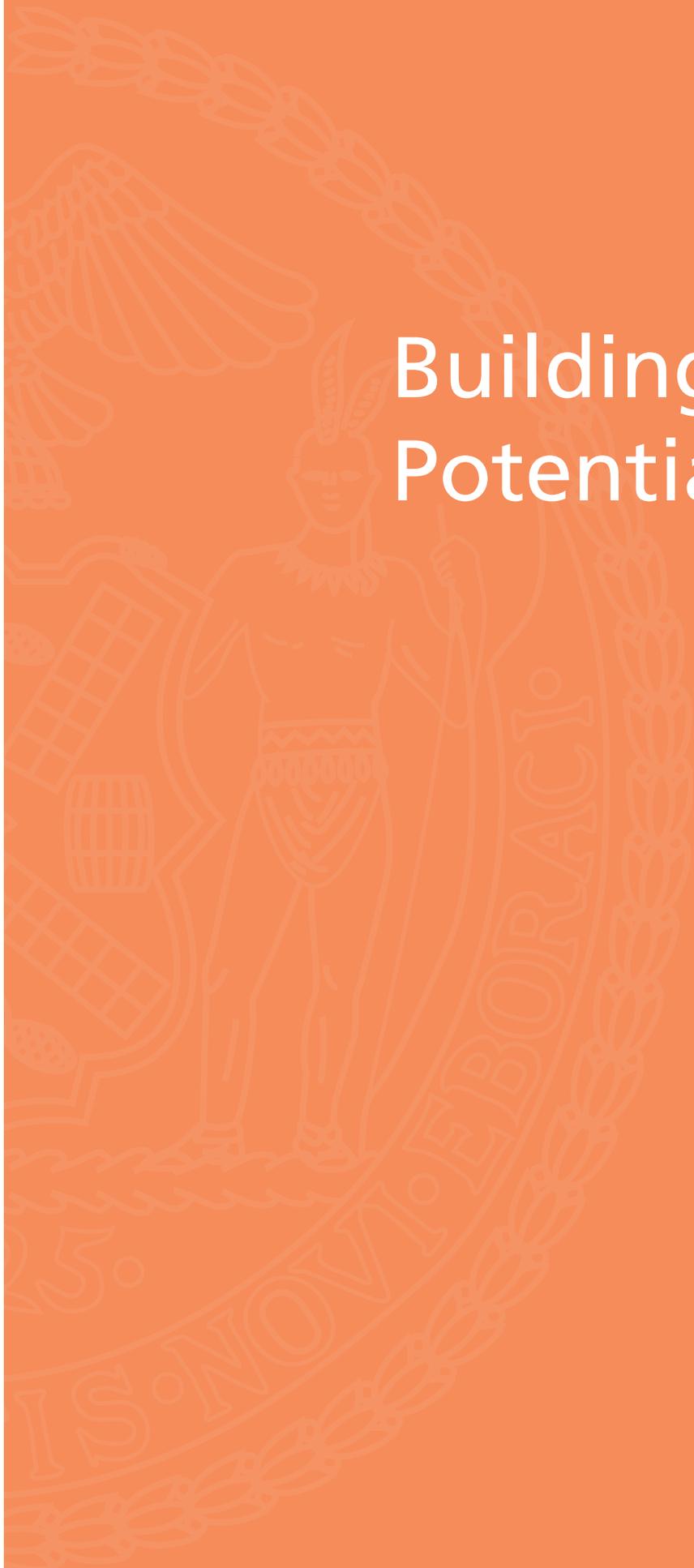
Building Human Potential

DEPARTMENT OF EDUCATION
Richard A. Carranza, Chancellor

WHAT WE DO

The Department of Education (DOE) provides primary and secondary education to over one million students, from 3-K to grade 12, in 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, 84 percent of students will graduate high school on time, and three-quarters of graduates will be college ready. To reach these goals, DOE is focused on ensuring a strong foundation for students through its 3-K, Pre-K for All and Universal Literacy programs; increasing student access to the courses they need to succeed through initiatives such as 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 investments 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 reach their full potential.

OUR SERVICES AND GOALS

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

Goal 1a   Improve academic achievement.

Goal 1b   Promote parental involvement in education.

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

Goal 2a   Improve the ability of English Language Learners to learn English and improve academic progress.

Goal 2b   Improve the ability of students with disabilities to progress academically and socially.

SERVICE 3 **Prepare children to become productive, engaged adults.**

Goal 3a   Increase the percentage of high school graduates enrolling in post-secondary education or training.

Goal 3b   Increase the percentage of elementary, middle and high school students taking coursework that prepares them for future success.

SERVICE 4 **Maintain and enhance the City's educational facilities.**

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

HOW WE PERFORMED IN FISCAL 2019

SERVICE 1 Educate New York City's children.

Goal 1a Improve academic achievement.

Student progress in grades 3 to 8 improved in both English language arts and Math. The percentage of students in grades 3 to 8 meeting or exceeding standards in English language arts increased from 46.7 percent in the 2017-18 school year to 47.4 percent in the 2018-19 school year while math results improved from 42.7 percent to 45.6 percent. More students made progress from scoring below standards to scoring in a higher level in Math and more students progressed from below standards to meeting standards in Math.

For the 2017-18 school year, the New York City four-year graduation rate is at a record high of 75.9 percent and the dropout rate is at a record low of 7.5 percent. These measures improved across ethnic groups and in all boroughs, supporting the goals of equity, equality and opportunity for all New York City residents. The Department has enacted reforms to improve instruction and raise achievement as part of the Equity and Excellence for All initiatives, which are building a pathway to success in college and careers for all students. DOE schools are starting earlier – free, full-day, high-quality education for three-year-olds and four-year-olds through 3-K for All and Pre-K for All. They are strengthening foundational skills and instruction earlier – Universal Literacy so that every student is reading on grade level by the end of 2nd grade; and Algebra for All to improve elementary- and middle-school math instruction and ensure that all 9th graders have access to algebra.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Student enrollment as of October 31 in grades pre-kindergarten to 12 (000)	1,122.8	1,134.0	1,141.2	1,135.3	1,126.5	*	*	Neutral	*
Student Enrollment as of October 31 in full day pre-kindergarten	53,120	68,647	69,510	67,881	67,886	*	*	Up	*
★ Average daily attendance (%)	91.7%	91.9%	91.7%	91.4%	91.5%	93.4%	92.5%	Neutral	Up
– Elementary/middle (%)	93.6%	93.8%	93.5%	93.2%	93.3%	95.2%	94.3%	Neutral	Up
– High school (%)	87.5%	87.4%	87.5%	87.3%	87.7%	89.3%	88.7%	Neutral	Up
Students with 90% or better attendance rate (%)	75.1%	75.5%	74.7%	73.2%	73.5%	75.2%	75.5%	Neutral	Up
★ Students in grades 3 to 8 meeting or exceeding standards - English language arts (%)	30.4%	38.0%	40.6%	46.7%	47.4%	42.6%	49.2%	Up	Up
★ – Math (%)	35.2%	36.4%	37.8%	42.7%	45.6%	39.8%	47.7%	Up	Up
Students in grades 3 to 8 scoring below standards progressing into a higher level - English language arts (%)	29.5%	38.3%	34.7%	36.6%	32.2%	*	*	Neutral	Up
– Math (%)	23.3%	24.0%	22.3%	23.7%	27.0%	*	*	Up	Up
Students in grades 3 to 8 progressing from below standards to meeting standards - English language arts (%)	12.2%	18.4%	16.9%	22.8%	19.2%	*	*	Up	Up
– Math (%)	9.7%	9.9%	9.7%	14.0%	15.0%	*	*	Up	Up
Students in grades 1 to 9 promoted (%)	96.0%	96.3%	96.7%	97.0%	97.2%	98.0%	98.0%	Neutral	Up
Students in the graduating class taking required Regents examinations (%)	77.3%	76.5%	76.9%	79.5%	NA	78.9%	81.5%	NA	Up
Students passing required Regents examinations (%)	70.1%	69.8%	69.7%	71.5%	NA	71.7%	73.5%	NA	Up
Students in graduating class with a 65 to 100 passing score on the Regents Examination - English (%)	78.4%	79.1%	80.1%	82.9%	NA	82.1%	84.9%	NA	Up
– Math (%)	78.5%	79.1%	78.1%	78.9%	NA	80.1%	80.9%	NA	Up
– United States history and government (%)	72.4%	71.4%	71.5%	72.8%	NA	73.5%	74.8%	NA	Up
– Global history (%)	69.4%	67.9%	67.5%	70.2%	NA	69.5%	72.2%	NA	Up
– Science (%)	74.8%	74.7%	74.9%	76.6%	NA	76.9%	78.6%	NA	Up
★ Students in cohort graduating from high school in 4 years (%) (NYSED)	70.5%	73.0%	74.3%	75.9%	NA	76.4%	77.9%	NA	Up
★ Students in cohort graduating from high school in 6 years (%) (NYSED)	77.7%	79.5%	NA	NA	NA	⇧	⇧	NA	Up
★ Students in cohort dropping out from high school in 4 years (%) (NYSED)	9.0%	8.5%	7.8%	7.5%	NA	6.8%	6.5%	NA	Down
Students in cohort dropping out from high school in 6 years (%) (NYSED)	14.3%	13.0%	NA	NA	NA	*	*	NA	Down

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Average class size - Kindergarten	22.9	22.6	22.0	21.8	21.6	20.8	20.6	Neutral	Down
★ – Grade 1	24.9	24.9	24.5	24.2	24.3	23.2	23.3	Neutral	Down
★ – Grade 2	25.3	25.2	25.1	24.6	24.7	23.6	23.7	Neutral	Down
★ – Grade 3	25.6	25.7	25.4	25.1	25.1	24.1	24.1	Neutral	Down
★ – Grade 4	26.1	26.1	26.1	25.6	25.6	24.6	24.6	Neutral	Down
★ – Grade 5	26.0	26.3	26.1	26.1	25.7	25.1	24.7	Neutral	Down
★ – Grade 6	26.4	26.7	26.8	26.6	26.9	25.6	25.9	Neutral	Down
★ – Grade 7	27.3	27.1	27.0	27.2	27.2	26.2	26.2	Neutral	Down
★ – Grade 8	27.3	27.4	27.4	27.4	27.5	26.4	26.5	Neutral	Down
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

Goal 1b   Promote parental involvement in education.

Parent coordinators (PCs) connect families to their school communities and create opportunities for family empower-ment. 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 2018-19 school year, the number of phone calls responded to by a parent coordinator increased by 15 percent, from almost 7.9 million to 9.1 million. At the same time, the number of consultations between parent coordinators and parents increased three percent, from 1.75 million to 1.8 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	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Phone calls responded to by parent coordinator or parent engagement designee (000)	5,458	6,060	6,473	7,911	9,077	5,000	5,000	Up	Up
In-person consultations with parents by PC or parent engagement designee (000)	1,450	1,593	1,637	1,750	1,803	1,400	1,400	Up	Up
School-based workshops offered to parents (000)	39	41	41	43	42	37	37	Neutral	Up
Parents attending school-based workshops (000)	976	1,036	1,102	1,139	1,182	1,037	1,037	Up	Up
Parents attending Fall and Spring Parent-Teacher Conferences (000)	1,910	1,983	2,021	1,894	1,698	1,984	1,984	Down	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 2018-19 School Year, the number of English Language Learners (ELLs) declined from 159,000 to 154,000. The percentage of ELLs testing out in the 2018-19 increased to 20.7 percent, while the percentage testing out within three years declined to 48.9 percent.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Students enrolled as English Language Learners (000)	150	151	160	159	154	*	*	Neutral	*
English Language Learners testing out of ELL Programs (%)	18.2%	12.8%	15.6%	18.1%	20.7%	19.1%	21.7%	Up	Up
★ English Language Learners testing out of ELL programs within 3 years (%)	61.3%	57.7%	55.5%	50.9%	48.9%	51.9%	49.9%	Down	Up
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

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

For the 2017-18 School Year, the New York City four-year graduation rate for students with disabilities is at a five-year high of 50.4 percent and the dropout rate is at a record low of 12.8 percent.

During the 2018-19 school year, growth in special education enrollment continued to slow. Overall enrollment of students receiving special education services increased by 1.5 percent year-over-year. The largest percentage increase in special education enrollment occurred in public preschool settings, which can be attributed to targeted initiatives by the DOE to open new programs for preschool students with disabilities.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Students with disabilities in cohort graduating from high school in 4 years (%) (NYSED)	41.1%	45.3%	46.7%	50.4%	NA	48.7%	52.4%	NA	Up
★ Students with disabilities in cohort graduating from high school in 6 years (%) (NYSED)	50.1%	54.5%	NA	NA	NA	⇧	⇧	NA	Up
★ Students with disabilities in cohort dropping out from high school in 4 years (%) (NYSED)	15.4%	14.4%	13.8%	12.8%	NA	12.8%	11.8%	NA	Down
Students with disabilities in cohort dropping out from high school in 6 years (%) (NYSED)	24.5%	21.7%	NA	NA	NA	*	*	NA	Down
Students receiving special education services (preliminary unaudited)	270,722	283,017	292,065	297,314	301,860	*	*	Up	*
Special education enrollment - School-age	239,619	251,755	260,482	265,769	270,358	*	*	Up	*
– Public school	200,259	206,839	212,121	216,105	218,384	*	*	Neutral	*
– Non-public school	39,360	44,916	48,361	49,664	51,974	*	*	Up	*
Special education enrollment - Pre-school	31,103	31,262	31,583	31,545	31,502	*	*	Neutral	*
– Public school	1,420	2,124	2,524	2,812	3,699	*	*	Up	*
– Non-public school	29,683	29,138	29,059	28,733	27,803	*	*	Neutral	*
Students recommended for special education services	28,995	29,179	29,410	29,899	29,284	*	*	Neutral	*
Students no longer in need of special education services	5,726	5,864	7,276	7,238	7,303	*	*	Up	*
★ Students in special education scoring below standards progressing into a higher level - English language arts (%)	16.4%	21.7%	23.6%	26.1%	22.5%	28.1%	24.5%	Up	Up
★ – Math (%)	13.5%	14.7%	14.3%	14.8%	17.2%	16.8%	16.8%	Up	Up

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

SERVICE 3 Prepare children to become productive, engaged adults.

Increase the percentage of high school graduates enrolling in post-secondary education or training.

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. During the 2018-19 school year, 80 percent of the eligible high school cohort took the SAT at least once in 4 years of high school. 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 58.9 percent for the cohort that graduated in the 2016-17 school year.

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 2017-18 school year, the percentage of students meeting the standard rose to 50.8 percent, a gain of 3.3 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. Data for the 2018-19 school year and post-secondary enrollment data for the 2017-18 school year will be reported in the Preliminary Fiscal 2020 Mayor's Management Report.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Percent of high school cohort taking the SAT at least once in 4 years of high school	59.4%	60.7%	65.9%	80.0%	NA	80.0%	80.0%	NA	Up
Percent of high school cohort who graduate ready for college and careers	34.6%	37.2%	47.5%	50.8%	NA	51.1%	53.0%	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	54.7%	56.6%	58.9%	NA	NA	59.7%	61.9%	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 2017-18 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 3.0 percentage points from the prior year to 36.4 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 1.2 percentage points to 19.3 percent. AP for All contributed to this 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 152 schools in the 2017-18 school year; this school year, the initiative is reaching 252 schools. Data for the 2018-19 school year will be reported in the Preliminary Fiscal 2020 Mayor's Management Report.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Percent of high school cohort taking at least 1 AP exam in 4 years of high school	28.7%	31.1%	33.4%	36.4%	NA	36.4%	38.4%	NA	Up
Percent of high school cohort passing at least 1 AP exam in 4 years of high school	15.9%	17.1%	18.1%	19.3%	NA	21.1%	21.3%	NA	Up
Percent of students who successfully completed approved rigorous courses or assessments	46.0%	47.4%	48.9%	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 4,045 new seats during the 2018-19 school year, nearly 20 percent fewer than the 5,032 new seats created during the 2017-18 school 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 2018-2019 school year will appear in the Preliminary Fiscal 2020 Mayor's Management Report.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Schools that exceed capacity - Elementary schools (%)	65.0%	59.0%	57.0%	54.0%	NA	*	*	NA	Down
– Middle schools (%)	24.5%	22.0%	22.0%	25.0%	NA	*	*	NA	Down
– High schools (%)	48.7%	36.0%	36.0%	35.0%	NA	*	*	NA	Down
Students in schools that exceed capacity - Elementary/middle schools (%)	54.0%	54.0%	53.0%	52.0%	NA	*	*	NA	Down
– High schools (%)	48.7%	47.0%	46.0%	46.0%	NA	*	*	NA	Down
Total new seats created	15,210	6,241	8,676	5,032	4,045	3,362	6,623	Down	*
Hazardous building violations total backlog	109	94	88	138	155	*	*	Up	Down

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ School building ratings - Good condition (%)	0.7%	1.1%	1.3%	2.9%	NA	⇧	⇧	NA	Up
★ – Fair to good condition (%)	49.2%	50.5%	49.6%	48.2%	NA	⇧	⇧	NA	Up
★ – Fair condition (%)	50.0%	48.3%	49.0%	48.7%	NA	*	*	NA	*
★ – Fair to poor condition (%)	0.1%	0.1%	0.0%	0.2%	NA	⇩	⇩	NA	Down
– Poor condition (%)	0.0%	0.0%	0.1%	0.0%	NA	*	*	NA	Down

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

AGENCY-WIDE MANAGEMENT

The Department has a long-established collaborative partnership with the NYPD's School Safety Division, which works to provide a safe and secure learning environment in every school building. DOE's work with the School Safety Division includes establishing safety protocols and procedures in schools, developing school safety and emergency preparedness plans and maintaining a safe environment for students and staff. In addition, the Department's Office of Safety and Youth Development works closely with schools to provide a safe, supportive and inclusive environment by investing in and expanding successful school climate programs – including restorative trainings, mental health programs and social-emotional supports. In Fiscal 2019, the NYPD reported fewer felony school safety incidents as felony incidents declined from 466 to 444. At the same time, incidents in other criminal categories and non-criminal incidents declined. The number of incidents in other criminal categories declined 24.1 percent from 2,026 to 1,537. Non-criminal incidents declined by 17.8 percent, from 5,112 to 4,202.

School Safety Incidents
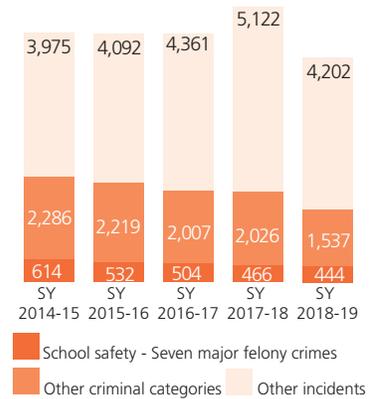
Legend:
- School safety - Seven major felony crimes
- Other criminal categories
- Other incidents

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ School safety - Seven major felony crimes	614	532	504	466	444	⇩	⇩	Down	Down
★ – Other criminal categories	2,286	2,219	2,007	2,026	1,537	⇩	⇩	Down	Down
★ – Other incidents	3,975	4,092	4,361	5,112	4,202	⇩	⇩	Up	Down
Average lunches served daily	619,718	599,920	584,439	610,138	604,577	*	*	Neutral	Up
Average breakfasts served daily	226,572	244,666	268,286	271,601	269,459	*	*	Up	Up
Average expenditure per student ($)	$21,667	$23,560	$24,533	NA	NA	*	*	NA	*
– Elementary school ($)	$21,328	$23,332	$24,402	NA	NA	*	*	NA	*
– Middle school ($)	$21,022	$22,718	$23,614	NA	NA	*	*	NA	*
– High school ($)	$19,206	$20,685	$21,362	NA	NA	*	*	NA	*
– Full-time special education (District 75) ($)	$89,887	$96,607	$99,737	NA	NA	*	*	NA	*
Average direct services to schools expenditure per student ($)	$18,365	$19,840	$20,724	NA	NA	*	*	NA	*
Teachers	74,922	76,351	77,446	78,598	78,761	*	*	Neutral	*
Teachers with 5 or more years teaching experience (%)	71.2%	68.5%	66.9%	66.5%	67.3%	*	*	Neutral	*
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 (%)	60.0%	59.9%	63.2%	66.5%	68.8%	*	*	Up	Up
Teachers absent 11 or more days (%)	14.1%	13.6%	13.0%	14.8%	13.1%	*	*	Neutral	Down
Collisions involving City vehicles	55	52	54	54	39	*	*	Down	Down
Workplace injuries reported	3,159	3,165	3,273	3,185	3,271	*	*	Neutral	Down
Accidents in schools - students	41,235	42,314	40,005	45,081	44,245	*	*	Neutral	Down
Accidents in schools - public	669	730	725	733	735	*	*	Neutral	Down

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

AGENCY CUSTOMER SERVICE

Performance Indicators			Actual				Target		Trend	
Customer Experience	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Completed requests for interpretation	49,922	54,626	87,795	115,769	144,962	*	*	Up	*
Letters responded to in 14 days (%)	75.1%	72.5%	71.3%	72%	69%	72.3%	70%	Neutral	Up
E-mails responded to in 14 days (%)	64.3%	60.4%	60.1%	69.5%	63.4%	61.1%	64.4%	Neutral	Up
CORE facility rating	94	94	91	94	NA	90	90	NA	Up
Parents completing the NYC School Survey	459,929	497,331	506,778	507,180	509,298	*	*	Neutral	*
Customers rating service good or better (%) (as applicable)	95%	95%	95%	95%	96%	90%	90%	Neutral	Up

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

AGENCY RESOURCES

Resource Indicators		Actual[1]				Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$20,999.4	$22,421.6	$23,508.0	$25,144.0	$27,013.4	$26,509.7	$27,232.4	Up
Revenues ($000,000)	$77.6	$75.6	$148.0	$54.9	$91.2	$52.7	$52.7	Neutral
Personnel	137,078	141,311	144,740	146,134	146,776	146,704	148,272	Neutral
Overtime paid ($000,000)	$19.2	$20.7	$24.0	$25.8	$15.6	$15.6	$15.3	Neutral
Human services contract budget ($000,000)	$765.9	$786.6	$742.4	$847.3	$811.3	$861.8	$1,346.2	Neutral

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$15,641.1	$16,903.7	
401 - General Ed. Instruction and School Leadership	$6,607.3	$7,224.6	1a, 1b, 2a, 2b, 3a, 3b
403 - Special Ed. Instruction and School Leadership	$1,868.3	$1,998.7	1a, 1b, 2a, 2b, 3a, 3b
407 - Universal Pre-K	$490.2	$476.4	1a, 1b, 2a, 2b
409 - Early Childhood Programs[4]	$7.7	$80.5	1a, 1b, 2a, 2b
415 - School Support Organization	$308.8	$300.4	1a, 1b, 2b
421 - Citywide Special Ed. Instr. and School Leadership	$1,114.7	$1,255.7	1a, 2b
423 - Special Education Instructional Support	$330.3	$358.6	1a, 2b
435 - School Facilities	$169.3	$187.9	1a, 2b, 4a
439 - School Food Services	$235.4	$240.0	1a, 2b
453 - Central Administration	$202.5	$210.2	All
461 - Fringe Benefits	$3,302.0	$3,570.6	All
481 - Categorical Programs	$1,004.4	$1,000.1	All
491 - Collective Bargaining[4]	NA	NA	All
Other Than Personal Services - Total	$9,503.0	$10,109.7	
402 - General Ed. Instruction and School Leadership	$823.9	$856.3	1a, 1b, 2a, 2b, 3a, 3b
404 - Special Ed. Instruction and School Leadership	$5.1	$5.3	1a, 1b, 2a, 2b, 3a, 3b
406 - Charter Schools	$1,880.7	$2,117.1	All
408 - Universal Pre-K	$409.8	$454.5	1a, 1b, 2a, 2b
410 - Early Childhood Programs	$3.2	$32.4	1a, 1b, 2a, 2b
416 - School Support Organization	$32.1	$38.4	1a, 1b, 2b

Unit of Appropriation	Expenditures FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)	Applicable MMR Goals[3]
422 - Citywide Special Ed. Instr. and School Leadership	$17.8	$23.4	1a, 2b
424 - Special Education Instructional Support	$293.7	$269.3	1a, 2b
436 - School Facilities	$1,070.1	$1,015.2	1a, 2b, 4a
438 - Pupil Transportation	$1,206.6	$1,301.0	1a, 2b
440 - School Food Services	$265.7	$313.3	1a, 2b
442 - School Safety	$378.1	$403.9	1a, 2b
444 - Energy and Leases	$517.7	$551.6	All
454 - Central Administration	$175.4	$158.3	All
470 - Special Education Pre-K Contract Payments	$743.7	$839.0	1a, 2b
472 - Charter & Contract Schools and Foster Care Placements	$859.0	$935.6	All
474 - NPS and FIT Payments	$77.4	$79.0	All
482 - Categorical Programs	$743.0	$716.0	All
Agency Total	$25,144.0	$27,013.4	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.   [2] City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds.
[3]Refer to agency goals listed at front of chapter.   [4]This UA originated in Fisal 2019.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- The Fiscal 2016 figure for 'Student Enrollment as of October 31 in full day pre-kindergarten' was revised to reflect current data.

- The Department revised Fiscal 2020 targets for graduation and dropout rates for general and special education, measures of college readiness and progress in English language arts and Math to align with newly set benchmarks.

- Fiscal 2020 targets for measures of enrollment, attendance, class size and English Language Learners were adjusted to reflect recent performance.

- Previously reported figures for the indicator 'Workplace injuries reported' were revised to reflect current data.

- Fiscal 2020 target for the indicator 'Total new seats created' was adjusted to reflect the capital plan.

- Fiscal 2018 expenditure per student data will be available in the Preliminary Fiscal 2020 Mayor's Management Report.

- Fiscal 2019 data for CORE (Customers Observing and Reporting Experiences) facility ratings are not available. CORE inspections will be conducted in the fall and winter of Calendar 2019 and the results will appear in the Fiscal 2020 Mayor's Management Report.

- The Department revised Fiscal 2020 targets for graduation and dropout rates for general and special education, measures of college readiness and progress in English language arts and Math to align with newly set benchmarks. Fiscal 2020 targets for measures of enrollment, attendance, class size and English Language Learners were revised to reflect recent performance.

ADDITIONAL RESOURCES

For additional information, go to:

- Performance data: http://schools.nyc.gov/Accountability

- School Quality report data: http://schools.nyc.gov/Accountability/tools/report

- School survey information and results: http://schools.nyc.gov/Accountability/tools/survey

- School quality review information and reports: http://schools.nyc.gov/Accountability/tools/review

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

DEPARTMENT OF EDUCATION
SCHOOL CONSTRUCTION AUTHORITY
Lorraine Grillo, President/Chief Executive Officer

WHAT WE DO

The School Construction Authority (SCA) is the agency accountable for new school construction, and major renovations to older schools. SCA is responsible for all capital planning, budgeting, design, and operations. SCA coordinates the development of the Department of Education's Five-Year Capital Plan, selects and acquires sites for new schools, leases buildings for schools, and supervises conversion of administrative space for classroom use.

FOCUS ON EQUITY

SCA is committed to designing and constructing safe, attractive, and environmentally sound public schools for children throughout all of the City's communities. SCA has set its priorities, including reducing overcrowding, upgrading schools, and improving access to technology to reflect this commitment. The Fiscal 2015-2019 Capital Plan creates tens of thousands of new seats in areas projected for enrollment growth, directly addressing overcrowding and the goal of creating additional high-quality, full-day pre-kindergarten seats for neighborhoods throughout the City. Furthermore, the Capital Plan calls for much-needed improvements for aging infrastructure throughout the five boroughs.

OUR SERVICES AND GOALS

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

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

Goal 1b Achieve cost efficiencies in construction.

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

Goal 1d Ensure project safety and quality.

HOW WE PERFORMED IN FISCAL 2019

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 2019 compared to Fiscal 2018, but the number of new seats created surpassed the 2019 target. The number of schools constructed and seats created varies year-to-year based on the capital plan.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Total new seats created	15,210	6,241	8,676	5,032	4,045	3,362	6,623	Down	*
★ New schools and additions constructed	52	29	25	15	18	12	19	Down	*

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

Goal 1b   Achieve cost efficiencies in construction.

Construction costs increased between Fiscal 2018 and Fiscal 2019. To manage costs, the SCA continuously reviews and revises the construction building standards to ensure cost effectiveness, durability and ease of maintenance.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Construction bid price for school capacity projects per square foot ($)	$771	$752	$753	$745	$792	$700	$700	Neutral	Down
Average new school construction cost per square foot - Early childhood ($)	NA	NA	NA	NA	NA	*	*	NA	Down
– Elementary ($)	$631	$657	$732	$737	$825	*	*	Up	Down
– Intermediate ($)	NA	$573	$777	NA	NA	*	*	NA	Down
– High school ($)	$498	NA	$817	NA	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.

The percent of capital improvement projects constructed within budget increased by 13 percentage points. The percent of projects constructed on time or early decreased by 11 percentage points.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
New schools and additions - construction funds committed as a percent of initial authorized budget (%)	92.9%	93.0%	91.6%	92.1%	91.8%	100.0%	100.0%	Neutral	Up
★ Scheduled new seats constructed on time (%)	100%	96%	100%	100%	100%	100%	100%	Neutral	Up
★ Capital improvement projects constructed on time or early (%)	72%	86%	72%	65%	54%	80%	80%	Down	Up
★ Capital improvement projects constructed within budget (%)	83%	73%	85%	76%	89%	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 decreased from 5.67 percent in calendar year 2017 to 5.44 percent in calendar year 2018 based on preliminary actuarial information. As insurance claims mature, more relevant data will become available.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Ultimate cost of insurance losses as % of construction value (per calendar year)	6.62%	3.47%	5.67%	5.44%	NA	*	*	NA	Down

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Personnel	677	741	796	809	848	909	909	Up
Capital commitments ($000,000)	$2,884.4	$2,568.0	$3,061.7	$3,544.3	$3,925.7	$5,301.1	$4,138.3	Up

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Fiscal 2020 targets for the indicators 'Total new seats created' and 'New schools and additions constructed' were adjusted to reflect the capital plan.

- Prior-year data for the indicator 'Ultimate cost of insurance losses as % of construction value (per calendar year)' has been revised to reflect the SCA's most recent actuarial information. This data is based on an actuarial report prepared by the SCA's Insurance Program Manager which calculates the SCA's projected ultimate cost of insurance losses for the year-end financial statements.

ADDITIONAL RESOURCES

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

DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT Bill Chong, Commissioner

WHAT WE DO

The Department of Youth and Community Development (DYCD) funds 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, known as Workforce Connect, 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

DYCD prioritizes investments in programs that aim to eliminate disparities among New Yorkers and improve quality of life for all residents. During the current administration, DYCD achievements include a significant expansion in programs for young people, NYCHA residents, and runaway and homeless youth, including those who identify as transgender or non-binary. In order 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. Most recently, DYCD incorporated an intersectional focus on equity into all its work, joining in the City's efforts to identify and remove barriers to opportunity based upon race, gender and sexual orientation.

OUR SERVICES AND GOALS

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

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

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

SERVICE 2 **Increase youth capacity for economic independence through programs that provide work-related education, skills training and employment opportunities.**

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

Goal 2b Young people engaged in DYCD-funded training and employment programs will achieve success targeted by these programs.

SERVICE 3 **Support programs that provide participants with the services needed to increase and tap their capacity to strengthen and revitalize the communities of New York City.**

Goal 3a Maximize participation in and effectiveness of community anti-poverty initiatives for youth, adults and seniors in lower income neighborhoods, including Neighborhood Development Area (NDA) and Mayor's Office for Economic Opportunity (NYC Opportunity) programs.

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

Goal 3c Maximize the number of New York City immigrants receiving services that improve language and employment skills that help families successfully integrate into their new communities.

HOW WE PERFORMED IN FISCAL 2019

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 2019, DYCD-funded programs provided a variety of educational, social, cultural, recreational, and employment-related opportunities to 337,599 New York City youth. The majority of youth were served through one of four program areas in the DYCD portfolio: COMPASS NYC, Summer Youth Employment Program, Beacon, and Cornerstone.

COMPASS NYC, which offers after-school programming to students enrolled in grades K through 12, served 122,390 youth in Fiscal 2019, well above the Fiscal 2019 target of 110,000, but three percent less than in Fiscal 2018. All school-year COMPASS NYC programs exceeded their enrollment targets.

Beacon programs, operating out of 91 school-based community centers, served 74,142 young people and 46,708 adults in Fiscal 2019. As a result of the 2017 Beacon Requests for Proposals, DYCD altered the Beacon service model to give providers greater flexibility in deciding who they serve with the aim of allowing them to tailor services to better address community needs. As a result of these changes, Beacon programs served fewer adults in Fiscal 2019 compared to Fiscal 2018, while youth enrollment remained relatively steady. Beacon programs met their minimum enrollment targets for Fiscal 2019.

Of the 94 Cornerstone community centers, which provide services in public housing, several programs experienced facility issues such as cooling issues during summertime, which affected adult engagement. The number of adults served declined 16 percent compared to Fiscal 2018. Youth enrollment, however, increased 24 percent compared to Fiscal 2018. Overall, Cornerstone enrollment far exceeded the minimum enrollment targets. Strengthening adult engagement in Beacon and Cornerstone program areas are priorities for Fiscal 2020.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Number of young people involved in DYCD-funded programs	288,767	317,341	324,667	337,199	337,599	*	*	Up	Up
Comprehensive After School System of NYC (COMPASS NYC) enrollment	112,600	122,792	124,258	126,203	122,390	110,000	110,000	Neutral	*
★ COMPASS NYC programs meeting target enrollment (school year) (%)	96%	94%	96%	96%	96%	85%	85%	Neutral	Up
★ COMPASS NYC programs meeting target enrollment - SONYC/middle school (school year) (%)	95%	91%	95%	95%	95%	85%	85%	Neutral	Up
★ COMPASS NYC programs meeting target enrollment - elementary (school year) (%)	100%	99%	99%	99%	98%	90%	90%	Neutral	Up
★ COMPASS NYC programs meeting target enrollment (summer) (%)	92%	80%	81%	73%	75%	80%	90%	Down	Up
Beacon programs' enrollment as a percentage of the minimum annual target (%)	110%	100%	100%	100%	100%	100%	100%	Neutral	Up
Beacon programs active	80	80	80	91	91	*	*	Up	*
Youth served in Beacon programs	69,374	72,346	75,107	76,872	74,142	*	*	Neutral	*
Adults served in Beacon programs	64,052	68,757	72,995	63,273	46,708	*	*	Down	*
Cornerstone programs' enrollment as a percentage of the minimum annual target (%)	NA	194%	191%	144%	165%	100%	100%	NA	Up
Cornerstone programs active	70	94	94	94	94	*	*	Up	Up
Youth served in Cornerstone programs	23,078	27,432	27,012	20,856	25,831	*	*	Neutral	Up
Adults served in Cornerstone programs	NA	7,402	8,128	5,253	4,426	*	*	NA	Up
Calls to Youth Connect	27,912	43,497	40,586	46,496	52,309	60,000	50,000	Up	Up

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

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

The percent of youth reunited with family or placed in a suitable environment from Crisis Services programs met its 75 percent target. Additionally, the percent of youth reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) Support programs showed steady performance at 83 percent in Fiscal 2019.

In Fiscal 2019 DYCD continued to expand its service offerings to runaway and homeless youth (RHY). The number of residential beds available to RHY grew from 557 in Fiscal 2018 to 674 in Fiscal 2019, a 21 percent increase. Utilization rates for both Crisis Services and TIL Support Programs exceeded targeted utilization rates of 90 percent. The number of youth served in TIL Support Programs grew 18 percent compared to Fiscal 2018, while youth service in Crisis Services Programs declined by eight percent. Utilization remained high as the average length of stay increased for most programs.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Youth reunited with family or placed in a suitable environment from Crisis Services Programs (%)	88%	76%	77%	73%	75%	75%	75%	Down	Up
★ Youth reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) Support Programs (%)	92%	88%	87%	84%	83%	85%	85%	Neutral	Up
Residential beds for runaway or homeless youth	337	441	465	557	674	*	*	Up	*
Runaway and homeless youth served - Crisis Services Programs	2,193	2,539	2,340	2,267	2,084	2,400	2,400	Neutral	*
Runaway and homeless youth served - Transitional Independent Living (TIL) Support Programs	361	519	659	837	986	600	600	Up	*
★ Utilization rate for Crisis Services Programs (%)	99%	96%	92%	90%	92%	90%	90%	Neutral	Up
★ Utilization rate for Transitional Independent Living (TIL) Support Programs beds (%)	96%	91%	93%	89%	91%	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 Summer Youth Employment Program (SYEP) provides young people with career exploration opportunities and paid work experiences each summer. In Fiscal 2019, the total value of SYEP contracts grew to $32 million due to a new Request for Proposals to broaden opportunities available to youth, including programs in select public schools, project-based learning and career exploration for SYEP's youngest participants, a dedicated track for CUNY students, and year-round sector-focused learning. Services are also expanded for high-need youth, such as those who reside in select NYCHA developments, are in foster care and the shelter system, and youth at risk of gang violence or involvement. These new SYEP programs have a higher price per participant than the pre-existing SYEP programs and as a result, provider rates were augmented. These new SYEP programs were available to youth in summer of 2019 (Fiscal 2020).

The number of youth served through SYEP continues to grow. During the summer of 2018 (Fiscal 2019), 74,354 youth participated in SYEP, representing a seven percent increase from the previous year's enrollment of 69,716. SYEP expanded to 13,701 diverse worksites, a 14 percent increase compared to the previous year. In the summer of 2018, 46 percent of approved worksites were private sector sites, compared to 45 percent the previous year.

DYCD participation in federally-funded Workforce Innovation and Opportunity Act (WIOA) programs was lower compared to Fiscal 2018 due to decreased federal funding.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Summer Youth Employment Program (SYEP) participants	47,126	54,263	60,113	69,716	74,354	70,000	70,000	Up	*
Number of Summer Youth Employment Program contracts	98	100	100	98	98	*	*	Neutral	*
Value of Summer Youth Employment Program contracts ($000)	$17,495	$18,140	$23,340	$26,642	$32,188	*	*	Up	*
Participants in Workforce Innovation and Opportunity Act (WIOA) funded Out-of-School Youth program	1,800	2,265	2,132	1,687	1,562	*	1,286	Down	*
Participants in WIOA-funded In-School Youth program	2,678	2,766	2,980	1,638	1,583	*	1,056	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.

The U.S. Department of Labor uses the four indicators below to assess whether participants in workforce development programs are successfully being placed in post-secondary education, employment, or training opportunities. While DYCD manages the contracts associated with WOIA programs, these outcome data are collected by the New York State Department of Labor (NYSDOL). NYSDOL has not yet made Fiscal 2019 outcome data available.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	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	48%	NA	⇧	58%	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	75%	NA	*	58%	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	69%	NA	*	75%	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 the program (%)	NA	NA	NA	74%	NA	*	75%	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 2019, DYCD served 13,122 New Yorkers through a variety of anti-poverty programs. Each program has tailored target outcomes for participants, such as gains in work-readiness skills, overcoming housing challenges, and academic improvement. In Fiscal 2019, 70 percent of participants achieved their designated outcomes, a two percentage point increase from Fiscal 2018 and well above the Fiscal 2019 target of 60 percent for this portfolio. The data for this indicator have been revised to reflect the consolidation of select Neighborhood Development Area community anti-poverty programs into the Human Resources Administration portfolio of contracts, the DYCD Literacy portfolio of contracts, and the DYCD Immigrant Services portfolio of contracts.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Community anti-poverty program participants achieving target outcomes designated for clients in each program area (%)	65%	53%	65%	68%	70%	60%	65%	Up	Up
Participants in community anti-poverty programs	16,145	12,440	13,210	13,366	13,122	*	*	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. |

DYCD provides New Yorkers with opportunities to improve their English literacy skills through funding Adult Basic Education (ABE) and English for Speakers of Other Languages (ESOL) programs. In Fiscal 2019, 14,033 New Yorkers were served through these programs, representing a 30 percent increase compared to Fiscal 2018. This growth in participation was due to a one-year increase in funding to expand adult literacy contracts, allowing additional participants to be served. Additionally, the data for this indicator have been revised to reflect the consolidation of literacy-related Neighborhood Development Area community anti-poverty programs into the DYCD Literacy portfolio of contracts. The number of ABE programs increased to 39 in Fiscal 2019, compared to 32 in Fiscal 2018. The number of students served in ABE programs grew by seven percent, increasing from 3,346 students in Fiscal 2018 to 3,589 in Fiscal 2019. There was also a 40 percent increase in the total number of students served by ESOL programs, from 7,446 students in Fiscal 2018 to 10,444 students in Fiscal 2019.

Fifty-six percent of participants met federal standards of improvement in their ability to read, write, and speak English, compared to 54 percent in Fiscal 2018.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Participants in DYCD-funded English literacy programs	5,404	7,582	10,300	10,792	14,033	6,600	10,400	Up	*
★ Participants in DYCD-funded English literacy programs meeting federal standards of improvement in their ability to read, write, and speak English (%)	49%	54%	49%	54%	56%	55%	55%	Up	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. |

In Fiscal 2019 the number of participants served by DYCD's immigrant assistance programs decreased by less than one percent to 3,081 participants, compared to 3,111 participants served in Fiscal 2018. The percentage of participants achieving positive outcomes in immigrant services programs decreased two percentage points compared to Fiscal 2018, but was above the Fiscal 2019 target of 60 percent. Positive outcomes for this portfolio of programs can include, but need not be limited to, participants gaining self-advocacy skills, participants gaining access to social services and government benefits, and participants showing proficiency and knowledge of American government, history and civic systems.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Participants achieving positive outcomes in immigrant services programs (%)	59%	58%	64%	63%	61%	60%	60%	Neutral	Up
Participants in immigrant services programs	7,058	3,505	3,351	3,111	3,081	*	*	Down	*

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Contracts terminated	2	13	3	8	1	0	0	Down	*
★ Agency assessments completed as a percent of total agency contracts (%)	56%	90%	84%	NA	NA	70%	70%	NA	Up
Fiscal audits conducted	290	344	345	343	318	345	318	Neutral	*
Expenditure report reviews	21,687	25,433	23,369	24,078	29,658	*	*	Up	*
★ Programmatic reviews/contract monitoring	14,622	16,832	17,003	18,609	20,656	*	*	Up	*
Agency assessments completed	732	1,356	1,507	NA	NA	*	*	NA	*
Contracts funded	3,046	2,502	2,995	3,007	3,287	*	*	Up	*
Value of agency contracts ($000)	$478,784	$548,747	$585,339	$647,923	$690,623	*	*	Up	*
Value of intracity agreements ($000)	$9,460	$6,945	$6,940	$7,115	$8,651	*	*	Neutral	*

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Completed customer requests for interpretation	1,986	2,380	1,705	1,222	884	*	*	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 (%)	47%	48%	43%	51%	50%	*	*	Neutral	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$581.9	$664.7	$719.2	$809.3	$907.3	$902.9	$955.9	Up
Personnel	503	525	526	532	544	546	573	Neutral
Overtime paid ($000)	$167	$111	$118	$83	$154	$154	$154	Down
Human services contract budget ($000,000)	$463.2	$523.2	$561.1	$618.2	$667.5	$649.6	$739.6	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$41.1	$41.7	
002 - Executive and Administrative	$18.7	$19.4	All
311 - Program Services	$22.4	$22.3	All
Other Than Personal Services - Total	$768.2	$865.6	
005 - Community Development	$72.7	$85.3	3a, 3b, 3c
312 - Other than Personal Services	$695.6	$780.3	All
Agency Total	$809.3	$907.3	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds. June 2019. Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   [2] City of New York Adopted Budget for Fiscal 2019, as of   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- DYCD renamed the following metrics to reflect program practice and align with State reporting: 'Youth reunited with family or placed in a suitable environment from crisis services (%)' is renamed 'Youth reunited with family or placed in a suitable environment from Crisis Services Programs (%)'; 'Youth reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) centers' is renamed 'Youth reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) Support Programs (%)'; 'Certified residential beds for runaway and homeless youth' is renamed 'Residential beds for runaway and homeless youth'; 'Runaway and homeless youth served - crisis beds' is renamed 'Runaway and homeless youth served - Crisis Services Programs'; 'Runaway and homeless youth served - transitional independent living beds' is renamed 'Runaway and homeless youth served - Transitional Independent Living (TIL) Support Programs'; 'Utilization rate for crisis beds (%)' is renamed 'Utilization rate for Crisis Services Programs (%)'; and 'Utilization rate for transitional independent living beds (%)' is renamed 'Utilization rate for Transitional Independent living (TIL) Support Program beds (%).'

- DYCD does not yet have Fiscal 2018-2019 data for the two agency assessment indicators 'Agency assessments completed as a percent of total agency contracts (%)' and 'Agency assessments completed.' However, DYCD program managers have completed Fiscal 2019 site visits and assessments. A system bridge is now in place to allow DYCD to export performance evaluation results into the City's PASSPort system.

- Fiscal 2015-2018 data for 'Community anti-poverty program participants achieving target outcomes designated for clients in each program area (%)' and 'Participants in community anti-poverty programs' were revised to cover participants in Community Development anti-poverty programs and exclude participants in programs administered by the Human Resources Administration or DYCD literacy and immigrant services programs.

- Fiscal 2015-2018 data for 'Value of Summer Youth Employment Program contracts ($000)' were modified to reflect program contracting only. Contract funding fluctuates due to ongoing changes in funding levels and registration.

- Fiscal 2015-2018 data for 'Participants in DYCD Funded English literacy programs' and 'Participants in DYCD funded English literacy programs meeting federal standards of improvement' were revised to reflect Neighborhood Development Area (NDA) community anti-poverty, Adult Literacy programs.

- Fiscal 2015-2018 data for 'Calls to Youth Connect' has been revised to de-duplicate calls with multiple transfers. Updated counts now reflect only calls received, excluding hang-ups and prank calls, as defined in the MMR.

ADDITIONAL RESOURCES

For more information on the agency, please visit: www.nyc.gov/dycd.
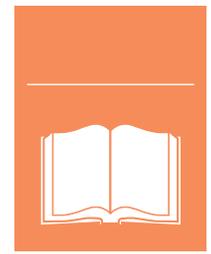
PUBLIC LIBRARIES

Susan Marcinek, Chair – Brooklyn Public Library System
Evan R. Chesler, Chair – New York Public Library System
Haeda Mihaltses, 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. The City's continued capital investment in libraries has allowed the three systems to address some of the critical capital needs facing many local branches, for which the average age is 62 years. 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, workforce development 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 expanded literacy programs in shelters and continue to partner with the Department of Homeless Services to better serve the homeless community. The three systems also collaborate with the City on Culture Pass, a citywide initiative that eliminates financial barriers and provides library cardholders with free access to myriad cultural institutions across the five boroughs. In addition, the three library systems will partner with the City on its Census 2020 outreach efforts in historically undercounted communities. As part of the outreach and engagement campaign, the library systems will conduct census outreach and provide technological support, both critical components of the NYC Census 2020 campaign.

Program Attendance and Program Sessions at Library Systems
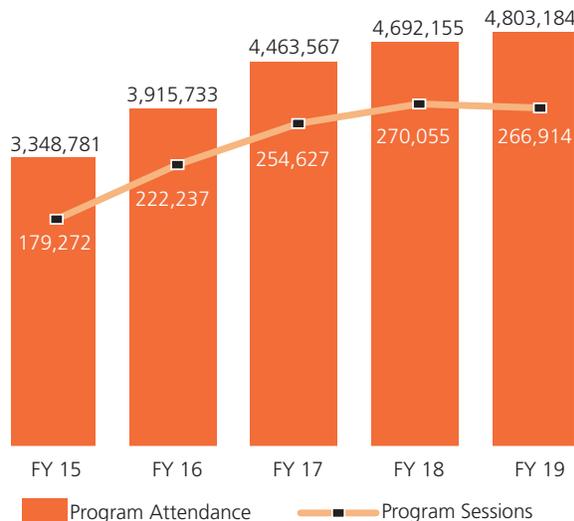
	FY 15	FY 16	FY 17	FY 18	FY 19
Program Attendance	3,348,781	3,915,733	4,463,567	4,692,155	4,803,184
Program Sessions	179,272	222,237	254,627	270,055	266,914

BROOKLYN PUBLIC LIBRARY

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Average weekly scheduled hours	45.0	49.3	49.3	49.3	49.3	49.3	49.3	Neutral	Up
Libraries open seven days per week (%)	3%	8%	8%	8%	8%	8%	8%	Up	Up
★ Libraries open six days per week (%)	65%	100%	100%	100%	100%	100%	100%	Up	Up
★ Circulation (000)	15,205	14,585	14,109	13,733	12,911	13,870	13,870	Down	Up
Reference queries (000)	4,406	4,008	4,106	3,801	4,242	3,880	3,880	Neutral	Up
Electronic visits to website (000)	11,391	11,161	10,567	9,346	10,972	9,534	9,534	Neutral	Up
Computers for public use	1,436	1,633	1,772	2,602	2,911	2,991	2,991	Up	Up
Computer sessions (000)	2,188	2,164	1,920	1,763	1,598	1,764	1,764	Down	Up
Wireless sessions	NA	NA	NA	NA	1,539,252	1,525,000	1,525,000	NA	Up
Program sessions	47,100	60,532	63,246	69,248	72,840	71,346	71,346	Up	Up
★ Program attendance	928,740	991,199	977,147	1,097,001	1,124,229	1,206,701	1,206,701	Up	Up
★ Library card holders (000)	1,362	1,523	1,631	1,687	1,905	1,721	1,721	Up	Up
Active library cards (000)	696	630	646	638	784	*	*	Up	*
New library card registrations	192,156	126,082	122,670	127,222	134,257	*	*	Down	*
★ Total library attendance (000)	8,699	8,686	8,382	7,943	7,874	8,022	8,022	Down	Up

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

NEW YORK PUBLIC LIBRARY - BRANCH

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Average weekly scheduled hours	46.6	50.0	50.0	50.0	49.0	49.0	49.0	Neutral	Up
Libraries open seven days per week (%)	4%	8%	8%	8%	8%	8%	8%	Up	Up
★ Libraries open six days per week (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
★ Circulation (000)	23,296	22,723	23,778	23,984	21,330	19,900	17,000	Neutral	Up
Reference queries (000)	9,047	9,141	9,023	8,661	8,024	7,850	7,200	Down	Up
Electronic visits to website (000)	30,852	29,849	28,015	26,948	29,158	26,000	27,000	Neutral	Up
Computers for public use	4,530	4,647	4,660	4,875	5,027	4,900	4,700	Up	Up
Computer sessions (000)	3,287	3,214	3,141	2,862	2,619	2,600	2,000	Down	Up
Wireless sessions	1,644,366	2,650,115	3,045,409	3,248,300	3,048,042	3,090,000	2,600,000	Up	Up
Program sessions	77,823	91,281	108,291	110,390	103,402	95,000	91,000	Up	Up
★ Program attendance	1,443,213	1,713,362	1,983,369	1,976,390	1,901,180	1,700,000	1,700,000	Up	Up
★ Library card holders (000)	2,230	2,060	2,031	2,229	2,458	2,000	1,900	Up	Up
Active library cards (000)	1,320	729	706	1,289	912	*	*	Neutral	*
New library card registrations	483,103	277,641	315,137	296,419	357,107	*	*	Down	*
★ Total library attendance (000)	14,014	13,867	13,666	12,736	11,799	11,400	10,600	Down	Up

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

NEW YORK PUBLIC LIBRARY - RESEARCH

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Average weekly scheduled hours	46.8	51.3	51.3	53.3	52.3	53.3	51.4	Up	Up
Libraries open seven days per week (%)	25%	25%	25%	25%	25%	25%	25%	Neutral	Up
★ Libraries open six days per week (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
Reference queries (000)	506	514	517	521	521	490	465	Neutral	Up
★ Program attendance	92,206	100,330	101,554	102,481	127,131	92,000	94,000	Up	Up
★ Total library attendance (000)	3,679	3,744	3,637	4,146	4,594	4,150	4,200	Up	Up
Program sessions	1,953	2,060	2,209	2,885	3,037	2,850	2,100	Up	Up

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

QUEENS BOROUGH PUBLIC LIBRARY

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Average weekly scheduled hours	40.2	46.3	44.8	46.0	45.1	44.8	44.8	Neutral	Up
Libraries open seven days per week (%)	3%	3%	3%	3%	3%	3%	3%	Neutral	Up
★ Libraries open six days per week (%)	33%	100%	100%	100%	100%	100%	100%	Up	Up
★ Circulation (000)	13,587	13,091	12,784	12,413	11,545	13,500	13,500	Down	Up
Reference queries (000)	2,955	3,443	2,808	2,894	2,923	4,900	4,900	Neutral	Up
Electronic visits to website (000)	7,854	7,725	7,297	7,347	6,073	8,500	8,500	Down	Up
Computers for public use	1,963	1,967	9,494	7,741	6,879	12,100	12,100	Up	Up
Computer sessions (000)	2,985	3,040	2,957	2,908	2,730	3,500	3,500	Neutral	Up
Wireless sessions	453,555	477,230	NA	480,078	459,014	555,000	555,000	NA	Up
Program sessions	52,396	68,364	80,881	87,532	87,599	90,000	90,000	Up	Up
★ Program attendance	884,622	1,110,842	1,401,497	1,516,283	1,650,644	1,600,000	1,600,000	Up	Up
★ Library card holders (000)	972	841	1,400	1,484	1,573	1,500	1,500	Up	Up
Active library cards (000)	972	841	806	795	778	*	*	Down	*
New library card registrations	171,677	103,457	101,914	110,070	90,052	*	*	Down	*
★ Total library attendance (000)	11,287	11,247	11,223	11,411	10,875	12,360	12,360	Neutral	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$326.3	$364.3	$374.7	$382.4	$402.4	$398.8	$424.2	Up
Personnel	3,705	4,142	4,141	4,002	3,888	4,166	4,170	Neutral
Capital commitments ($000,000)	$39.9	$42.4	$18.5	$236.0	$77.7	$246.6	$185.8	Up

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

SPENDING AND BUDGET INFORMATION

Agency expenditures and planned resources by budgetary unit of appropriation.

Unit of Appropriation	Expenditures FY18[2] ($000,000)	Modified Budget FY19[3] ($000,000)
Brooklyn Public Library, 001 - Lump Sum Appropriation (OTPS)[1]	$105.9	$111.7
New York Public Library - Branch, Agency Total[1]	$139.9	$146.3
003 - Lump Sum - Borough of Manhattan (OTPS)	$25.8	$25.7
004 - Lump Sum - Borough of the Bronx (OTPS)	$24.3	$24.2
005 - Lump Sum - Borough of Staten Island (OTPS)	$10.2	$10.1
006 - Systemwide Services (OTPS)	$78.3	$85.0
007 - Consultant and Advisory Services (OTPS)	$1.4	$1.4
New York Public Library - Research, 001 - Lump Sum Appropriation (OTPS)[1]	$28.1	$28.6
Queens Public Library, 001 - Lump Sum Appropriation (OTPS)[1]	$108.6	$115.8

[1]These figures are limited to the City's contribution and planned contribution respectively, to these agencies. [2]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds. [3] City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- NYPL reduced Fiscal 2020 targets for the following eight Branch Library indicators and three Research Library indicators: 'Circulation (000),' 'Reference queries (000),' 'Computers for public use,' 'Computer sessions (000),' 'Wireless sessions,' 'Program sessions,' 'Library card holders (000),' 'Total library attendance (000),' 'Average weekly scheduled hours,' 'Reference queries (000)' and 'Program sessions.' These changes take into account the effect of the planned closing of more than 15 branches for capital improvements during part of the year; the continued purging of inactive library cards; the ongoing impact of NYPL's changed DVD model, with its removal of some circulating items; and upcoming changes to the e-book marketplace that may impact circulation. NYPL's Fiscal 2020 target changes also factor in the anticipated reopening of the Mid-Manhattan Library, its central circulating branch, late in the year and planned efforts to celebrate the system's 125th anniversary.

- NYPL increased Fiscal 2020 targets for the following Branch Library indicator and two Research Library indicators: 'Electronic visits to website (000),' 'Program attendance' and 'Total library attendance (000).' Each of these indicators exceeded its target in Fiscal 2019.

ADDITIONAL RESOURCES

For more information on these libraries, please visit:

- Brooklyn Public Library: www.bklynlibrary.org.

- New York Public Library: www.nypl.org.

- Queens Borough Public Library: www.queenslibrary.org.

CITY UNIVERSITY OF
NEW YORK **Félix V. Matos Rodríguez, Chancellor**

WHAT WE DO

The City University of New York (CUNY) provides higher education to 275,000 degree- and non-degree seeking students and about 270,000 adult and continuing education students. CUNY consists of 25 campuses: eleven senior colleges, seven community colleges, and seven graduate, honors and professional schools offering more than 40 doctoral programs. CUNY enrolls students in over 1,800 academic programs, as well as adult and continuing education programs. Courses are taught by approximately 7,200 full-time faculty and 12,000 part-time faculty. In the academic year 2018-2019, CUNY granted 9,100 graduate and professional degrees, 25,400 baccalaureate degrees, 18,200 associate degrees, 330 certificates and 910 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. Seven CUNY senior 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 US mainland, over 50 percent report an annual household income of less than $30,000 and seven in ten attend CUNY for free. Last spring, almost 54,000 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 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 has expanded its highly successful Accelerated Study in Associate Programs (ASAP) initiative from 4,000 students in 2014-15, to 25,000 students this academic year. Since inception in 2007, ASAP has more than doubled associate degree completion rates for participating students, graduating at least 50 percent of students in three years, and it is now considered a national model. In the academic year 2018-19, CUNY ASAP enrolled 25,477 (12,950 new) students and is on track to maintain an enrollment of 25,000 students each year moving forward. 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 2018-19.

ASAP students are diverse and representative of the larger population of CUNY associate degree seeking students with 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 of close to or above 50 percent. In addition, ASAP serves as an important entry point to CUNY's senior colleges with close to 60 percent of students transferring to a baccalaureate program within six years of entering ASAP.

Total Student Enrollment

Fall 14	Fall 15	Fall 16	Fall 17	Fall 18
275,132	274,357	272,957	274,099	274,906

HOW WE PERFORMED IN FISCAL 2019

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ CUNY courses offered partly or totally online (%)	5.7%	6.8%	8.0%	9.2%	10.2%	8.0%	8.0%	Up	Up
Instructional full-time equivalents (FTEs) taught by full-time faculty (%) - Senior Colleges	42.9%	42.4%	40.8%	39.2%	39.0%	*	*	Down	Up
Instructional full-time equivalents (FTEs) taught by full-time faculty (%) - Community Colleges	53.4%	53.6%	52.8%	52.8%	51.8%	*	*	Neutral	Up
Student/faculty ratio - Overall	27:1	27:1	28:1	29:1	29:1	*	*	Neutral	Down
Student/faculty ratio - Community Colleges	33:1	32:1	32:1	32:1	32:1	*	*	Neutral	Down
Student/faculty ratio - Senior Colleges	25:1	26:1	27:1	28:1	28:1	*	*	Up	Down
Number of full-time faculty employed by CUNY community colleges	2,092	2,165	2,182	2,284	2,309	*	*	Up	Up
Number of associate degrees awarded at community colleges	12,724	13,529	14,108	14,675	15,390	*	*	Up	Up
Students earning Grade C or better in Freshman Composition Courses (%)	83.8%	84.1%	84.1%	83.8%	83.6%	*	*	Neutral	Up
Students earning Grade C or better in Math Gateway Courses (%)	68.6%	68.4%	67.4%	69.3%	69.0%	*	*	Neutral	Up
★ One-year (fall-to-fall) retention rate of full-time, first-time freshmen enrolled in CUNY associate degree programs	67.9%	66.3%	66.0%	66.4%	62.6%	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	87.3%	86.8%	86.9%	86.5%	85.1%	88.0%	88.0%	Neutral	Up
★ Three-year systemwide graduation rate (%) - CUNY Accelerated Study in Associate Programs (ASAP) students	57.1%	55.4%	57.6%	54.6%	52.5%	50.0%	50.0%	Neutral	Up
★ Six-year systemwide graduation rate (%) - community college students in STEM disciplines	28.2%	28.7%	30.7%	31.2%	35.5%	30.0%	36.0%	Up	Up
★ Six-year systemwide graduation rate (%) - CUNY associate degree students	30.5%	31.8%	32.2%	33.1%	36.1%	33.0%	37.0%	Up	Up
★ Six-year systemwide graduation rate (%) - CUNY baccalaureate students	52.7%	53.9%	54.8%	56.6%	58.9%	55.0%	60.0%	Up	Up
Students passing the National Council Licensure Examination for Registered Nurse (%)	76.4%	80.1%	86.3%	86.5%	90.1%	*	*	Up	Up
★ CUNY associate degree recipients who transfer to a CUNY baccalaureate program within one year (%)	54.0%	54.8%	54.9%	54.9%	54.9%	56.0%	56.0%	Neutral	Up
CUNY community college certificate and associate graduates from career and technical education programs who are employed six months after graduation (%)	77.2%	74.4%	77.1%	78.8%	80.3%	*	*	Neutral	Up
CUNY community college certificate and associate graduates from career and technical education programs who are employed or continuing their education six months after graduation (%)	95.3%	92.3%	94.2%	92.3%	93.8%	*	*	Neutral	Up
High school students participating in college preparation program (College Now)	30,606	31,855	32,072	32,900	33,181	*	*	Neutral	*
Total headcount enrollment	275,132	274,357	272,957	274,099	274,906	*	*	Neutral	*
Total full-time equivalent enrollment (FTEs)	203,996	204,418	204,337	205,860	206,950	*	*	Neutral	*
Total headcount enrollment at CUNY community colleges	99,958	99,045	96,865	95,951	95,073	*	*	Neutral	*
★ Enrollment in STEM disciplines at CUNY community colleges	14,446	14,698	15,053	15,186	14,811	15,000	15,000	Neutral	Up
Total students served in CUNY Accelerated Study in Associate Programs (ASAP)	4,352	8,016	15,473	21,514	25,507	*	*	Up	Up
Enrollment of first-time freshmen in CUNY community colleges	19,322	19,022	18,506	18,098	18,512	*	*	Neutral	*
Enrollment of first-time freshmen in CUNY senior colleges	18,053	18,413	18,397	20,064	21,148	*	*	Up	*
Enrollment of first-time freshmen in CUNY community colleges who are recent graduates of NYC public high schools	13,790	13,769	13,589	13,344	12,916	*	*	Neutral	*
Annual tuition at CUNY community colleges (full-time NYS resident)	$4,800	$4,800	$4,800	$4,800	$4,800	*	*	Neutral	*
Annual tuition at CUNY senior colleges (full-time NYS resident)	$6,330	$6,330	$6,530	$6,730	$6,930	*	*	Up	*
Expenditures per student (full-time equivalent) at CUNY community colleges	$12,058	$12,443	$13,611	$14,950	$15,620	*	*	Up	*
Percentage of CUNY community college students receiving federal financial aid (Pell) (%)	64.0%	61.9%	60.8%	63.4%	61.4%	*	*	Neutral	*

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Percentage of community college students receiving Tuition Assistance Program (TAP) grants (%)	34.1%	36.4%	35.9%	36.6%	34.8%	*	*	Neutral	*

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$955.1	$1,018.7	$1,158.5	$1,199.1	$1,307.2	$1,321.7	$1,205.3	Up
Revenues ($000,000)	$383.0	$401.1	$404.8	$387.2	$377.1	$415.3	$415.3	Neutral
Personnel	8,749	8,979	9,184	9,414	9,385	10,102	10,286	Neutral
Overtime paid ($000,000)	$7.6	$7.3	$8.0	$8.0	$2.3	$2.2	$1.8	Down

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

SPENDING AND BUDGET INFORMATION

Agency expenditures and planned resources by budgetary unit of appropriation.

Unit of Appropriation	Expenditures FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)
Personal Services - Total	$809.0	$827.5
002 - Community College	$789.5	$809.8
004 - Hunter Schools	$19.5	$17.7
Other Than Personal Services - Total	$390.2	$479.7
001 - Community College	$389.1	$443.3
003 - Hunter Schools	$1.0	$1.4
012 - Senior College	$0.0	$35.0
Agency Total[3]	$1,199.1	$1,307.2

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2019, as of June 2019.Includes all funds.   [3]These figures are limited to the City's contribution and planned contribution respectively.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- CUNY revised the names of two indicators for clarity and consistency: 'CUNY community college certificate and associate graduates from career and technical education programs who are employed six months after graduation (%)' and 'CUNY community college certificate and associate graduates from career and technical education programs who are employed or continuing their education six months after graduation (%)'. There was no impact on ongoing or historic reported data for these indicators.

- CUNY revised the values for three indicators to reflect updated data now available. The values are for Fiscal 2018 for 'CUNY community college certificate and associate graduates from career and technical education programs who are employed six months after graduation (%)' and for 'CUNY community college certificate and associate graduates from career and technical education programs who are employed or continuing their education six months after graduation (%)' and, for Fiscal 2017 and Fiscal 2018, for 'High school students participating in college preparation program (College Now)'.

- CUNY revised its Fiscal 2020 targets for three graduation rate indicators: 'Six-year systemwide graduation rate (%) - community college students in STEM disciplines', 'Six-year systemwide graduation rate (%) - CUNY associate degree students' and 'Six-year systemwide graduation rate (%) - CUNY baccalaureate students'. These revisions are congruent with their five-year trends and Fiscal 2019 and anticipated results for CUNY.

ADDITIONAL RESOURCES

For additional information, go to:

- Office of Institutional Research performance reports:
  www2.cuny.edu/about/administration/offices/oira/institutional/data/current-student-data-book-by-subject/#Accountability

For more information on the agency, please visit: www.cuny.edu.

DEPARTMENT OF SMALL BUSINESS SERVICES
Gregg Bishop, Commissioner

WHAT WE DO

The Department of Small Business Services (SBS) makes it easier for businesses in New York City to start, operate and grow by providing direct assistance to business owners, fostering neighborhood development in commercial districts and linking employers to a skilled and qualified workforce. SBS runs the City's NYC Business Solutions Centers, Industrial Business Solutions Providers and Workforce1 Career Centers; provides grants and services to support the growth of local community and economic development organizations throughout the City, oversees the largest network of Business Improvements Districts (BIDs) in the country; and administers the Minority and Women-owned Business Enterprise (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). SBS reached its goal of 9,000 City-certified M/WBEs by the end of June 2019. This represents a doubling of the certified pool in less than three years, achieving a goal set by Mayor de Blasio in 2016.

SBS is investing in the future of New York City's workforce and equipping jobseekers with the skills they need to build careers in the 21st century economy. Supporting the Mayor's Career Pathways 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 2019

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 2019, SBS served 21,069 unique customers and businesses across the five boroughs. The six percent increase from the prior year is due to the launch of new programs and an overall increase in division-wide performance. In the same reporting period, SBS helped small businesses obtain 1,186 financing awards that totaled $76.15 million, an increase of 10 percent in number and 40 percent in value compared to the prior year. These increases are driven by the launch of new capital access programs including WE Fund: Growth, which supports women who need capital to expand their businesses, and Love Your Local, which provides technical assistance and financial awards to help long-standing businesses adapt to changing market conditions.

Both the number of unique businesses served by programs that help navigate government and businesses opened with assistance from SBS decreased by one percent, compared to Fiscal 2018, to 5,176 and 529 respectively. These decreases are attributed to the work of the Mayor's Small Business First (SB1) initiative. Certain cross-agency services included in the indicator have been made more efficient and transitioned back to the Departments of Health and Mental Hygiene, the Department of Buildings, and the Fire Department. This indicator is anticipated to continue to decrease as businesses will increasingly be served directly by the regulatory agencies. On average, businesses that received assistance to open in Fiscal 2019 were smaller, which contributed to a lower projected number of hires by those businesses.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Unique customers and businesses served	NA	14,128	18,352	19,842	21,069	*	*	NA	Up
★ Unique businesses receiving financial awards (facilitated or disbursed)	735	432	593	825	977	470	470	Up	Up
★ Financial awards to businesses (facilitated or disbursed)	805	567	658	1,074	1,186	540	540	Up	Up
Value of financial awards to businesses (facilitated or disbursed) ($000)	$64,799	$44,983	$45,701	$54,234	$76,152	*	*	Up	Up
★ Businesses opened with assistance from SBS	854	915	867	537	529	⇧	⇧	Down	Up
Projected number of hires by businesses opened with assistance from SBS	12,037	12,759	10,096	5,204	4,355	*	*	Down	Up
Unique customers served by programs that help navigate government	NA	3,861	5,484	5,230	5,176	*	*	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 Saving 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 and facilities 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 but had been extended until June, 2020. During Fiscal 2019, ECSP approved 56 business for benefits, representing slightly more than 2,440 jobs. Compared to the previous year, the participants during Fiscal 2019 were generally smaller businesses with fewer employees. However, there were a few larger energy users that had higher estimated energy savings relative to last year, leading to an increase in the value of the savings, despite a decrease in the jobs created or retained. The Lower Manhattan Energy Program (LMEP) was also scheduled to expire in June, 2017 but was extended until June, 2020. The LMEP, measured on a cumulative basis, saved 321 commercial businesses tenants $5.1 million in energy cost during Fiscal 2019. These decreases from the prior year were expected; the LMEP has a finite number of buildings that qualify for the program, and the majority have applied and are completing their respective benefit schedules.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Value of Energy Cost Savings Program savings for businesses ($000)	$841	$878	$2,003	$678	$816	*	*	Neutral	*
Jobs created or retained by Energy Cost Savings Program	5,164	1,060	9,753	3,403	2,446	*	*	Down	*
Value of Lower Manhattan Energy Program savings for active commercial tenants (cumulative) ($000)	$12,433	$10,028	$7,905	$6,105	$5,069	*	*	Down	*
Commercial tenants active in Lower Manhattan Energy Program	1,152	1,007	784	463	321	*	*	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 2019 the Workforce1 Career Center system served 100,677 jobseekers and facilitated 27,367 placements and promotions, surpassing its goal of 25,000 for the seventh consecutive year. The average hourly wage for the reporting period was $15.73, a 9 percent increase compared to last year. Notably, the Workforce1 system had already achieved an average hourly wage of $15.06 prior to the implementation of the $15 minimum wage on January 1, 2019.

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 providing jobseekers with their choice of trainer for a variety of in-demand occupations. In Fiscal 2019, SBS enrolled 2,195 New Yorkers into training. The number of enrollments decreased due to a few factors. After evaluation, SBS discontinued a healthcare training model with substantial enrollments in previous fiscal years because it did not deliver strong outcomes. Additionally, fewer employers participated in employer-based training programs, and employers who received awards were relatively smaller in number of employees in both Fiscal 2019 and Fiscal 2018. These changes reflect an overall shift towards using limited resources to support more robust training that equips New Yorkers for middle wage jobs instead of spending on less intense training that prepares people for lower wage jobs.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Workforce1 systemwide job placements and promotions	26,952	28,455	28,170	25,534	27,367	25,000	25,000	Neutral	*
New jobseekers registered through the Workforce1 Career Center system	55,133	55,647	54,816	52,285	52,028	*	*	Neutral	*
Walk-in traffic at Workforce1 Centers	266,663	273,753	271,573	275,137	260,219	*	*	Neutral	*
★ Customers enrolled in training	NA	3,649	3,464	3,756	2,195	⇧	⇧	NA	Up
Unique customers served	NA	104,715	104,239	102,357	100,677	*	*	NA	Up
★ Businesses awarded funding for employer-based training	NA	57	54	15	30	*	*	NA	*

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

SERVICE 3 Provide financial support and technical assistance for New York City's commercial districts throughout the five boroughs.

Goal 3a   Strengthen and expand New York City's Business Improvement District (BID) program and other local economic development organizations.

In Fiscal 2017, SBS awarded 11 community-based organizations (CBOs) nearly $8.5 million over 3.5 years to revitalize commercial corridors in six neighborhoods across the five boroughs through the Neighborhood 360° initiative. The funding will address 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 in the Bronx, Downtown Flushing,

Inwood and East Harlem. Moving forward, SBS will continue to partner with communities to conduct CDNAs and leverage them as a comprehensive planning tool to help identify needs and opportunities for local neighborhood revitalization.

SBS continued to build the City's Business Improvement District (BID) program by assisting local organizations and merchants associations interested in creating a BID with the planning, outreach and legislative phases of BID formation. This included oversight of the legislative approval of one new BID, Throggs Neck in the Bronx, and the boundary expansion of an existing BID, Downtown Flushing in Queens, which was at the point of being heard by the City Planning Commission (CPC) during the legislative approval process. SBS also continued to offer technical assistance, capacity building workshops and webinars, best practice sharing, board of director's support, and contract administration and oversight to the City's 76 existing BIDs, the largest network of its kind in the country. SBS also continues to work with the Department of Finance to carry out the BID assessment billing process to over 42,000 tax lots located within BIDs, amounting to over $110 million in BID assessment funds this year.

SBS continued to provide a broad array of capacity building and organizational development programs for Community-Based Development Organizations (CBDOs) across the City, in order to strengthen these City partners over the long-term. This past year, SBS offered the 9-month-long Neighborhood Leadership Program with the Coro New York Leadership Center to 20 CBDO professionals, non-profit legal assistance, non-profit governance and financial management workshops, 1-on-1 coaching to executive directors, media and video training, and design assistance. SBS also completed the third year of its Neighborhood 360° Fellows program, whereby 10 fellows who are temporary SBS employees, are embedded in community organizations to help complete local commercial revitalization projects, build stronger connections to SBS and the City, and to continue to build a pipeline of new talent in the community development field. SBS also continued its storefront improvement program across the City, offering technical assistance to community-based organizations looking to develop a local storefront improvement program, while directly assisting small businesses and property owners in two target neighborhoods, Downtown Jamaica and East Tremont, with pursuing physical storefront improvements via reimbursement grants.

The Avenue NYC Program, funded via Federal Community Development Block Grants (CDBG), provided more than $1.71 million in grant awards to CBDOs to boost underserved neighborhoods through community development projects. The awards were used to expand the capacity of CBDOs - including BIDs, local development corporations, merchants associations, and other organizations operating in low- to moderate-income neighborhoods - to execute impactful commercial revitalization projects. SBS has recently shifted its focus from project-based grants to larger grants for multi-year program commitments in an aim to greatly enhance the capacity of selected CBDOs to understand local neighborhood needs and deliver more impactful community development projects.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ City block faces receiving supplemental sanitation services through BIDs	3,562	3,600	4,044	4,065	4,108	3,800	4,197	Up	Up
★ Average acceptably clean BID sidewalk ratings (%)	96.1%	96.8%	97.8%	98.4%	NA	97.0%	97.0%	NA	Up
Value of AvenueNYC local development corporations funding ($000,000)	$1.38	$1.30	$1.30	$1.45	$1.71	*	*	Up	*

★ 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 2019, 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 and recertified with the City. There were 3,281 M/WBEs certified and recertified in Fiscal 2019, increasing the total number of City-certified M/WBEs to 9,063, an increase of one-third from the prior year. The M/WBE recertification rate increased to 101 percent in Fiscal 2019, from a rate of 80 percent in Fiscal 2018, accounting for the recertification of firms expired in prior years.

The number of M/WBEs that were awarded City contracts increased by 9 percent, to 1,528, compared to the prior year. Additionally, the number of M/WBEs that were awarded City contracts after receiving direct assistance from SBS rose 5 percent to 1,022, compared to the previous year.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Total Minority and Women-owned Business Enterprises certified	4,115	4,516	5,122	6,829	9,063	9,000	9,515	Up	Up
★ Minority and Women-owned Business Enterprises awarded City contracts	902	1,011	1,131	1,396	1,528	1,223	1,537	Up	Up
★ M/WBEs awarded contracts after receiving procurement and capacity building assistance	613	723	824	976	1,022	891	1,074	Up	Up
★ Annual M/WBE recertification rate	60.4%	53.4%	61.8%	79.6%	101.0%	60.0%	60.0%	Up	Up
Newly certified and recertified businesses in M/WBE Program	1,003	1,030	1,675	2,770	3,281	*	*	Up	Up

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
CORE customer experience rating (0-100)	95	98	96	93	NA	*	*	NA	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	2,351	7,327	6,652	7,259	8,251	*	*	Up	*

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$273.5	$282.5	$260.0	$267.2	$292.9	$322.7	$236.2	Neutral
Revenues ($000,000)	$55.6	$54.9	$0.4	$0.4	$0.4	$0.4	$0.2	Down
Personnel	257	302	325	304	307	406	370	Up
Overtime paid ($000)	$34	$30	$65	$57	$65	$65	$65	Up
Human services contract budget ($000,000)	$28.6	$31.9	$29.8	$32.9	$41.0	$33.0	$20.9	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$23.6	$26.5	
001 - Department of Business	$15.9	$17.2	All
004 - Contract Compliance and Bus. Opportunity	$2.8	$3.2	1a, 1b, 2a, 4a
010 - Workforce Investment Act	$4.8	$6.0	1a, 4a
Other Than Personal Services - Total	$243.5	$266.4	
002 - Department of Business	$77.7	$73.0	All
005 - Contract Compliance and Bus. Opportunity	$4.7	$5.1	1a, 1b, 2a, 4a
006 - Economic Development Corporation	$62.6	$80.3	Refer to table in EDC chapter
011 - Workforce Investment Act	$58.7	$67.8	1a, 4a
012 - Trust for Gov.'s Island and NYC & Co.	$39.7	$40.3	1b
Agency Total	$267.2	$292.9	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.   [2] City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds.
[3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Since its inception in Fiscal 2018, the indicator 'Businesses opened with assistance from SBS' and its companion indicator 'Projected hires for businesses opened with assistance from SBS' have included only those businesses served by SBS's Small Business Advocates. In the Fiscal 2019 MMR, the definition has been expanded to include businesses opened with assistance from a broader set of SBS programs and services.

- The Fiscal 2018 figure for 'Value of AvenueNYC local development corporates funding ($000,000)' has been revised from '$1.02' to '$1.45'.

- Due to a software coding error that has since been corrected, some cleanliness rating data between November 2018 and June 2019 was found to be incomplete. While only a portion of ratings were affected, citywide cleanliness scores from the Mayor's Office of Operations Scorecard program cannot be re-calculated at the level of confidence required to be included in the Fiscal 2019 Mayor's Management Report. Monthly street cleanliness ratings for Fiscal 2020 can be found online. This impacts the Fiscal 2019 value for 'Average acceptably clean BID sidewalk ratings (%)'.

- The Fiscal 2019 data for 'Minority and Women-owned Business Enterprises awarded City contracts' and 'MWBEs awarded contracts after receiving procurement and capacity building assistance' is based on preliminary data.

- Fiscal 2019 data for CORE (Customers Observing and Reporting Experiences) facility ratings are not available. CORE inspections will be conducted in the fall and winter of Calendar 2019 and the results will appear in the Fiscal 2020 Mayor's Management Report.

ADDITIONAL RESOURCES

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

DEPARTMENT OF VETERANS' SERVICES

Dr. Loree Sutton, MD (Brigadier General – Ret), Founding 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. Through strategic partnerships, DVS expands education and career opportunities for veterans and provides 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 Core4 Whole Health Model™, DVS is committed to supporting overall wellbeing, addressing the full impact of war and military service on the mind, body and spirit.

FOCUS ON EQUITY

DVS commits to connecting with all New York City veterans - anyone with prior service in the U.S. Armed Forces, including the Reserves and/or National Guard – regardless of discharge status. DVS also serves family members and caregivers, recognizing their essential role in veteran health and wellbeing. Marshalling the collective resources of City government and its local partners, DVS works with veterans and their families to find affordable housing and access support services; facilitates contact to programs that foster physical, mental and spiritual wellbeing; provides information about education and career opportunities; and offers one-on-one assistance to help veterans navigate benefits and resources. In early Fiscal 2019 DVS launched VetConnectNYC (VCNYC), a coordinated care network that connects New York City veterans, service members and their families to a network of more than 100 public, private, and not-for-profit service providers to meet a variety of needs, from housing and education to healthcare and employment. Through VCNYC veterans are connected with the care coordination team at Northwell Health, which includes a group of trained social workers and specialists who assess client needs and make appropriate referrals.

OUR SERVICES AND GOALS

SERVICE 1   **Provide supportive services to veterans and their families.**

    Goal 1a   Mitigate and prevent homelessness for veterans.

SERVICE 2   **Assist veterans and their families with accessing eligible resources.**

    Goal 2a   Ensure veterans have information about and are connected with appropriate resources.

HOW WE PERFORMED IN FISCAL 2019

SERVICE 1   **Provide supportive services to veterans and their families.**

Goal 1a   Mitigate and prevent homelessness for veterans.

Ending veteran homelessness continues to be a top priority for DVS. In Fiscal 2019 DVS secured housing for 158 homeless veterans through the Veteran Peer Coordinator (VPC) program, a peer-to-peer service model focused on veterans helping veterans to navigate the challenging process of finding housing in New York City. The VPC program is at the core of DVS' contribution to a network of local, state and federal agencies and not-for-profit partners working together to end veteran homelessness. The seven percent decrease in housing placements in Fiscal 2019 compared to Fiscal 2018 is due to DVS staff vacancies that have since been filled. An additional VPC position was also added and filled in the latter half of Fiscal 2019.

DVS also provides homelessness prevention services to help veterans and their families remain in their current homes. Homelessness prevention services include eviction prevention and other housing stability supports, as well as aftercare services, which are provided to all homeless veterans housed by the agency. In Fiscal 2019, 438 veterans and veteran families benefited from these services - a six percent decline compared to Fiscal 2018. DVS provided fewer clients with aftercare services due to the decline in veterans housed during this time period.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Homeless veterans and their families who received housing through DVS Veteran Peer Coordinator program	NA	NA	NA	169	158	*	*	NA	*
★ Veterans and their families receiving homelessness prevention assistance from DVS	NA	NA	NA	466	438	*	*	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.

In Fiscal 2019 DVS streamlined its veteran outreach by merging two previously separate and specialized units—Whole Health and CE5—to form the fully proficient Engagement and Community Services (ECS) outreach team. The ECS team uses multiple targeted strategies to engage veterans and their families, including regular attendance at events and resource fairs and expanded office hours in all five boroughs. The team bases this citywide outreach strategy on data collected from constituent feedback and daily interaction with the veteran community. Through these efforts, ECS coordinators engaged 12,896 veterans and veteran family members, a seven percent increase over Fiscal 2018.

As part of its community engagement, DVS strives to connect veterans and their families to resources through the innovative VCNYC network Core4 Whole Health Model™. In accordance with Local Law 215 of 2018, DVS established Veteran Resource Centers (VRCs) in every borough where ECS coordinators host community and office hours for at least 20 hours a week. In Fiscal 2019, DVS began its Veteran Service Organization (VSO) reinvigoration program to work with legacy VSOs such as the American Legion and Veterans of Foreign Wars. The program aims to revitalize these organizations by transforming them into community-based VRCs and enabling them to connect their network of veterans with more resources. Lastly in Fiscal 2019, the agency launched VCNYC, the service coordination network through which veterans and their families are connected to vetted services, resources, and care. Fully implementing these outreach strategies while merging units led to a slight disruption in service delivery: DVS connected 3,087 families to resources in Fiscal 2019 compared to 3,230 in Fiscal 2018. In Fiscal 2019 however, DVS laid the groundwork to broaden access and the agency is now poised to increase the number of families served in Fiscal 2020.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Veterans and their families engaged by DVS	NA	NA	NA	12,099	12,896	*	*	NA	*
★ Veterans and their families given assistance to access resources	NA	NA	NA	3,230	3,087	*	*	NA	*

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	NA	NA	$2.5	$3.6	$5.4	$5.4	$5.4	NA
Personnel	NA	NA	32	35	38	47	48	NA
Overtime paid ($000)	NA	NA	$11	$23	$22	$17	$0	NA

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$2.9	$4.0	All
002 - Other Than Personal Services	$0.6	$1.4	All
Agency Total	$3.6	$5.4	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.   [2] City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- DVS revised the wording of goal 1a indicators and goal 1a and 2a definitions to clarify that DVS services are available to veterans and veteran families.

- The Fiscal 2018 data for the indicators, 'Veterans and their families engaged by DVS' and 'Veterans and their families given assistance to access resources' were revised. In anticipation of a new Client Relationship Manager platform, DVS staff compiled client records, trackers, and spreadsheets previously stored on individual workstations. Duplicate cases were scrubbed and additional records surfaced, resulting in a net increase in clients served for both indicators.

ADDITIONAL RESOURCES

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

Infrastructure and Sustainability

Infrastructure and Sustainability

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 water resource recovery facilities as well as seven water resource recovery facilities 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 many single-family homeowners and undertook a major expansion of the Home Water Assistance Program (HWAP), a billing program that provides a credit to low-income homeowners who qualify for the federal Home Energy Assistance Program. In 2016, the Department undertook a further expansion of the HWAP credit to include additional low-income senior and disabled homeowners who receive a New York City Department of Finance property tax exemption. Then, in Fiscal 2018, DEP implemented the Multifamily Water Assistance Program (MWAP), which provides a bill credit to multifamily buildings that conserve water and enter into an agreement to keep rents affordable. In Fiscal Year 2019, DEP continued both the freeze of the minimum charge and the income-tested HWAP credit. In addition, the system has for many years offered a bill amnesty program, in which high water charges that are attributable to leaks that are fixed receive a partial reduction in charges.

OUR SERVICES AND GOALS

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

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

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

SERVICE 2   **Maintain the City's water delivery and sewer collection systems.**

Goal 2a   Resolve emergencies and perform preventive maintenance and required repairs to the water distribution and wastewater collection systems in a timely manner.

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

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

SERVICE 4   **Bill and collect revenue for water and sewer usage.**

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

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

SERVICE 5   **Enforce City laws relating to air pollution, noise pollution and hazardous materials.**

Goal 5a   Investigate complaints in a timely manner.

HOW WE PERFORMED IN FISCAL 2019

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 2019, DEP collected 37,500 samples from the City's distribution system and performed approximately 414,000 analyses, meeting all State and federal monitoring requirements. Additionally, approximately 240,000 analyses were performed on 15,700 samples, and 1.3 million robotic monitoring measurements were recorded from the upstate water supply watershed.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Samples testing positive for coliform bacteria (%)	0.3%	0.5%	0.3%	0.4%	0.3%	*	*	Down	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	32,865	45,569	34,475	20,613	44,857	*	*	Neutral	*

★ 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 over fifteen percent higher than last year, due to the addition of 37 new officers who graduated from the Staff Sgt. Robert H. Dietz DEP Police Academy in Kingston, NY on June 29, 2018 and are now on patrol.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Water supply - Critical equipment out of service (%)	1.3%	1.0%	0.9%	0.7%	0.4%	*	*	Down	Down
★ Facility security checks	278,439	293,199	286,589	270,831	312,500	275,000	275,000	Neutral	Up
Overall enforcement activity	1,206	1,658	1,893	1,377	1,328	*	*	Neutral	*

★ 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.

The number of catch basin complaints received increased by more than 39 percent due largely to the 51 percent increase in rainfall compared to the prior period (from 41.9 inches in Fiscal 2018 to 63.4 inches in Fiscal 2019.) The Department was able to resolve these complaints within target despite the significant increase in volume of complaints received.

The increased frequency of catch basin inspections required under Local Law 48 of 2015 has continued to result in an increase in the backlog of catch basin repairs. Although there is a reported increase in the average backlog, the backlog actually began to decline in the later part of Fiscal 2019. The backlog peaked in June 2018 at 5.55 percent and declined to 4.21 percent in June 2019. Work orders for minor repairs make up 60 percent of the repair backlog, since repairs for non-functional basins and major repairs are prioritized. Over time, the Department anticipates that the catch basin repair backlog will decline.

Water main breaks decreased by almost 12 percent, even as there were four more freeze-thaw cycles in Fiscal 2019 compared to the prior period. Water main breaks are influenced by the weather and year-to-year fluctuations are to be expected.
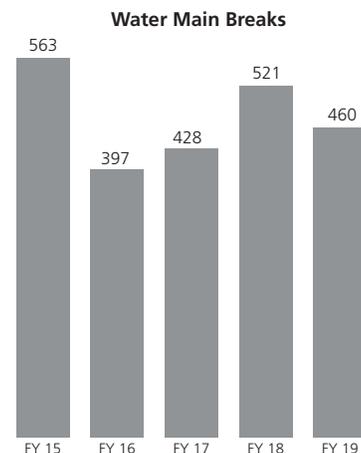
Water Main Breaks

	FY 15	FY 16	FY 17	FY 18	FY 19
	563	397	428	521	460

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Sewer backup complaints received	11,435	10,469	12,133	11,303	11,965	*	*	Neutral	*
Sewer backup complaints resolved - Confirmed (on City infrastructure)	2,846	2,503	2,649	2,389	2,177	*	*	Down	Down
– Unconfirmed (not on City infrastructure or unfounded)	8,589	7,960	9,489	8,904	9,796	*	*	Up	*
★ Sewer backup resolution time (hours)	3.9	3.7	3.8	3.7	3.6	7.0	7.0	Neutral	Down
Street segments with confirmed sewer backup in the last 12 months (% of total segments)	1.2%	1.1%	1.2%	1.0%	0.9%	*	*	Down	Down
★ Street segments with recurring confirmed sewer backups in the last 12 months (% of total segments)	0.3%	0.3%	0.3%	0.3%	0.2%	0.6%	0.6%	Down	Down
Street cave-in complaints received	4,073	4,174	3,847	3,769	3,785	*	*	Neutral	Down
Average time to respond to street cave-in complaints and make safe (days)	2.5	4.6	1.9	1.9	1.9	*	*	Down	Down
Water main breaks	563	397	428	521	460	*	*	Neutral	Down
Water main breaks per 100 miles of main in the last 12 months	8.0	5.7	6.1	7.4	6.6	*	*	Neutral	Down
★ Average time to restore water to customers after confirming breaks (hours)	5.1	4.2	4.4	4.5	4.8	6.0	6.0	Neutral	Down
★ Broken and inoperative hydrants (%)	0.50%	0.52%	0.54%	0.40%	0.46%	1.00%	1.00%	Down	Down
★ Average time to repair or replace high-priority broken or inoperative hydrants (days)	2.5	2.9	2.5	2.9	2.5	7.0	7.0	Neutral	Down
Catch basin complaints received	8,851	8,020	8,942	7,673	10,699	*	*	Up	Down
★ Catch basin backup resolution time (days)	3.1	4.0	5.0	6.9	7.8	9.0	9.0	Up	Down
Catch basins surveyed/inspected (%)	31.4%	31.7%	98.3%	99.3%	101.4%	100.0%	100.0%	Up	*
Catch basins cleaned	31,086	30,778	52,057	39,098	48,756	*	*	Up	*
★ Backlog of catch basin repairs (% of system)	0.4%	0.7%	1.8%	3.8%	4.5%	1.0%	1.0%	Up	Down
Leak complaints received	3,622	3,642	3,673	4,367	3,816	*	*	Up	*
★ Leak resolution time (days) (City infrastructure only)	9.3	10.2	10.0	10.2	8.5	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 resource recovery 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 2019, the percent of critical equipment out-of-service (% below the minimum) remained well below the target of five percent.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Water resource recovery facility (WRRF) effluent meeting federal standards (%)	99.5%	99.5%	99.8%	99.7%	99.6%	100.0%	100.0%	Neutral	Up
Harbor survey stations meeting applicable waterbody standards for dissolved oxygen (%)	94%	90%	91%	92%	90%	89%	89%	Neutral	Up
WRRFs - Critical equipment out-of-service (% below minimum)	2.5%	2.1%	1.8%	1.5%	1.0%	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 2019, DEP collected $3.8 billion in revenue. Sixty-two percent of the billed amount was collected in 30 days.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Estimated bills (%)	3.2%	3.0%	2.8%	3.0%	2.8%	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 2019, DEP collected $3.8 billion in revenue, which was 1.4 percentage points above the target established by the NYC Water Board.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Total revenue collected ($000,000)	$3,808.9	$3,852.6	$3,852.0	$3,602.3	$3,824.8	$3,773.8	$3,816.1	Neutral	Up
★ Total revenue as percent of target (%)	105.3%	104.5%	104.3%	99.8%	101.4%	100.0%	100.0%	Neutral	Up
Accounts receivable - Total balance ($000,000)	$1,640	$1,666	$1,633	$1,709	$1,741	*	*	Neutral	Down
Billed amount collected in 30 days (%)	61.8%	63.1%	60.8%	60.5%	62.0%	*	*	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 fifth of a day to 0.91 of a day, as the Department dealt with an increase of over 42 percent in the number of asbestos complaints received. The increase in complaints was likely due to the rise in construction activity in the City. The Department continued to meet its targets for responding to and closing asbestos complaints and anticipates that the time to close complaints will return to historical levels with its use of electronic inspection and reporting software.

Noise Complaints Received and Average Days to Close
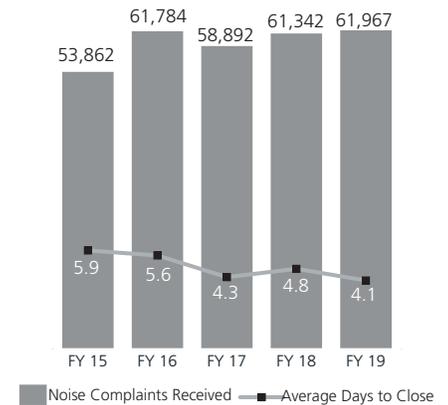
Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Air complaints received	8,776	9,858	8,807	8,276	8,295	*	*	Down	*
★ Average days to close air quality complaints	4.3	4.0	2.5	4.2	3.9	9.0	9.0	Neutral	Down
Air complaints responded to within seven days (%)	95%	95%	96%	97%	99%	85%	85%	Neutral	Up
Noise complaints received	53,862	61,784	58,892	61,342	61,967	*	*	Up	*
★ Average days to close noise complaints	5.9	5.6	4.3	4.8	4.1	9.0	9.0	Down	Down
Noise complaints not requiring access to premises responded to within seven days (%)	97%	97%	98%	99%	99%	85%	85%	Neutral	Up
Asbestos complaints received	1,674	1,855	1,425	1,338	1,902	*	*	Neutral	*
★ Average days to close asbestos complaints	0.37	0.34	0.34	0.74	0.91	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	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Total violations issued	15,284	14,753	16,149	12,851	21,394	*	*	Up	*
Violations admitted to or upheld at the Environmental Control Board (%)	90.9%	93.8%	92.8%	91.5%	90.0%	*	*	Neutral	Up
Collisions involving City vehicles	337	380	413	398	427	*	*	Up	Down
Workplace injuries reported	478	352	359	238	170	*	*	Down	Down

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
E-mails responded to in 14 days (%)	86%	93%	100%	100%	100%	95%	95%	Up	Up
Letters responded to in 14 days (%)	99%	99%	99%	99%	99%	95%	95%	Neutral	Up
Calls answered in 30 seconds (%)	68%	73%	79%	72%	68%	76%	76%	Neutral	Up
Average customer in-person wait time (minutes)	6	5	4	4	4	5	5	Down	Down
Completed customer requests for interpretation	12,976	13,685	13,783	13,848	14,548	*	*	Up	*
Visitors rating customer service at borough centers as good or better (%)	93.0%	95.0%	93.0%	95.0%	96.0%	90.0%	90.0%	Neutral	Up
CORE customer experience rating (0-100)	95	100	97	95	NA	90	90	NA	Up

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

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Percent meeting time to first action - Sewer Maintenance - Catch Basin Clogged/Flooding (6 days)	93%	91%	89%	86%	84%	85%	85%	Neutral	*
Percent meeting time to first action - Sewer Maintenance - Sewer Backup (0.25 days)	89%	90%	88%	89%	91%	85%	85%	Neutral	*
Percent meeting time to first action - Water Maintenance - Hydrant Running (2 days)	85%	85%	86%	82%	76%	85%	85%	Neutral	*
Percent meeting time to first action - Water Maintenance - Hydrant Running Full (1 day)	88%	88%	89%	86%	77%	85%	85%	Down	*
Percent meeting time to first action - Water Maintenance - Leak (0.7 days)	80%	79%	81%	77%	82%	85%	85%	Neutral	*

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$1,216.1	$1,267.2	$1,435.9	$1,432.1	$1,444.9	$1,459.3	$1,370.3	Up
Revenues ($000,000)[4]	$26.6	$27.3	$26.3	$29.3	$27.0	$25.5	$25.5	Neutral
Personnel	5,727	5,946	6,011	6,099	6,195	6,530	6,350	Neutral
Overtime paid ($000,000)	$42.9	$40.6	$49.9	$44.5	$44.5	$22.7	$21.7	Neutral
Capital commitments ($000,000)	$2,102.8	$1,590.1	$2,490.6	$1,925.2	$1,560.4	$2,395.4	$2,811.4	Down

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

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$551.2	$570.6	
001 - Executive and Support	$38.8	$40.8	All
002 - Environmental Management	$30.0	$30.6	5a
003 - Water Supply and Wastewater Collection	$211.2	$217.6	1a, 1b, 2a, 3a, 5a
007 - Central Utility	$76.8	$79.9	1a, 4a, 4b
008 - Wastewater Treatment	$194.5	$201.6	2a, 3a
Other Than Personal Services - Total	$880.9	$874.4	
004 - Utility	$617.3	$656.1	1a, 1b, 2a, 3a, 5a
005 - Environmental Management	$202.3	$149.8	1a, 1b, 2a, 3a, 5a
006 - Executive and Support	$61.2	$68.4	All
Agency Total	$1,432.1	$1,444.9	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.   [2] City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- The indicator 'Wastewater treatment plant effluent meeting federal standards' was changed to 'Water resource recovery facility effluent meeting federal standards' to reflect the national and international trend and changing science that has transformed wastewater utilities from handlers of wastewater to managers of sustainable resources, seeking the least-cost/highest-return environmental and social solutions.

- Fiscal 2019 data for CORE (Customers Observing and Reporting Experiences) facility ratings are not available. CORE inspections will be conducted in the fall and winter of Calendar 2019 and the results will appear in the Fiscal 2020 Mayor's Management Report.

ADDITIONAL RESOURCES

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

DEPARTMENT OF TRANSPORTATION

Polly Trottenberg, Commissioner

WHAT WE DO

The Department of Transportation (DOT) is responsible for the condition and operation of 6,300 miles of streets, highways and public plazas, 794 bridges and tunnels and nine boats for the Staten Island Ferry program. DOT operates over 13,250 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 1,248 miles of the cycling network, including over 120 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 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 developed Vision Zero Borough Pedestrian Safety Action Plans by combining statistical data collected from the scenes of traffic crashes with neighborhood input gathered at workshops and town halls and comments received through the Vision Zero website. DOT and NYPD released an update to the Action Plans in Fiscal 2019. To date, there are 131 miles of Select Bus Service (SBS) routes 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. As part of its Better Buses Action Plan, DOT is implementing the same SBS priority measures on local bus segments identified as slow and unreliable. These measures include dedicated bus lanes, transit signal priority intersections and accessible bus stops. Criteria for selecting segments include the prevalence of low-income and no-vehicle households.

OUR SERVICES AND GOALS

SERVICE 1	**Maintain the City's transportation infrastructure.**
Goal 1a	Manage the City's bridge inventory to achieve a high state of good repair.
Goal 1b	Maintain a state of good repair for the City's streets, sidewalks and highways.
Goal 1c	Ensure timely repairs of the City's street lights, traffic signs and signals.
SERVICE 2	**Provide a safe transportation network.**
Goal 2a	Improve safety for pedestrians, motorists and bus and bike riders.
Goal 2b	Ensure passenger safety on the Staten Island Ferry.
SERVICE 3	**Design and build transportation alternatives.**
Goal 3a	Increase mobility and accessibility throughout the City.
SERVICE 4	**Design public space to facilitate livability.**
Goal 4a	Enhance quality of life through streetscape improvements.
SERVICE 5	**Deliver projects on time.**
Goal 5a	Complete capital bridge projects on schedule.

HOW WE PERFORMED IN FISCAL 2019

SERVICE 1   Maintain the City's transportation infrastructure.

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

As part of DOT's bridge maintenance strategy, the agency allocates resources to improve the number of bridges rated fair or better. To achieve this goal, the Department focuses on eliminating poor conditions first and preventing other less serious conditions from worsening. 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.

New York State began to inspect and rate bridges using the American Association of State Highway and Transportation Officials (AASHTO) protocol in April 2016. DOT has been phasing in this ratings system for major bridges, but has continued to rate pedestrian bridges on the old scale. There is currently no accepted translation from the previous ratings system. City inspection crews are scheduled to begin rating bridges using the new AASHTO scale in early 2020. DOT expects to publish bridge ratings in the Fiscal 2020 Preliminary Mayor's Management Report.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Bridges rated - Good or very good (%) (calendar year)	42.1%	41.9%	41.8%	41.9%	NA	40.7%	40.7%	NA	Up
– Fair (%)	57.9%	58.1%	58.2%	57.8%	NA	*	*	NA	Down
– Poor (%)	0.0%	0.0%	0.0%	0.3%	NA	*	*	NA	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 2019 DOT repaired a total of 228,339 potholes (local streets and arterials), 18 percent fewer than Fiscal 2018. There was a 17 percent drop in pothole work orders overall, a result of the continued investment in resurfacing which allowed DOT to pave a backlog of locations along primary corridors and average to time to close a work order improved to 3.2 days. The number of lane miles resurfaced in-house increased slightly to 1,324, the highest output since the Department established the resurfacing program. DOT surpassed its internal goal to resurface at least 1,300 lane miles for the third year in a row.
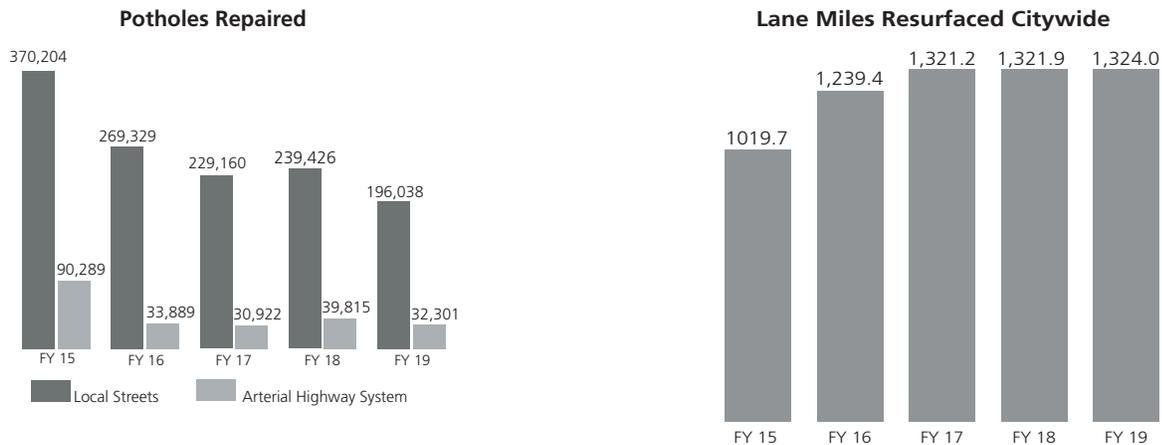
Potholes Repaired

FY 15: 370,204 (Local Streets), 90,289 (Arterial Highway System)
FY 16: 269,329 (Local Streets), 33,889 (Arterial Highway System)
FY 17: 229,160 (Local Streets), 30,922 (Arterial Highway System)
FY 18: 239,426 (Local Streets), 39,815 (Arterial Highway System)
FY 19: 196,038 (Local Streets), 32,301 (Arterial Highway System)

Legend: Local Streets, Arterial Highway System

Lane Miles Resurfaced Citywide

FY 15: 1019.7
FY 16: 1,239.4
FY 17: 1,321.2
FY 18: 1,321.9
FY 19: 1,324.0

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Streets maintained with a pavement rating of - Good (%)	70.0%	68.8%	69.8%	71.5%	NA	71.0%	71.0%	NA	Up
– Fair (%)	29.3%	30.4%	29.6%	28.0%	NA	*	*	NA	Down
– Poor (%)	0.7%	0.8%	0.6%	0.6%	NA	*	*	NA	Down
★ Average time to close a pothole work order where repair was done (calendar days)	5.6	3.2	3.0	3.5	3.2	5.0	5.0	Down	Down
Pothole work orders	60,809	50,085	49,687	51,833	42,960	*	*	Down	Down
Potholes repaired - Arterial highway system	90,289	33,889	30,922	39,815	32,301	*	*	Down	*
– Local streets	370,204	269,329	229,160	239,426	196,038	*	*	Down	*
Lane miles resurfaced citywide (in-house)	1,019.7	1,239.4	1,321.2	1,321.9	1,324.0	*	*	Up	Up
Average cost per lane mile resurfaced citywide ($)	$160,759	$149,102	$152,192	$161,406	NA	*	*	NA	Down
Average in-house cost of asphalt per ton ($)	$56.72	$51.77	$44.91	$43.39	NA	*	*	NA	Down
Average vendor cost of asphalt per ton ($)	$58.67	$55.43	$57.25	$62.86	NA	*	*	NA	Down
Construction permits issued	471,688	549,495	597,358	646,079	686,703	*	*	Up	Up
Inspections of permitted street work	574,467	708,276	707,330	595,665	546,906	*	*	Down	Up
– Permitted jobs passing inspection (%)	75%	76%	78%	70%	68%	75%	75%	Down	Up
Post-audit inspections for completed street work	292,453	374,075	375,133	316,572	303,100	*	*	Neutral	Up
– Completed street work that passed inspection (%)	75%	77%	79%	70%	68%	*	*	Down	Up
Adopt-A-Highway adoption rate (%)	81.5%	80.7%	83.9%	84.8%	84.3%	75.0%	75.0%	Neutral	Up
Adopted highway miles that receive a service rating of good (%)	94.3%	95.1%	100.0%	98.7%	93.3%	*	*	Neutral	Up
★ Parking meters that are operable (%)	99.2%	99.2%	99.1%	99.1%	99.2%	98.0%	98.0%	Neutral	Up
Total violations issued	34,266	67,065	46,285	48,937	50,315	*	*	Up	*
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	91.0%	92.0%	92.0%	91.0%	92.0%	*	*	Neutral	Up

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

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

Average response time to high priority traffic signal defects improved by 21 minutes in Fiscal 2019, largely due to milder, less inclement weather conditions, resulting in fewer electrical problems. Repair time for priority regulatory signs dropped to 1.7 days, once again surpassing its target of three business days. The overall average repair time for street lights (both ConEd and DOT) was up slightly in Fiscal 2019.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Average time to respond to high priority traffic signal defect and make safe (hours:minutes)	1:47	1:50	1:47	1:57	1:36	2:00	2:00	Neutral	Down
★ Average time to repair priority regulatory signs after notification (business days)	1.8	1.8	1.7	1.8	1.7	3.0	3.0	Neutral	Down
Average time to repair street lights - by DOT (calendar days)	2.3	2.9	3.0	2.7	2.7	*	*	Up	Down
Average time to repair street lights - by ConEd (calendar days)	15.6	14.4	14.3	13.7	14.0	*	*	Down	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 218 traffic fatalities in Fiscal 2019, nine more than the prior year, while the number of crashes decreased slightly. Fatalities rose by seven percent for bicyclists and pedestrians, while remaining the same for motorists and passengers.

In Fiscal 2019, as part of its commitment to advance the Vision Zero Action Plan, DOT completed 139 street improvement projects, installed a record 1,121 Leading Pedestrian Intervals and 318 speed humps and installed 43.0 million linear feet of pavement safety markings, a 48 percent increase from last year's lowest production in five years. The Department also installed Accessible Pedestrian Signals (APS) at 112 intersections, twice the number from last year, primarily as a result of a new policy to install APS at all new signal locations. APS are wired to a signal pole and send audible and vibrotactile indications when pedestrians push a button installed at the crosswalk.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Overall traffic crashes	209,729	225,318	228,283	227,766	223,471	⇩	⇩	Neutral	Down
★ Citywide traffic fatalities	249	236	211	209	218	⇩	⇩	Down	Down
– Bicyclists/pedestrians	159	152	148	128	137	*	*	Down	Down
– Motorists/passengers	90	84	63	81	81	*	*	Neutral	Down
Collisions involving DOT vehicles	344	370	497	480	422	*	*	Up	Down
★ Speed humps installed	382	395	365	409	318	250	250	Down	Up
★ Pavement safety markings installed (000,000) (linear feet)	45.2	45.2	45.0	29.1	43.0	⇧	⇧	Down	Up
Intersections with accessible pedestrian signals installed	18	52	116	54	112	75	75	Up	Up

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

Goal 2b   Ensure passenger safety on the Staten Island Ferry.

During Fiscal 2019 the customer accident injury rate (CAIR) for the Staten Island Ferry increased to 1.46 per million passengers. In total, there were 36 passenger injuries in Fiscal 2019 compared to 22 injuries reported in Fiscal 2018, reflecting increased ridership. The CAIR represents all passenger injuries where professional medical treatment was requested, and does not necessarily mean each passenger suffered an injury requiring treatment. The CAIR is recognized by local and State transportation agencies as an industry standard measure and is utilized to examine safety practices and evaluate performance.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Staten Island Ferry - Customer accident injury rate (per million passengers)	1.48	0.81	1.54	0.99	1.46	1.34	1.34	Neutral	Down

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

SERVICE 3   **Design and build transportation alternatives.**

Goal 3a   Increase mobility and accessibility throughout the City.

Staten Island Ferry ridership rose to 25.2 million, a three percent increase over last year, while the average cost per passenger per trip rose slightly to $5.42. 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 improved to 94.3 percent, its highest rate on record.

Private ferry ridership increased 19 percent to reach 16.4 million riders, largely due to the continued growth on existing NYC Ferry routes (operated by Hornblower) and the launch of two new routes, Lower East Side and Soundview, which connect the Bronx and Upper East Side with the business district in Lower Manhattan. 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 2019 users of the Bike Share Program activated a record 154,830 annual memberships, including renewals. Trips taken by all users, annual and short-term, grew 11 percent to 19.1 million. In Spring 2019 DOT released the boundaries of Citi Bike's Phase 3 expansion, which will bring bike share to new neighborhoods and into the Bronx over the next five years, ultimately doubling the size of its existing service area to 35 square miles and tripling the number of bikes to 40,000.

DOT added over 67 lane miles to the City's bicycle network, including 20.1 miles of protected bike paths in Fiscal 2019. Completed bicycle projects include crosstown protected bicycle paths on 12th and 13th Streets in Manhattan, as well as on 26th and 29th Streets, a two-way protected bike path on Broadway along Van Cortlandt Park in the Bronx and protected bike lanes along 43rd and Skillman Avenues which connect Queens Boulevard with the Queensboro Bridge.

Select Bus Service (SBS) ridership increased five percent in Fiscal 2019, while 18 route miles were added, a 16 percent increase.
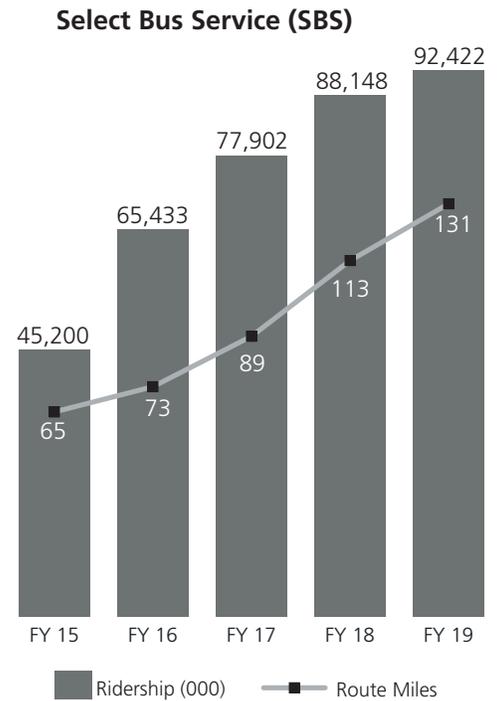
Select Bus Service (SBS)

		Actual				Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Staten Island Ferry - Trips that are on time (%)	92.1%	92.3%	92.8%	92.4%	94.3%	90.0%	90.0%	Neutral	Up
– Ridership (000)	21,911	23,067	23,920	24,497	25,223	*	*	Up	Up
– Average cost per passenger per trip ($)	$5.87	$5.87	$5.16	$5.37	$5.42	*	*	Neutral	Down
Private ferry service - Total ridership (000)	9,830	10,883	11,202	13,827	16,413	*	*	Up	Up
– Number of permanent routes	21	21	23	22	28	*	*	Up	Up
Citi Bike annual membership	73,057	112,415	134,583	150,493	154,830	*	*	Up	Up
– Trips (000)	8,765	12,234	14,981	17,176	19,106	*	*	Up	Up
Bicycle lane miles installed	51.2	53.9	82.9	70.5	67.5	50.0	50.0	Up	Up
Bicycle racks installed	2,408	1,300	2,018	804	1,642	1,500	1,500	Down	Up
★ NYC adults who bike regularly (annual) (calendar year)	778,000	NA	828,000	793,000	787,000	⇧	⇧	NA	Up
Select Bus Service ridership (000) (annual)	45,200	65,433	77,902	88,148	92,422	*	*	Up	Up
– Route miles (cumulative)	65	73	89	113	131	*	*	Up	Up
Average travel speed (miles per hour) - Manhattan Central Business District	7.7	7.4	7.1	7.1	7.0	*	*	Neutral	Up
Crossing points with pedestrian ramps installed (%)	97.0%	96.8%	97.2%	98.1%	98.7%	*	*	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 443,518 square feet of pedestrian space during Fiscal 2019, 25 percent more than last year and the second-highest total in the last nine years. Pedestrian space includes plazas, curb extensions, sidewalks, safety islands and triangles. Notable street improvement projects completed include Westchester and Manor Avenues in the Bronx, 32nd Street between Sixth and Seventh Avenues in Manhattan, Vernon and Astoria Boulevards in Queens and additional projects associated with the Safe Routes to Schools program which improve pedestrian safety for school children citywide.

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 79 plazas citywide that have either been completed or are in some phase of planning, design, or construction. Of these, 64 plazas are now open to the public. Plazas recently completed include Gansevoort Plaza in the West Village, Manhattan and Putnam Plaza in Clinton Hill, Brooklyn.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Pedestrian volume index	112.7	118.3	113.7	110.9	103.6	*	*	Neutral	*
Pedestrian space installed (square feet)	230,956	353,439	499,025	353,968	443,518	*	*	Up	Up
Existing newsstands converted to new model (%)	94.0%	95.9%	97.4%	97.5%	98.4%	*	*	Neutral	Up

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

SERVICE 5   Deliver projects on time.

Goal 5a   Complete capital bridge projects on schedule.

The Department completed 22 bridge structure projects in Fiscal 2019; all were completed on schedule. Completed projects include work on the Harlem River Drive Viaduct, City Island Road over Eastchester Bay, Arthur Kill Road over Ridgewood Avenue and Metropolitan Avenue/Fresh Pond Road over the Long Island Rail Road tracks. DOT is dedicated to improving its project delivery processes and is expanding its efforts to facilitate the initiation of capital projects on accelerated schedules, through partnerships with federal, State, and local partner agencies. Accelerated scheduling is designed to help reduce costs and the time it takes to deliver completed projects to the public.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	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

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Cases commenced against the City in state and federal court	2,173	2,209	2,234	2,237	2,299	*	*	Neutral	*
Payout ($000)	$50,636	$62,940	$95,495	$89,300	$79,990	*	*	Up	Down
Workplace injuries reported	426	427	456	474	506	*	*	Up	Down

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

AGENCY CUSTOMER SERVICE

Performance Indicators		Actual					Target		Trend	
Customer Experience	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
E-mails responded to in 14 days (%)	95%	98%	97%	99%	99%	95%	95%	Neutral	Up
Letters responded to in 14 days (%)	95%	98%	97%	94%	97%	95%	95%	Neutral	Up
Calls answered in 30 seconds (%)	61%	21%	12%	68%	54%	*	*	Up	Up
Average customer in-person wait time (minutes)	3:41	4:11	3:07	3:32	3:58	*	*	Neutral	Down
Requests for language interpretations received	1,261	1,415	2,209	1,890	1,396	*	*	Up	*
CORE customer experience rating (0-100)	95	98	100	99	NA	95	95	NA	Up

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

Performance Indicators		Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Percent meeting time to close - Street Condition - Pothole (30 days)	98%	100%	100%	100%	100%	98%	98%	Neutral	*
Percent meeting time to first action - Street Light Condition - Street Light Out (10 days)	99%	98%	98%	99%	99%	98%	98%	Neutral	*
Percent meeting time to first action - Traffic Signal Condition - Controller (0.1 days)	73%	74%	75%	71%	75%	80%	80%	Neutral	*
Percent meeting time to first action - Street Condition - Failed Street Repair (10 days)	92%	92%	89%	91%	90%	85%	85%	Neutral	*
Percent meeting time to close - Broken Parking Meter - No Receipt (21 days)	98%	68%	92%	90%	100%	90%	90%	Up	*

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

AGENCY RESOURCES

Resource Indicators		Actual[1]				Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$885.0	$910.3	$957.9	$983.7	$1,061.1	$1,069.0	$1,104.2	Up
Revenues ($000,000)	$368.8	$381.5	$388.2	$410.4	$441.0	$414.1	$429.7	Up
Personnel	4,861	5,315	5,502	5,549	5,704	5,785	5,837	Up
Overtime paid ($000,000)	$70.4	$62.1	$62.3	$64.8	$58.2	$48.9	$48.9	Down
Capital commitments ($000,000)	$1,360.9	$1,151.7	$1,602.9	$2,163.4	$655.5	$2,005.9	$1,932.0	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$486.3	$510.2	
001 - Exec. Admin. and Planning Management	$60.4	$65.6	All
002 - Highway Operations	$178.5	$181.2	1b, 2a, 3a, 4a
003 - Transit Operations	$62.4	$66.9	2a, 2b, 3a, 4a
004 - Traffic Operations	$109.5	$117.5	1b, 1c, 3a, 4a
006 - Bureau of Bridges	$75.3	$79.1	1a, 5a
Other Than Personal Services - Total	$497.4	$550.9	
007 - Bureau of Bridges	$20.5	$30.1	1a, 5a
011 - Executive and Administration	$67.2	$66.2	All
012 - Highway Operations	$113.7	$125.2	1b, 2a, 3a, 4a
013 - Transit Operations	$41.1	$46.8	2a, 2b, 3a, 4a
014 - Traffic Operations	$254.9	$282.6	1b, 1c, 3a, 4a
Agency Total	$983.7	$1,061.1	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.   [2] City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds
[3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Fiscal 2019 data for bridge ratings is not available. DOT is currently evaluating methods of translating its legacy rating system to the American Association of Highway and Transportation Officials (AASHTO) protocol that has been used by New York State since April 2016. DOT expects to publish bridge ratings in the Fiscal 2020 Preliminary Mayor's Management Report.

- Fiscal 2019 data for street pavement ratings is not available. DOT is developing a new ratings system for this metric and is re-evaluating the current methodology for measuring street conditions. DOT expects to introduce a new metric in Fiscal 2020 along with an updated target.

- Fiscal 2019 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 2020 Preliminary Mayor's Management Report.

- Fiscal 2019 data for CORE (Customers Observing and Reporting Experiences) facility ratings are not available. CORE inspections will be conducted in the fall and winter of Calendar 2019 and the results will appear in the Fiscal 2020 Mayor's Management Report.

ADDITIONAL RESOURCES

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

DEPARTMENT OF BUILDINGS Melanie La Rocca, 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. In addition to code and zoning compliance review, the Department provides emergency response and performs investigations of construction incidents. DOB has strengthened its educational outreach efforts to ensure construction and design professionals, property owners and tenants know that safety must always come first.

The Department is committed to operating efficiently and distributing its resources to meet the safety and service needs of residents – through both in-person and online interactions with the public. Guided by the Building One City plan, the Department continued the rollout of DOB NOW, a program that enables business to be conducted with the agency online. The program's goals are to increase the transparency of agency operations, promote the highest standards of integrity among staff and in the real estate and construction industries, and develop a data-driven approach to disciplining bad actors. When fully implemented, DOB NOW will replace an over 30-year-old mainframe system. Complementing an online experience, the Customer Service Atrium at the agency's headquarters in Manhattan is an example of efficiency having consolidated six units into one location for customer simplicity.

The Department is fully committed to protecting the public's long-term safety in the face of climate change. Beginning in July 2018, DOB initiated development of the 2020 NYC Energy Conservation Code, promising New Yorkers even more efficient buildings and reduced greenhouse gas emissions. In the last year, the Department's sustainability enforcement has expanded audits of required energy progress inspections, focused on identifying bad actors. As part of DOB's support of the OneNYC 2050 plan, the agency's efforts will expand to include implementation of laws passed with the 2019 Climate Mobilization Act, assisting building owners in meeting aggressive greenhouse gas limits.

OUR SERVICES AND GOALS

SERVICE 1 **Facilitate safe and compliant development.**

Goal 1a Improve processing efficiency.

Goal 1b Promptly review initial construction plans.

Goal 1c Promptly schedule development inspections.

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

Goal 2a Promptly address complaints.

Goal 2b Rigorously enforce building and zoning laws.

Goal 2c Prevent construction-related fatalities and injuries.

SERVICE 1   **Facilitate safe and compliant development.**

Goal 1a   Improve processing efficiency.

The Department will eventually replace the Building Information System (BIS) with its public-facing application portal DOB NOW, allowing the public to conduct all business with DOB fully online. Since implementation began, DOB NOW has successfully allowed customers to process online work such as job and permit applications, Certificate of Occupancy inspection sign-offs for electrical and plumbing work, electrical permits, elevator compliance filings, elevator permits, Limited Alteration Applications and Emergency Work Notifications. Looking ahead the Department plans to introduce boiler equipment applications and removals in Fall 2019 as the newest addition to DOB NOW. 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 11.2 percent from the prior fiscal year to approximately 106,224. Of these total filings, 22.9 percent came in online through DOB NOW.

The average in-person wait time at borough offices/specialized units was 23 minutes, up from 21 in the prior fiscal year. The average time for customers to complete transactions in-person was five minutes, which remained unchanged from the prior fiscal year.

The Department issued 113,975 initial building construction permits and 67,267 renewal permits, increases of 2.5 percent and 7.9 percent, respectively, from the previous year.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Filings (DOB NOW)	NA	3	19	13,244	24,415	*	*	NA	*
Jobs filed (BIS)	91,933	93,130	92,569	82,286	81,809	*	*	Down	*
★ Average customer in-person transaction time (minutes)	NA	NA	7	5	5	⇩	⇩	NA	Down
Average customer in-person wait time (minutes)	NA	NA	27	21	23	*	*	NA	Down
Work permits issued - Initial (DOB NOW)	NA	NA	NA	11,239	20,299	*	*	NA	*
Work permits issued - Renewals (DOB NOW)	NA	NA	NA	3,439	10,433	*	*	NA	*
Building permits issued - Initial (BIS)	104,087	109,277	109,724	99,946	93,676	*	*	Down	*
Building permits issued - Renewals (BIS)	44,774	52,244	56,183	58,858	56,834	*	*	Up	*
Certificates of Occupancy issued	5,289	5,893	6,427	6,032	6,197	*	*	Up	*

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

Goal 1b   Promptly review initial construction plans.

DOB completed 94,691 plan reviews, a 4.5 percent increase from the previous year; 75,577 of these reviews were for applications filed in BIS and the remaining 19,114 were for applications filed online through DOB NOW.

The average time to complete first plan reviews for new buildings at the Borough Offices decreased by 22.8 percent, from 5.7 to 4.4 days and for major renovations decreased from 5.5 to 5.0 days. Average times declined in part due to a similar decrease in the number of filings in these categories. However, it is important to note that while New Building and Alteration 1 filings are noteworthy as they tend to be more complex or larger, they only represent about 11 percent of all plan reviews, which remained relatively unchanged.

For jobs filed through the Development Hub, average plan review times for new buildings increased from 4.2 to 4.5 days and for major renovations went from 4.3 to 4.2 days. Average plan review times for minor renovations at the Borough Offices decreased from 1.7 to 1.3 days and rose to .2 days for the Full Service and Self Service Hubs.

The percent of permitted jobs professionally certified reached 58.1. Of these jobs, 13.4 percent were audited. More than 13 percent of audited jobs were issued a revocation notice, requiring applicants to propose corrective measures within 15 calendar days of the notice's issuance.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
First plan reviews completed	84,449	88,542	86,878	77,391	75,577	*	*	Down	*
★ Average days to complete first plan review (Borough offices) - New buildings	14.9	11.1	5.6	5.7	4.4	12.0	12.0	Down	Down
★ Average days to complete first plan review (Borough offices) - Major renovation (Alteration I)	15.2	12.2	5.8	5.5	5.0	10.0	10.0	Down	Down
Average days to complete first plan review (Borough offices) - Minor renovation (Alterations II and III)	4.1	3.2	1.5	1.7	1.3	4.0	4.0	Down	Down
Average days to complete first plan review (Hub projects) - New buildings	17.9	9.9	4.9	4.2	4.5	*	*	Down	Down
Average days to complete first plan review (Hub projects) - Major renovation (Alteration I)	16.2	9.0	5.1	4.3	4.2	*	*	Down	Down
Average days to complete first plan review (Hub projects) - Minor renovation (Alterations II and III)	2.6	2.7	0.1	0.1	0.2	*	*	Down	Down
Average days to complete first plan review (DOB NOW)	NA	NA	NA	NA	0.6	*	*	NA	Down
Permitted jobs professionally certified (%)	58.8%	61.9%	64.1%	61.2%	58.1%	*	*	Neutral	Up
Permitted jobs professionally certified that were audited (%)	20.6%	20.3%	23.0%	19.1%	13.4%	*	*	Down	Up
Of eligible audited jobs, the percent of audits that resulted in revocation notices (%)	NA	34.3%	42.0%	37.9%	41.1%	*	*	NA	Up
★ Average days to complete first review (DOB NOW)	NA	NA	NA	NA	0.6	⇩	⇩	NA	Down
Average days from filing to approval (DOB NOW)	NA	NA	NA	NA	45.6	*	*	NA	Down

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

| Goal 1c | Promptly schedule development inspections. |

The average wait time for a construction inspection decreased from 2.4 days to 2.0 on 31,186 inspections. Average wait times for plumbing inspections increased to 2.4 days on 40,435 inspections and for electrical inspections decreased to 2.6 days on 73,651 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.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Average days between construction inspection request and inspection	3.6	3.8	2.7	2.4	2.0	⇩	⇩	Down	Down
★ Average days between electrical inspection request and inspection	5.2	6.4	6.5	3.9	2.6	⇩	⇩	Down	Down
★ Average days between plumbing inspection request and inspection	4.5	3.8	3.4	2.1	2.4	⇩	⇩	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.

<div style="background:gray">Goal 2a</div> 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 seven percent fewer Priority B complaints than in the prior fiscal year. At the same time, the average time to respond to Priority B complaints decreased from 13.2 to 11.4 days. The Department expects average response times to B complaints to remain below this 40-day target.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Priority A (emergency) complaints received	15,827	17,629	16,591	16,989	17,281	*	*	Neutral	*
Priority B (nonemergency) complaints received	63,160	70,661	74,240	78,526	77,386	*	*	Up	*
Priority A complaints responded to	15,420	16,927	15,981	16,463	16,737	*	*	Neutral	*
Priority B complaints responded to	54,688	60,716	72,848	75,326	70,027	*	*	Up	*
★ Average time to respond to Priority A complaints (days)	0.7	0.8	0.6	0.4	0.3	1.0	1.0	Down	Down
★ Average time to respond to Priority B complaints (days)	38.4	42.8	38.2	13.2	11.4	40.0	40.0	Down	Down
★ Residential illegal conversion complaints where access was obtained (%)	40.5%	38.4%	36.4%	38.2%	38.0%	44.0%	44.0%	Neutral	Up
– Access obtained and violations were written (%)	37.4%	40.4%	39.8%	42.3%	41.6%	*	*	Up	*
Work without a permit complaints where access was obtained and violations were written (%)	33.3%	29.5%	29.9%	29.6%	29.3%	*	*	Neutral	*

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

<div style="background:gray">Goal 2b</div> Rigorously enforce building and zoning laws.

In furtherance of its mandate to protect the safety of the public, DOB is focused on its role as steward of the zoning resolution and building code. For those who choose to violate those rules, the Department addresses bad actors in several ways, one of which is the issuance of summonses or violations. Over the last year DOB has issued 89,964 OATH/Environmental Control Board summonses or violations, 9.4 percent more than a year ago. Of these violations issued, nearly 79.9 percent were upheld, which is slightly below the target of 80 percent.

DOB's violations not only require a penalty payment but also that unsafe conditions must be fixed. Licenses and registrations is another area where the Department carefully watches for repeat offenders who ignore their compliance obligation. Licenses and registrations are issued only after applicants pass rigorous background investigations, and in many cases applicants must take an examination. Investigations are also conducted upon renewal. In Fiscal 2019, the Department denied licensure or renewal in 209 instances, preventing unqualified and problematic applicants from doing construction work in the City of New York. The Department obtained favorable results against 80 licensees and/or licensed professionals in Fiscal 2019, showing its continued commitment to aggressively pursuing and addressing misconduct.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Construction inspections completed	139,323	148,162	156,508	188,221	203,077	140,000	140,000	Up	Up
Construction inspections resulting in violations (%)	18.6%	24.9%	24.6%	26.0%	30.1%	*	*	Up	*
DOB violations issued	65,215	61,393	89,430	79,422	49,506	*	*	Neutral	*
Office of Administrative Trials and Hearings violations issued	52,315	55,121	66,399	82,228	89,964	*	*	Up	*
★ Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	84.5%	85.2%	81.7%	79.1%	79.9%	80.0%	80.0%	Neutral	Up

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

Compared to the prior fiscal year, construction-related accidents lowered from 729 to 625 and construction-related injuries decreased from 744 to 646. Fatalities decreased from 16 to 11. 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. DOB is continuing to increase staff in the Construction Safety Compliance program that started operations in September 2018. This group proactively inspects major construction sites, which is believed to have a positive effect on the reduction of 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 violate, suspend, or revoke DOB-issued licenses or registrations of licensees involved in unsafe construction practices.

Construction-Related Injuries and Fatalities and Average Construction Employment

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 site safety training for thousands of construction workers when fully phased-in on September 1, 2020. The Department has performed outreach to well over 1,000 stakeholders including construction workers, contractors, and industry professionals to inform them of the requirements of the law. Outreach efforts include hosting information sessions, distributing palm cards and flyers directly to workers, and mailing letters to contractors who hold permits for construction projects where the training is required. DOB has strengthened enforcement efforts by issuing more than 1,500 violations to contractors for failure to comply with Local Law 196. The Department has also referred a number of cases to the Department of Investigation regarding counterfeit training cards. To provide greater clarity for workers and contractors, DOB has released an interactive map showing the locations of every construction project where workers must have site safety training.
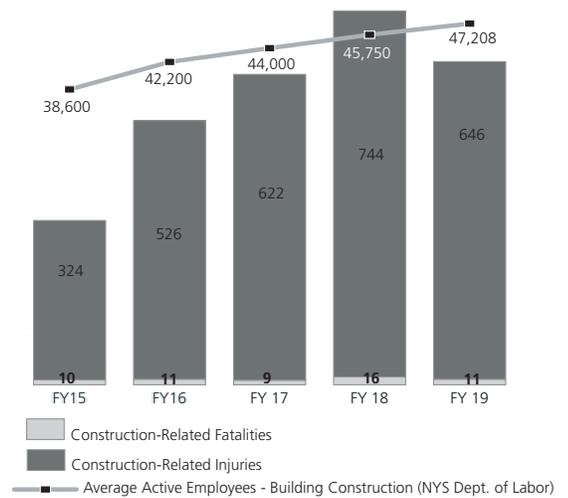
	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Construction-related incidents	736	979	1,170	1,052	915	*	*	Up	Down
– Construction-related accidents	314	500	611	729	625	*	*	Up	Down
★ Construction-related injuries	324	526	622	744	646	⇩	⇩	Up	Down
★ – Construction-related fatalities	10	11	9	16	11	⇩	⇩	Up	Down
Incident inspections resulting in violations (%)	70.4%	63.1%	64.3%	72.7%	87.4%	*	*	Up	*

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Collisions involving City vehicles	41	44	98	81	110	*	*	Up	Down
Workplace injuries reported	12	10	21	20	10	*	*	Up	Down

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
E-mails responded to in 14 days (%)	51%	60%	63%	50%	53%	57%	57%	Neutral	Up
Letters responded to in 14 days (%)	69%	30%	60%	47%	58%	57%	57%	Neutral	Up
Calls answered in 30 seconds (%)	NA	NA	NA	70%	68%	*	*	NA	Up
Completed customer requests for interpretation	66	68	63	100	122	*	*	Up	*
CORE customer experience rating (0-100)	90	91	90	90	NA	85	85	NA	Up

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

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Percent meeting time to first action - Elevator - Defective/Not Working (60 days)	48%	57%	92%	100%	NA	50%	50%	NA	*
Percent meeting time to first action - General Construction/ Plumbing - Contrary/Beyond Approved Plans/Permits (60 days)	81%	78%	62%	88%	98%	72%	72%	Up	*
Percent meeting time to first action - General Construction/ Plumbing - Failure to Maintain (60 days)	81%	93%	80%	63%	63%	77%	77%	Down	*
Percent meeting time to first action - Illegal Conversion of Residential Building/Space (60 days)	65%	56%	53%	91%	100%	57%	57%	Up	*
Percent meeting time to first action - No Permit - Construction, Plumbing, Cranes & Derricks, Building/Use, Elevator (60 days)	63%	85%	93%	98%	97%	77%	77%	Up	*

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$108.7	$134.7	$150.4	$159.7	$185.6	$205.0	$208.4	Up
Revenues ($000,000)	$291.8	$301.9	$303.3	$329.7	$387.4	$319.3	$335.1	Up
Personnel	1,156	1,361	1,551	1,633	1,665	1,903	1,877	Up
Overtime paid ($000,000)	$7.1	$8.3	$7.9	$7.4	$3.5	$3.5	$3.0	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$123.6	$142.8	All
002 - Other Than Personal Services	$36.1	$42.8	All
Agency Total	$159.7	$185.6	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds.
[3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Melanie La Rocca was appointed Commissioner of the Department of Buildings effective June 2019, succeeding Rick Chandler.

- DOB added one indicator to incorporate applications submitted online through DOB NOW rather than the Building Information System. 'Average days to complete first plan review (DOB NOW)' will be reported separately from its BIS counterpart. The Department classifies average days to complete first plan review for DOB NOW filings as the average number of business days from application to approval or disapproval status and includes combined time the filing is possessed by the applicant and the agency. These plan reviews are for minor renovation (Alterations type II) applications.

- DOB has been reporting the volume of permitted jobs professionally certified that were then audited. In the past, the title and definition wording of this metric did not include "permitted". The metric is now worded as: 'the percent of professionally certified permitted jobs (building applications) filed that were audited by DOB staff'.

- Fiscal 2019 data for CORE (Customers Observing and Reporting Experiences) facility ratings are not available. CORE inspections will be conducted in the fall and winter of Calendar 2019 and the results will appear in the Fiscal 2020 Mayor's Management Report.

ADDITIONAL RESOURCES

For additional information go to:

- Building One City:
  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.

DEPARTMENT OF DESIGN AND CONSTRUCTION Lorraine Grillo, Commissioner

WHAT WE DO

The Department of Design and Construction (DDC) works with 20 City agencies, plus the non-profit institutions they provide funding to, to deliver high-quality public buildings and infrastructure for New York City in an expeditious and cost-effective manner while meeting stringent standards for environmental sustainability and resiliency. DDC supplies a full range of design and construction management services for public buildings projects such as new and upgraded libraries, firehouses and police precincts, and infrastructure projects including water mains, sewers, roads and public plazas. By the close of Fiscal 2019, DDC had more than 655 active projects (not including borough-based jail facilities or projects in the planning or close-out phases) valued at approximately $13.1 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 part of the City. Whether it is a new comfort station in Brighton Beach or improved streets and sewers in Southeast Queens, the agency develops world-class projects that benefit every New York City resident.

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/WBEs) through its own or external workshops and seminars that enhance M/WBEs technical and business capacity. DDC has also restructured procurements to create opportunities for small M/WBEs. This work has established DDC as a leading agency in contract awards and payments to M/WBE firms.

DDC's commitment to equity is also exemplified through its work to help the City meet its long-term environmental goals. In every neighborhood, DDC ensures that its projects are built to higher standards for resiliency and sustainability. One such example is the new Roosevelt Island Library, which began construction in October 2018. The new branch is designed to meet LEED Silver standards for sustainability with high-efficiency environmental controls plus automated LED lighting to help comply with the City's "80 x 50" initiative.

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, many of whom are multilingual, working daily at job sites to proactively address community issues.

DDC also educates students about careers in science, technology, engineering, architecture/art and mathematics through its STEAM program, providing workforce development, mentorship and internship programs for students from middle school through high school and college. Through STEAM, DDC has provided over 3,500 students in targeted high schools throughout the City and in 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.

SERVICE 1 Design and build quality public buildings and infrastructure.

Goal 1a   Complete projects on time and within budget.

In January 2019, DDC introduced its Strategic Blueprint for Construction Excellence in order to comprehensively improve the capital project delivery process. Implementation of the plan during the fiscal year caused some brief delays to design completions as the agency worked to ensure designs had the best potential for efficient delivery, but long-term the Blueprint will lead to more efficient project delivery and a reduction in preventable delays.

The Department completed 115 design projects and 118 construction projects during Fiscal 2019, exceeding the annual targets of 97 and 103 projects, respectively. The agency completed 83 percent of its infrastructure construction projects, and 91 percent of its public buildings construction projects on, or ahead of schedule, both exceeding their annual targets. Overall, the percent of construction contracts completed within budget was 86 percent, three percentage points greater than the prior year.

Construction Projects Completed

$1,923
84%   87%   87%   88% $1,747
$1,439   87%
              $1,033 $1,236

FY 15   FY 16   FY 17   FY 18   FY 19

■ Dollar Value in Millions   ━■━ % of Projects Completed Early and On Time

Completed construction projects include the Staten Island Zoo Aquarium, a $9 million project that was completed on-budget and six months ahead of schedule. DDC also completed work to upgrade the City's sewer and water main infrastructure and to alleviate chronic flooding, adding a total of about 28.3 miles of new and rebuilt sewers and over 82.7 miles of new and replacement water mains, as well as the reconstruction of about 30.8 lane miles of roadway. This work includes ten projects already completed under the $1.9 Billion Southeast Queens Initiative, with 11 projects in progress, and more than 20 of these projects in the planning and design phase.

On-time performance for active design projects was 82 percent, three percentage points less than in Fiscal 2018 and six percentage points less than the Fiscal 2019 target of 88. While on-time performance for completed construction projects was 87 percent, one percentage point less than in Fiscal 2018 it exceeded the Fiscal 2019 target of 82, by five percentage points.
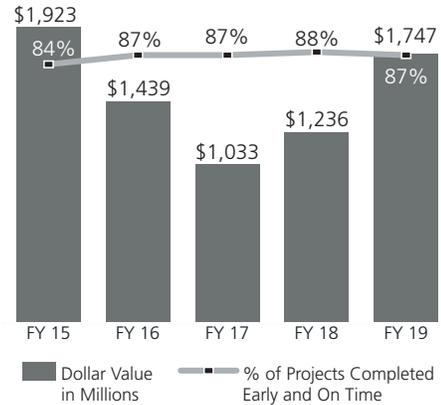
	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Design projects completed	179	181	138	136	115	97	118	Down	*
Total design projects completed early/on time (%)	84%	87%	90%	93%	92%	88%	88%	Up	Up
★ – Completed early/on time: Infrastructure (%)	84%	87%	100%	96%	91%	88%	88%	Up	Up
★ – Completed early/on time: Public buildings (%)	84%	87%	88%	89%	92%	88%	88%	Neutral	Up
Construction projects completed	125	135	147	132	118	103	90	Neutral	*
Total construction projects completed early/on time (%)	84%	87%	87%	88%	87%	82%	82%	Neutral	Up
★ – Completed early/on time: Infrastructure (%)	88%	87%	90%	87%	83%	82%	82%	Neutral	Up
★ – Completed early/on time: Public buildings (%)	83%	85%	86%	88%	91%	82%	82%	Neutral	Up
★ Construction contracts completed within budget (%)	NA	NA	83%	83%	86%	⇧	⇧	NA	Up
Lane miles reconstructed	20.4	16.7	52.0	25.0	30.8	20.0	56.0	Up	*
– Construction completed on schedule (%)	93%	89%	88%	82%	100%	82%	82%	Neutral	Up
Sewers constructed (miles)	9.8	11.4	10.6	18.2	18.3	4.0	20.0	Up	*
– Construction completed on schedule (%)	85%	84%	94%	100%	100%	82%	82%	Up	Up
Sewers reconstructed (miles)	6.1	4.6	12.0	7.4	10.0	8.0	21.0	Up	*
– Construction completed on schedule (%)	84%	89%	99%	100%	100%	82%	82%	Up	Up
Water mains (new and replaced) (miles)	34.6	34.3	62.5	92.6	82.7	30.0	73.0	Up	*

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

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
– Construction completed on schedule (%)	92%	91%	85%	100%	100%	82%	82%	Up	Up
★ Active design projects: Early/on time (%)	88%	84%	83%	85%	82%	88%	88%	Neutral	Up
★ Active construction projects: Early/on time (%)	84%	90%	88%	87%	83%	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.

To improve safety at construction sites and to align with established industry safety metrics, DDC continues reporting on the number of accidents, injuries and fatalities that occur at or involve DDC-managed construction sites. All reported accidents are investigated to determine root causes and to identify necessary corrective actions to prevent further reoccurrences. Contractor's safety compliance and implementation of corrective actions are verified by the Office of Construction Safety through safety audits and inspections. From July 1, 2018 through June 30, 2019, there were 24 accidents, with 26 individuals injured, including one contractor fatality. Contractors are required to immediately report and investigate all safety-related accidents/incidents to DDC, where established protocols dictate follow up and reporting requirements. A completed construction accident report must be submitted to the agency's Office of Construction Safety by project staff within 24 hours of the time of an accident/incident. However, notification of any accident and/or incident needs to be reported within two hours of occurrence.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	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	32	24	*	*	NA	Down
★ Construction-related injuries on DDC-managed construction sites	NA	NA	NA	32	26	⇩	⇩	NA	Down
★ Construction-related fatalities on DDC-managed construction sites*	NA	NA	NA	0	1	⇩	⇩	NA	Down
★ Critical Indicator　　"NA" Not Available　　⇧⇩ Directional Target　　* None									

Goal 1c　　Improve customer satisfaction ratings.

To gauge how DDC's projects are received by communities and by the sponsoring agencies that DDC builds for, DDC sends out Post-Construction Satisfaction Surveys to many of the residents affected by Infrastructure projects and to the agencies that sponsor Public Buildings projects. In Fiscal 2019, 95 percent of the surveys returned for Infrastructure projects and 71 percent of the surveys returned for Public Buildings projects indicated that residents rated the project as adequate or better.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Eligible projects with completed post-construction surveys (%)	28%	56%	53%	39%	26%	*	*	Down	Up
Post-construction satisfaction - Surveys returned	27	54	41	51	28	*	*	Neutral	Up
★ Respondents rating a completed project as adequate or better (%)	85%	91%	91%	90%	79%	90%	90%	Neutral	Up
★ Critical Indicator　　"NA" Not Available　　⇧⇩ Directional Target　　* None									

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
E-mails responded to in 14 days (%)	95%	86%	90%	99%	100%	90%	90%	Up	Up
Letters responded to in 14 days (%)	94%	88%	86%	98%	99%	90%	90%	Neutral	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$160.3	$399.3	$505.6	$550.9	$275.5	$288.9	$190.5	Up
Revenues ($000,000)	$62.0	$49	$106	$20	$15	$150	$150	Down
Personnel	1,254	1,437	1,396	1,389	1,355	1,591	1,567	Neutral
Overtime paid ($000,000)	$2.2	$2.7	$3.0	$2.7	$2.1	$2.1	$1.1	Neutral
Capital commitments (capital projects managed for client agencies) ($000,000)	$1,439.2	$1,584.7	$2,224.5	$2,170.2	$1,432.7	$1,515.7	$1,422.8	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$116.7	$119.1	All
002 - Other Than Personal Services	$434.2	$156.4	All
Agency Total	$550.9	$275.5	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.   [2] City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds.
[3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

• The indicator 'Constructions projects completed within budget (%)' has been reworded to 'Construction contracts completed within budget (%)' to better reflect the work and the indicator definition.

ADDITIONAL RESOURCES

For more information on the agency, please visit: www.nyc.gov/ddc.
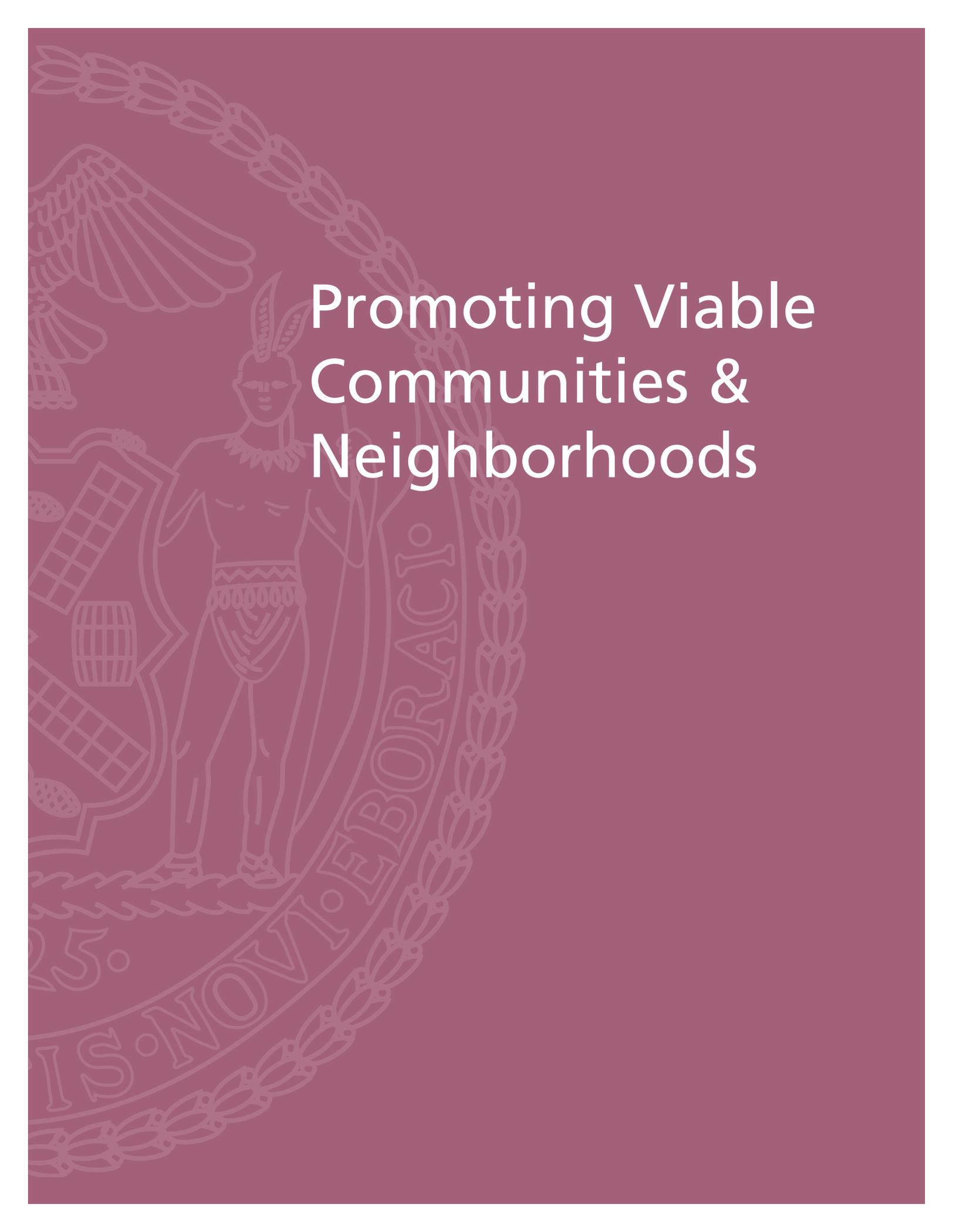
Promoting Viable Communities & Neighborhoods

Promoting Viable Communities & Neighborhoods

DEPARTMENT OF CITY PLANNING
Marisa Lago, Director/Chair

WHAT WE DO

The Department of City Planning (DCP) plans for 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, in collaboration with the Office of Management and Budget (OMB), shares perspectives on growth and community needs with sister agencies, elected officials, and members of the public. DCP's work builds on New York City's greatest strength, its unparalleled diversity, and helps to ensure that investments, including private investments, benefit the city as a whole.

DCP's six strategic objectives are: (1) catalyzing long-term neighborhood improvement through integrated planning and targeted public investments; (2) encouraging housing production, affordability and quality; (3) promoting economic development and job growth; (4) enhancing resiliency and sustainability of neighborhoods; (5) ensuring integrity, timeliness and responsiveness in land use reviews; and (6) 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 City's status as a global city, maintaining neighborhood livability and ensuring a high quality of life. DCP supports Housing New York 2.0 through Mandatory Inclusionary Housing (MIH) and 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. DCP helps foster affordable housing, capital investments, community resources and transportation improvements by working collaboratively with the community, other city agencies and various stakeholders on neighborhood planning studies, such as the Bay Street Corridor Neighborhood Plan. 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, elected officials, 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, including DCP's Community District Profiles and DCP's Population Factfinder, 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 2019

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.

DCP advanced and presented 58 land use proposals and initiatives to the public during Fiscal 2019, a decrease from 99 in Fiscal 2018. This decrease was largely due to work on two zoning text amendments that were referred to multiple community boards in Fiscal 2018.

In Fiscal 2019, DCP advanced several major initiatives in support of Housing New York 2.0. The Bay Street Corridor Neighborhood Plan in Staten Island was approved in June 2019 and is expected to facilitate the net creation of nearly 1,800 new units in the rezoning area, a substantial proportion of which will be permanently affordable through the Mandatory Inclusionary Housing (MIH) program. The rezoning is also projected to spur development of commercial, retail, and community facility space. In January 2019, DCP released the draft Zoning Proposal for the Gowanus Neighborhood Planning Study, based on extensive outreach and planning with local elected officials and community members. The Proposal seeks to facilitate the implementation of the study's multiple goals, with areas to support mixed-use growth with affordable housing and to maintain and grow Gowanus' commercial and industrial businesses, and special tools to activate ground floors and create new public spaces.

This spring, DCP held several deep-dive conversations with community members to build on visioning and goal-setting workshops for the Southern Boulevard Neighborhood Study. The discussions, conducted in partnership with the Department of Health and Mental Hygiene and the Department of Housing Preservation and Development, provided an opportunity for community members to identify priorities related to housing, parks, public space and the waterfront, as well as healthcare access, places for exercise and self-care and the neighborhood food landscape.

In June 2019, DCP presented a summary of preliminary recommendations from the SoHo/NoHo Community Planning Process, which consisted of a series of community meetings aimed at examining key land use and zoning issues in the two neighborhoods and gathering community input to develop strategies to both honor SoHo/NoHo's history and ensure the continued vitality of the neighborhoods.

In May 2019, the Residential Tower Mechanical Voids Text Amendment was approved by City Council. This text amendment will curb excessive allowances used to raise residential tower heights in predominantly residential areas, preventing disengagement of buildings with their surrounding neighborhoods.

As part of DCP's effort to support and enhance economic development, DCP released the North Brooklyn Industry and Innovation Plan in April 2019. The Plan identifies strategies to better align local land use policy in North Brooklyn, which includes the Industrial Business Zone Study Area. These include retaining two-thirds of the Study Area as a space to support and grow heavy industrial businesses, increasing jobs in an adjacent district through an ecosystem of creative and tech-driven jobs in office-based and industrial sectors near transit, and improving transportation and infrastructure conditions.

In May 2019, the City Planning Commission certified the Bronx Special Natural Districts Zoning Text Amendment. The amendment establishes a modernized and consistent approach that balances natural resource preservation with neighborhood development in targeted ecologically sensitive areas of the Bronx.

DCP also published Zoning for Coastal Flood Resiliency, consisting of preliminary recommendations for a zoning text amendment that precedes the formal public review process later in 2019. The amended zoning would update the existing zoning rules to ensure that new and existing buildings do not lose zoning flexibility as building owners seek to design or otherwise retrofit their buildings to be more resilient in the long-term. This also seeks to improve the ability of the city's many coastal neighborhoods to withstand and recover quickly from future storms.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Economic development and housing proposals completed and presented to the public	29	42	45	74	26	*	*	Up	Up
Neighborhood enhancement proposals completed and presented to the public	30	14	28	25	22	*	*	Neutral	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.

DCP publicly presented 358 initiatives, planning reports, presentations, and datasets in Fiscal 2019. To increase transparency and improve public access to information, DCP released four new web application tools, including the Online Zoning Resolution, released February 6, 2019. This digital version of the NYC Zoning Resolution serves to make the regulations governing land use and development more accessible to the public and easier to navigate. In addition, the digital format allows for more frequent and timely content updates. A feedback form on the webpage enables users of the Online Zoning Resolution to continually provide comments, questions or corrections, engaging in direct dialogue with DCP.

Other new tools included:

• Privately Owned Public Spaces (POPS) Online, released September 4, 2018
• Waterfront Access Map, released October 31, 2018
• Applicant Maps Tool, released April 11, 2019

Each of these tools serves to provide and enhance access to planning information for more informed public participation and decision-making.

In Fiscal 2019, DCP held 15 public engagements regarding the upcoming 2020 Census and five general presentations on related demographic topics. DCP's Census experts met with Census stakeholders in nonprofits and community-based organizations, including organizations representing various ethnic and immigrant groups that will be involved in ensuring effective Census outreach in 2020. These briefings focused on technical elements of conducting the Census and placed 2020 outreach planning activities in the broader context of Census operations.

Planning initiatives or policy reports released during the fiscal year include the Occupations of New York City Workers information brief, analyzing worker's occupations and earnings overtime, the NYC Housing Productions Snapshot: 2018, which provides data on completed housing construction and projections for future growth, and How Much Housing is Built As-of-Right?, which studied recent housing development that did not require discretionary actions. A DCP report entitled Resilient Industry: Mitigation and Preparedness in the City's Industrial Floodplain focuses 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. In November 2018, DCP released the report, Can Industrial Mixed-Use Buildings Work in NYC?, which examines new approaches to planning for manufacturing districts to ensure that they can continue to retain a diversity of uses and provide space that both industrial and non-industrial businesses seek.

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 2019, DCP released 326 datasets, a significant increase from 257 datasets in Fiscal 2018, due to the release of 64 new 3D model datasets. Additional new datasets released in Fiscal 2019 include updated Inclusionary Housing Designated Areas, updated Transit Zone boundaries, and the NYC Zoning Tax Lot Database, which contains up-to-date zoning by parcel, including the zoning designations and zoning map associated with a specific tax block and lot.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Planning information and policy analysis initiatives presented to the public	212	222	262	267	351	*	*	Up	Up

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

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SERVICE 3   Manage land use and environmental review processes to facilitate public and private development citywide.

Goal 3a   Conduct timely and thorough review of land use and environmental review projects subject to City Planning Commission review to ensure project submissions are technically complete and adhere to all applicable requirements and procedures.

In Fiscal 2019, DCP certified/referred a total of 268 projects compared to 264 in Fiscal 2018, a slight increase from the prior year. DCP certified/referred more projects with simple zoning actions (76 versus 63) and renewals/Staten Island actions (78 versus 63) than in the prior year, and fewer zoning actions with CEQR (71 versus 78) and non-zoning City projects (43 versus 60). Overall, 72 percent of Fiscal 2019 projects were certified or referred within their target timeframes, two percent higher than the target.

In Fiscal 2019, DCP completed the first phase of a cloud-based project management system, the Zoning Application Portal (ZAP), a tool to help DCP 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 and accompanying materials.

The second phase, which will launch in Fiscal 2020, will include the applicant and land use participant portals for paperless document exchange with applicants and City agencies, and provide a web portal for the public and applicants to submit, view, and download documents. The completed system will eventually give the public, applicants and City agencies a more complete status of each project in its certification and ULURP timeline.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Simple zoning actions certified/referred	95	59	68	63	76	*	*	Down	*
★ – Certified/referred within 12 months (%)	66%	71%	62%	68%	79%	70%	70%	Up	Up
Zoning actions with CEQR certified/referred	45	57	78	78	71	*	*	Up	*
★ – Certified/referred within 15 months (%)	62%	42%	56%	54%	39%	70%	70%	Down	Up
City projects (non-zoning) certified/referred	47	50	70	60	43	*	*	Neutral	*
★ – Certified/referred within 6 months (%)	70%	96%	96%	97%	74%	70%	70%	Neutral	Up
Renewals and South Richmond actions certified/referred	68	57	58	63	78	*	*	Up	*
★ – Certified/referred within 6 months (%)	84%	86%	88%	92%	94%	70%	70%	Up	Up

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

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AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
E-mails responded to in 14 days (%)	90%	85%	83%	45%	63%	85%	85%	Down	Up
Letters responded to in 14 days (%)	64%	72%	71%	51%	66%	50%	50%	Neutral	Up
Completed customer requests for interpretation	2	6	12	14		*	*	NA	*
CORE customer experience rating (0 - 100)	92	100	99	99	NA	90	90	NA	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$24.7	$31.2	$36.3	$36.1	$45.4	$55.0	$51.3	Up
Revenues ($000,000)	$1.6	$3.0	$2.9	$5.4	$2.9	$2.8	$2.0	Up
Personnel	274	296	333	348	347	427	387	Up
Overtime paid ($000)	$47	$66	$38	$25	$32	$32	$32	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$25.5	$31.9	
001 - Personal Services	$23.5	$29.4	All
003 - Geographic Systems	$2.1	$2.5	2a
Other Than Personal Services - Total	$10.6	$13.6	
002 - Other Than Personal Services	$10.3	$13.2	All
004 - Geographic Systems	$0.2	$0.3	2a
Agency Total	$36.1	$45.4	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.　　　[2] City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds.　　　[3]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:

- Mandatory Inclusionary Housing: http://www1.nyc.gov/site/planning/plans/mih/mandatory-inclusionary-housing.page

- Zoning for Quality and Affordability: http://www1.nyc.gov/site/planning/plans/zqa/zoning-for-quality-and-affordability.page

- Housing New York 2.0: https://www1.nyc.gov/site/hpd/about/housing-new-york-2-0.page

- Bay Street Corridor Neighborhood Plan
  https://www1.nyc.gov/site/planning/plans/bay-street-corridor/bay-street-corridor.page

- Community District Profiles: https://communityprofiles.planning.nyc.gov/

- Population FactFinder: https://popfactfinder.planning.nyc.gov/#12.25/40.724/-73.9868

- M1 Hotel Text Amendment:
  https://www1.nyc.gov/site/planning/plans/m1-hotel-text/m1-hotel-text.page

- Gowanus Neighborhood Planning Study:
  https://www1.nyc.gov/site/planning/plans/gowanus/gowanus.page#navigation

- Southern Boulevard Neighborhood Study:
  https://www1.nyc.gov/site/planning/plans/southern-blvd/southern-blvd.page

- SoHo/NoHo Community Planning Process: https://www.envisionsohonoho.nyc/

- Residential Tower Mechanical Voids Text Amendment:
  https://www1.nyc.gov/site/planning/plans/voids/voids.page

- North Brooklyn Industry and Innovation Plan:
  https://www1.nyc.gov/site/planning/plans/north-brooklyn-vision-plan/north-brooklyn-vision-plan.page

- Special Natural Districts Zoning Text Amendment:
  https://www1.nyc.gov/site/planning/plans/snad/snad.page

- Online Zoning Resolution: https://zr.planning.nyc.gov/

- Privately Owned Public Spaces (POPS) Online:
  https://capitalplanning.nyc.gov/map/facilities#11.17/40.7269/-73.9991

- Waterfront Access Map: https://waterfrontaccess.planning.nyc.gov/about#10/40.7097/-73.9653

- Applicant Maps Tool: https://applicantmaps.planning.nyc.gov/

- Resilient Industry: Mitigation and Preparedness in the City's Industrial Floodplain:
  https://www1.nyc.gov/site/planning/plans/resilient-industry/resilient-industry.page

- BYTES of the BIG APPLE: https://www1.nyc.gov/site/planning/data-maps/open-data.page

- ZAP Search: https://zap.planning.nyc.gov/projects

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

NEW YORK CITY ECONOMIC DEVELOPMENT CORPORATION **James Patchett, President**
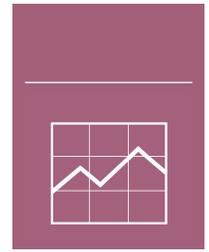
WHAT WE DO

New York City Economic Development Corporation (NYCEDC), a not-for-profit corporation 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 communities through major infrastructure upgrades, capital projects and real estate development; manages City-owned properties; and works to enhance the City's major and emerging business sectors. NYCEDC addresses challenges faced by traditional and emerging industries through analysis of current and evolving economic trends, development of strategies and solutions, and implementation of programs that help businesses start, grow and thrive, creating good paying jobs accessible to New Yorkers. 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 and registered non-profits meet financing needs for property acquisition, expansion, 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 investments in community facilities, affordable housing, parks, open space, infrastructure and resiliency projects, NYCEDC creates dynamic and accessible neighborhoods across the City.

Through NYCNCC, NYCEDC is in the process of deploying over $100 million in federal New Market Tax Credits (NMTC) 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 government contracts for public projects. The ConstructNYC program helps small to mid-sized M/W/DBEs in the construction sector pre-qualify for the opportunity to work on NYCEDC projects. NYCEDC's Emerging Developer Loan Fund provides low-interest loans to emerging M/W/DBE 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, cybersecurity and digital technology. In addition, NYCEDC's HireNYC program helps connect low-income residents to job opportunities created by the organization's development projects.

OUR SERVICES AND GOALS

SERVICE 1 **Develop and build physical assets and infrastructure in all five boroughs.**

Goal 1a   Support industry growth by improving the connectivity and livability of neighborhoods and investing in infrastructure and area-wide redevelopment.

SERVICE 2 **Manage, maintain and enhance City assets to attract businesses.**

Goal 2a   Leverage City assets to support business growth and strengthen communities' economic vitality.

SERVICE 3 **Provide resources to targeted industries and businesses.**

Goal 3a   Grow and diversify the City's economy by enhancing the competitiveness of industries and businesses.

Goal 3b   Facilitate private sector investments and make City investments where necessary to support business growth and secure a positive return to the City.

SERVICE 4 **Leverage City investments to support inclusive economic development.**

Goal 4a   Create economic opportunity for New Yorkers through real estate development.

HOW WE PERFORMED IN FISCAL 2019

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 nine real estate transactions in Fiscal 2019, helping to unlock nearly $1.2 billion in new private investment. Transactions closed during Fiscal 2019 spanned four of the City's five boroughs and individual projects are expected to generate investments ranging from $60 million at the Edenwald YMCA Community and Wellness Facility in the Bronx's Edenwald neighborhood to more than $300 million at the Bedford Union Armory in Bedford-Stuyvesant, Brooklyn. The closed transactions represent a mix of land sales, ground leases and sales of development rights, highlighting NYCEDC's ability to creatively capitalize on City-owned property to leverage underutilized real estate assets in diverse neighborhoods across the City. In East Harlem, NYCEDC closed on a land sale to facilitate a mixed-use development that will include nearly 300 units of affordable housing and is expected to create over 140 permanent jobs. The aforementioned 50,000 square foot Edenwald YMCA facility, facilitated by a ground lease from NYCEDC, is expected to create 100 permanent jobs and will include two pools, a full basketball court, and other much-needed resources for the northeast Bronx community. In Brooklyn, the Flatbush Caton Market project, also facilitated by a ground lease from NYCEDC, will revitalize a longtime anchor of Caribbean commerce and culture in Central Brooklyn while also bringing 255 units of affordable housing to the neighborhood. The total volume of private investments expected to be generated on these transactions in Fiscal 2019 increased by over $50 million from Fiscal 2018.

Capital expenditures for Fiscal 2019 totaled $216 million. Over the past year, NYCEDC continued its work to facilitate the creation of vibrant and sustainable affordable communities with the construction of the Coney Island Infrastructure project, as well as infrastructure and park design for the Lower Concourse project in the Bronx. Both projects will support future affordable housing developments. NYCEDC has also made progress in its work with other City agencies and organizations. For NYC Health + Hospitals, the construction of Coney Island Hospital is underway and is anticipated to be completed in 2023. And for the New York Public Library, NYCEDC broke ground on the new Charleston Library on Staten Island's South Shore this summer.

After a little over two years in operation, NYC Ferry served nearly 5.7 million riders during Fiscal 2019 and added two additional routes: Soundview and Lower East Side. These new routes connect New Yorkers to additional neighborhoods, cut average commutes by up to 30 minutes per route, and contributed to an increase of approximately 1.6 million riders across the NYC Ferry system from Fiscal 2018. The NYC Ferry service gives commuters an affordable option to get to and from work each day, offers reliable transportation to communities lacking mass transit options, and expands the use of the City's waterways as an essential component of NYC's transportation network. Looking forward, NYC Ferry is going to expand to St. George in Staten Island in 2020, and to Coney Island, Midtown West, Battery Park City and Throgs Neck/Ferry Point Park in the Bronx in 2021. To meet growing demand on the routes and support expansion, NYCEDC has ordered more 350-passenger ferries for the system.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Private investment leveraged on the sale/long-term lease of City-owned property ($000,000)	$2,003.3	$1,213.6	$798.5	$1,140.0	$1,196.7	⇧	⇧	Down	Up
Capital expenditures ($000,000) (excludes asset management and funding agreements)	$253.2	$303.4	$217.6	$233.2	$216.0	*	*	Down	*
Graffiti sites cleaned	10,295	9,189	9,861	11,090	14,236	*	*	Up	*
Square feet of graffiti removed (000)	5,913	5,650	5,720	6,139	7,087	*	*	Up	*
NYC Ferry - Average monthly ridership	NA	NA	NA	341,672	472,571	*	*	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 2019, the square footage of City assets actively managed by NYCEDC increased by over 900,000 square feet and portfolio revenue generated increased by approximately $20 million as compared to Fiscal 2018. This growth

was driven by several newly closed ground leases, including a ground lease for the creation of the Union Square Tech Training Center. Once open, the Center will bolster the City's tech sector by providing free and affordable tech training and resources to underserved residents and serving as a hub for innovation and collaboration in the tech industry. In the Bronx's Hunts Point neighborhood, the first phase of The Peninsula project is underway to transform the former Spofford Juvenile Detention Center into a 100% affordable, mixed-use, live/work campus. Once complete, the facility will feature light industrial manufacturing space for over 120 industrial jobs, which will help revitalize the Hunts Point neighborhood. In May of 2019, the new Essex Street Market opened and is already nearly fully leased with 20 legacy tenants from the original Essex Street Market. At Bush Terminal in Brooklyn, additional progress was made on the Made in NY Campus which will house garment-manufacturing and film/TV production facilities and is anticipated to open in 2021.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Capital expenditures on asset management ($000,000)	$38.8	$45.8	$106.9	$95.0	$67.3	*	*	Up	*
★ Occupancy rate of NYCEDC-managed property (%)	93.3%	93.7%	94.6%	95.0%	95.1%	95.0%	95.0%	Neutral	Up
Portfolio revenue generated ($000,000)	$194.8	$208.2	$196.2	$237.2	$257.9	*	*	Up	Up
Square footage of assets actively managed by NYCEDC (000)	67,266.8	66,321.4	63,545.9	64,923.7	65,849.7	*	*	Neutral	*
Outstanding violations at beginning of the period	25	64	51	17	61	*	*	Up	Down
Outstanding violations closed during the period	22	31	30	13	20	*	*	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.

Over the course of Fiscal 2019, NYCEDC served 1,775 businesses through dozens of programs designed to support emerging and anchor industries in New York City. Notable accomplishments during Fiscal 2019 include the launch of RLab, the nation's first city-funded center for research, entrepreneurship and education in virtual and augmented reality and related technologies. Since its launch, RLab served over 140 businesses through programs ranging from classes and trainings to demonstration opportunities and industry coworking space. Another noteworthy project is the Digital Health Marketplace program, which served 117 businesses in Fiscal 2019 by facilitating commercial partnerships between buyers and sellers of health technologies. In doing so, the program helped growth-stage startups enter the market through curated matchmaking and grants that defray the costs of pilot projects.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Businesses served by industry-focused programmatic initiatives	1,366	2,722	2,604	1,538	1,775	⇧	⇧	Neutral	Up
Private sector jobs in innovation industries (%) (calendar year)	14.6%	14.8%	14.7%	14.7%	14.6%	*	*	Neutral	Up
New York City unemployment rate (%)	6.6%	4.9%	4.9%	4.5%	4.2%	*	*	Down	Down

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

Facilitate private sector investments and make City investments where necessary to support business growth and secure a positive return to the City.

NYCIDA closed seven projects during Fiscal 2019 that are expected to collectively generate over $60 million in City tax revenue and 254 full-time equivalent jobs during their respective terms. Among the projects closed in Fiscal 2019, NYCIDA used its resources to facilitate the renovation, furnishing and equipping of a 40,000 square foot facility in the Bronx operated by C. Kenneth Imports, Inc., an importer and distributor of international foods and produce throughout the tristate area. In addition, two of the projects closed during Fiscal 2019 were part of the FRESH program, which promotes access to affordable, quality food by incentivizing the establishment and expansion of grocery stores in underserved communities. One of these projects will support the opening of Food Bazaar's third location in the Bronx, an 80,000 square foot space in the Bronx Terminal Market that is projected to lead to the hiring of more than 100 full-time employees, expected to come largely from the local community. There were no new closings of NYCIDA projects associated with the Hudson Yards commercial development in Fiscal 2019, after two large projects closed in Fiscal 2018.

During Fiscal 2019, Build NYC closed 17 projects that are expected to collectively generate nearly $300 million in City tax revenue and create over 275 jobs over the course of their respective terms. A notable project closed by Build NYC during Fiscal 2019 involved the issuance of bonds to help finance the construction of a 12,000 square foot addition to New Dawn Charter High School, a transfer high school in Brooklyn that enrolls some of the most at-risk students in New York City who may have been struggling at traditional schools. The school provides its cohort of over-aged and under-credited students, including those who are English language learners and those with special needs, with the opportunity to obtain a high school diploma through a rigorous New York State Department of Education (NYSED) standards-based education program. In addition, Build NYC closed a project with Richmond University Medical Center to finance the design, construction, furnishing and equipping of a new 56,000 square foot building on its Staten Island campus, enabling the enhancement and expansion of its health care services.

The value of funding disbursed from City funding agreements in Fiscal 2019 exceeded $128 million. One notable highlight during this period was execution of a funding agreement for the 190,000 square foot expansion of the American Museum of Natural History, which will be known as the Gilder Center. This 97-foot-tall addition will help to connect the campus's ten existing buildings in order to enhance visitor flow and access. The Gilder Center will showcase the active scientific research collections underlying the Museum's exhibits. Another project of note is the construction of a three-story, 22,000 square foot expansion to the Irish Arts Center, a New York-based arts and cultural center dedicated to projecting a dynamic image of Ireland and Irish America for the 21st century, building community and fostering cross-cultural partnerships, and preserving the stories and traditions of Irish culture.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
New York City Industrial Development Agency projects - Contracts closed	14	14	7	14	7	*	*	Down	Up
★ – Projected three-year job growth associated with closed contracts	10,822	3,639	252	15,201	254	⇧	⇧	Down	Up
★ – Projected net City tax revenues generated in connection with closed contracts ($000,000)	$1,435.6	$312.6	$64.3	$2,368.7	$63.7	⇧	⇧	Down	Up
– Private investment leveraged on closed projects ($000,000)	$3,596.2	$942.2	$104.1	$7,412.4	$163.5	*	*	Neutral	Up
Build NYC Resource Corporation - Contracts closed	23	28	15	15	17	*	*	Down	Up
★ – Projected three-year job growth associated with closed contracts	211	321	419	251	278	⇧	⇧	Neutral	Up
★ – Projected net City tax revenues generated in connection with closed contracts ($000,000)	$515.6	$411.2	$169.8	$87.0	$297.2	⇧	⇧	Down	Up
– Private investment leveraged on closed projects ($000,000)	$777.8	$1,404.3	$564.1	$616.3	$1,000.4	*	*	Down	Up
Value of funding disbursed pursuant to City funding agreements ($000,000)	$168.7	$128.7	$70.9	$63.3	$128.3	*	*	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, as adjusted by the Office of the Comptroller on an annual basis. These rates will continue to be adjusted annually based on changes in the Consumer Price Index. Among NYCEDC's project portfolio, 98 percent of workers on development projects were reported to receive a living wage or more in Fiscal 2018, the last year for which data is currently available.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Project employees reported to be earning a living wage or more (%)	95%	95%	95%	98%	NA	95%	95%	NA	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Personnel	455	468	531	518	535	537	538	Up
Capital commitments ($000,000)	$163.1	$185.5	$338.8	$320.0	$364.8	$910.3	$605.7	Up

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

SPENDING AND BUDGET INFORMATION

Unit of Appropriation	Expenditures FY18[2] ($000,000)	Modified Budget FY19[3] ($000,000)	Applicable MMR Goals[4]
006 - Economic Development Corporation (OTPS)[1]	$62.6	$80.3	All

[1]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.   [2]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds   [3] City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds.   [4]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- 'Private investment leveraged on the sale/long-term lease of City-owned property ($000,000)' reported in the Fiscal 2019 Preliminary Mayor's Management Report was updated from $100.7 million to $115.85 million.

- To reflect adjustments to historical citywide employment data, NYCEDC revised previously reported 'Private sector jobs in innovation industries' metrics as follows:

  – Calendar 2015 was changed from 14.7 percent to 14.8 percent

  – Calendar 2017 was changed from 14.6 percent to 14.7 percent

- New York City Industrial Development Agency 'Projected net City tax revenues generated in connection with closed contracts ($000,000)' has been updated as indicated below to include additional tax revenue expected to be generated from jobs created. Going forward, this additional tax revenue will be included in the metric.

- – Fiscal 2017 was updated from $58.3 to $64.3

- – Fiscal 2018 was updated from $2,355.1 to $2,368.7

- Build NYC Resource Corporation 'Projected net City tax revenues generated in connection with closed contracts ($000,000)' has been updated as indicated below to include additional tax revenue expected to be generated from jobs created. Going forward, this additional tax revenue will be included in the metric.

- – Fiscal 2017 was updated from $168.8 to $169.8

- – Fiscal 2018 was updated from $73.6 to $87.0

ADDITIONAL RESOURCES

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

DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT Louise Carroll, 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 New Yorkers live in safe and habitable neighborhoods and homes. By developing affordable housing, HPD seeks to serve households of a wide range of incomes, in all neighborhoods, with special attention to those with special needs, seniors and the formerly homeless. Through the Housing Connect lottery, marketing and outreach efforts, HPD has expanded the number and diversity of households applying to live in affordable housing, and ensures that eligible applicants have an equal and fair chance of receiving housing. Using a targeted, neighborhood-based approach to preservation, HPD is working to protect the ability of low-income families to remain in their current neighborhoods even as rents increase. At the same time, the Department's development and preservation initiatives seek to open up new housing opportunities for households at a range of incomes, including the lowest income households.

OUR SERVICES AND GOALS

SERVICE 1	**Enforce the Housing Maintenance Code.**
Goal 1a	Resolve housing maintenance complaints efficiently.
Goal 1b	Improve compliance with the Housing Maintenance Code.
SERVICE 2	**Preserve and create quality affordable housing.**
Goal 2a	Increase affordable housing opportunities through construction and preservation.
SERVICE 3	**Effectively manage HPD affordable housing assets.**
Goal 3a	Improve financial and physical stability of existing affordable housing.
SERVICE 4	**Provide affordable housing opportunities for the lowest income New Yorkers and maximize federal rent subsidies.**
Goal 4a	Maximize federal rent subsidies to make housing affordable for low-income New Yorkers.
Goal 4b	Target HPD financed housing to the lowest income New Yorkers.

SERVICE 1 Enforce the Housing Maintenance Code.

| Goal 1a | Resolve housing maintenance complaints efficiently. |

HPD saw an increase in the number of reported emergency complaints, which increased by seven percent to 351,133 complaints. Compared to Fiscal 2018, heat and hot water complaints increased by six percent, while lead complaints increased by 10 percent. In Fiscal 2019, the average time to close emergency complaints decreased from the previous fiscal year. On average, HPD closed emergency complaints in 10.4 days, one day faster than in Fiscal 2018, and better than the 12-day target. Seventy-two percent of all emergency complaints were closed within 12 days of receipt.

The average time to close nonemergency complaints was slightly slower than in Fiscal 2018, increasing by less than one day to 17.7 days, which remained faster than HPD's target of 20 days. Overall, 78 percent of nonemergency complaints were closed within 20 days.

The agency completed more than 730,000 inspections, which include complaint inspections, proactive inspections initiated by HPD and reinspections of open violations. Fiscal 2019 represents the highest number of inspections completed by HPD within the last seven years.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Total complaints reported	553,135	549,640	541,858	530,619	570,476	*	*	Neutral	*
★ – Emergency complaints reported	348,447	337,791	334,242	327,359	351,133	*	*	Neutral	*
Inspections completed	664,960	692,943	698,948	706,664	737,216	600,000	675,000	Neutral	*
Inspection visits per team per day	12.2	12.6	12.3	12.4	12.3	*	*	Neutral	Up
Ratio of completed inspections to attempted inspections (%)	80%	78%	80%	79%	80%	*	*	Neutral	Up
Total complaints closed	547,823	558,417	541,216	532,571	568,822	*	*	Neutral	*
– Emergency complaints closed	346,603	339,524	334,143	328,180	350,676	*	*	Neutral	*
– Heat and hot water	122,753	110,007	115,262	114,641	121,757	*	*	Neutral	*
– Lead	32,528	32,170	28,356	27,938	30,362	*	*	Down	*
– Other emergency	191,322	197,347	190,525	185,601	198,557	*	*	Neutral	*
★ Average time to close emergency complaints (days)	13.3	11.3	12.4	11.4	10.4	12.0	12.0	Down	Down
★ Average time to close nonemergency complaints (days)	27.9	23.3	21.0	17.5	17.7	20.0	20.0	Down	Down
★ Emergency complaints closed within 12 days of receipt (%)	70%	71%	71%	71%	72%	⇧	⇧	Neutral	Up
Nonemergency complaints closed within 20 days of receipt (%)	69%	75%	73%	77%	78%	*	*	Up	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 2019, HPD issued 604,068 violations, a 16 percent increase compared to Fiscal 2018, with nonemergency violations accounting for much of this increase. Lead violations also increased by 25 percent. HPD issued significantly more violations for self-closing doors, paint and plaster (including lead-based paint) and allergen hazard violations (mold and pest violations). All of these issues were high priority issues during Fiscal 2019, with new legislation affecting all three categories. The

number of violations certified as corrected by an owner reached a six year high of 258,035, 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 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 2019, HLD initiated 4,957 cases, a 30 percent decline from Fiscal 2018. This reduction is primarily associated with a focus on initiating cases against repeat offenders for heat-related violations. Although initiating fewer cases, HLD was more aggressive in its approach to other cases; approximately 5,000 more violations were closed through litigation activity. In the same period, 3,901 cases were settled, and 563 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 2,146 buildings. As of June 30, 2019, 491 buildings remained active in the AEP program, down 11 percent from the prior year. HPD has successfully worked to revisit buildings remaining in AEP from early HPD rounds to engage new owners and work towards discharge with those properties. Round 12 also resulted in the highest number of initial period discharges since the start of AEP.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Total violations issued	408,874	440,849	481,085	522,199	604,068	*	*	Up	*
– Emergency violations issued	75,122	72,000	81,750	76,887	86,258	*	*	Up	*
– Heat and hot water	10,478	8,858	10,340	11,143	11,481	*	*	Up	*
– Lead	11,132	11,625	12,774	10,990	13,770	*	*	Up	*
– Other emergency	53,512	51,517	58,636	54,754	61,007	*	*	Up	*
– Nonemergency violations issued	333,752	368,849	399,335	445,312	517,810	*	*	Up	*
★ Violations issued and removed in the same fiscal year (%)	38%	45%	42%	43%	41%	40%	40%	Neutral	Up
★ Emergency violations corrected by owner (%)	53%	57%	55%	57%	57%	55%	55%	Neutral	Up
Emergency violations corrected by HPD (%)	12%	11%	10%	9%	8%	*	*	Down	Down
Violations closed	458,863	489,900	485,251	510,713	539,777	*	*	Up	Up
Violations certified as corrected by owner	141,484	170,109	193,461	219,318	258,035	*	*	Up	*
Housing Court cases initiated by HPD	6,299	5,659	6,371	7,093	4,957	*	*	Neutral	*
Housing Court cases initiated by HPD that were disposed	6,365	5,633	6,222	6,938	5,245	*	*	Neutral	*
– Cases settled	4,827	4,308	5,056	5,546	3,901	*	*	Neutral	*
– Cases resulting in judgments	721	842	578	671	563	*	*	Down	*
Total dollars spent on emergency repairs (excluding demolition and AEP) ($)	$11,234,213	$10,139,937	$10,009,946	$10,680,843	$9,500,718	*	*	Down	*
Alternative Enforcement Program - Buildings currently active	581	609	579	553	491	*	*	Down	*
– Buildings discharged (cumulative)	1,056	1,278	1,558	1,834	2,146	*	*	Up	*
– Buildings discharged from program (%) (cumulative)	65%	64%	73%	73%	78%	*	*	Up	Up
Total dollars spent on emergency repairs in the Alternative Enforcement Program ($)	$3,491,823	$3,308,416	$2,738,310	$2,322,680	$2,353,336	*	*	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 2019, under Housing New York 2.0, the City financed the creation and preservation of 25,299 affordable units (homes), exceeding its goal and remaining on track to build or preserve 300,000 affordable homes by 2026. The City has now surpassed 25,000 affordable apartments annually for the last two years, and Fiscal 2019 included the highest production of homes for seniors and homeless households of any year on record. In the fifth full fiscal year of the Mayor's 12-year plan, the City produced 9,029 new construction affordable units. The City also financed 16,270 preservation units, exceeding the target by eight percent.

The agency completed 18,200 units in Fiscal 2019, meeting its total completions target. HPD exceeded its new construction completions target by 66 percent, while meeting only 72 percent of its preservation completions target. For both new construction and preservation projects, HPD continues its efforts to improve project tracking for completions and aggressively follows up to ensure that projects continue to stay on schedule.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Total housing starts under Housing New York (HNY) (units)	20,568	23,623	24,350	32,251	25,299	25,000	25,000	Up	*
– New construction starts	8,732	6,351	7,763	9,278	9,029	10,000	10,000	Up	*
– Preservation starts	11,836	17,272	16,587	22,973	16,270	15,000	15,000	Up	*
HNY units started for homeless individuals and families	1,575	1,883	2,625	2,264	2,682	2,400	2,400	Up	*
HNY units started that serve senior households	1,723	1,365	929	1,889	1,968	2,000	2,250	Up	*
★ Total housing completions (New Housing Marketplace Plan and HNY) (units)	11,918	20,660	23,373	27,507	18,200	18,120	18,787	Up	*
– New construction completions	3,508	4,482	5,413	5,747	9,132	5,500	5,900	Up	*
– Preservation completions	8,410	16,178	17,960	21,760	9,068	12,620	12,887	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 2019 HPD increased the rental buildings in its portfolio by six percent, while the co-op buildings in its portfolio decreased by two percent from the previous fiscal year. The Asset Management portfolio of rental buildings has grown as additional affordable housing units financed by HPD are leased up and transferred to Asset Management. 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 2019, 37 percent of rental buildings and 58 percent of co-op buildings in the Asset Management portfolio were at medium or high risk of physical deterioration, financial distress, or noncompliance with federal requirements. Staff use these risk metrics to prioritize outreach and intervention efforts in collaboration with owners, partners and multiple divisions of HPD. Through interventions such as financial assistance, management changes and ownership changes, the agency works to proactively identify and address at-risk projects before physical or financial distress escalates.

| Performance Indicators | Actual | | | | | Target | | Trend | |
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Asset management - Rental buildings in portfolio	3,396	3,604	3,843	3,914	4,155	*	*	Up	*
– Medium/high risk rental buildings in portfolio (%)	NA	NA	32.0%	38.0%	36.6%	*	*	NA	Down
Asset management - Co-op buildings in portfolio	1,207	1,217	1,231	1,199	1,174	*	*	Neutral	*
– Medium/high risk co-op buildings in portfolio (%)	NA	NA	54.0%	55.0%	58.1%	*	*	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.

The Housing Choice Voucher program, also known as 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 2019 the overall voucher utilization rate was 96.6 percent, about one percentage point below the target of 98 percent. In Fiscal 2019 the number of vouchers issued rose by 92 percent, to 3,227. During Fiscal 2018 HPD had to pause voucher issuance due to federal budget uncertainty. In Fiscal 2019 federal funding became clearer, allowing the agency to proceed with planned voucher issuance. Taken together, Fiscal 2018 and 2019 align with prior voucher issuance levels. In total, the number of households receiving a rent subsidy through all the voucher programs increased by one percent to 39,906.

| Performance Indicators | Actual | | | | | Target | | Trend | |
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Section 8 - Voucher utilization rate	93.3%	94.5%	96.6%	96.4%	96.6%	98.0%	98.0%	Neutral	Up
– Vouchers issued	2,960	2,999	2,334	1,679	3,227	*	*	Down	Up
– Households assisted	38,128	39,058	39,694	39,526	39,906	*	*	Neutral	Up
Section 8 subsidized units in abatement (%)	2%	2%	3%	2%	3%	*	*	Up	Down

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

Goal 4b   Target HPD financed housing to the lowest income New Yorkers.

Approximately 55 percent of the units started in Fiscal 2019 under Housing New York 2.0 are for very low income families earning less than the equivalent of $48,050 a year for a three-person family. More than 5,000 of these units, or 21 percent of the Fiscal 2019 total, are for extremely low income families earning up to $28,830 for a family of three. The number of units started for very low income and extremely low income families declined by 13 percent and 31 percent, respectively, compared to Fiscal 2018. This is because Fiscal 2018 had much higher unit starts overall. As a proportion of total units, units for very low income and extremely low income families were roughly the same for both Fiscal 2018 and 2019. HPD also started more than 2,600 units for homeless households and almost 2,000 units that serve seniors, the most senior and homeless units in a single year for the Plan.

Performance Indicators	Actual						Target		Trend	
										Desired Direction
Performance Indicators	FY15	FY16	FY17	FY18	FY19		FY19	FY20	5-Year	Desired Direction
Housing New York units started – Extremely low income (0-30% AMI)	2,869	3,793	4,014	6,130	5,341		*	*	Up	*
Housing New York units started – Very low income (31%-50% AMI)	2,588	3,056	6,452	12,236	8,486		*	*	Up	*

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
E-mails responded to in 14 days (%)	76%	55%	67%	67%	46%	58%	58%	Down	Up
Letters responded to in 14 days (%)	47%	53%	45%	49%	25%	52%	52%	Down	Up
Average customer in-person wait time (minutes)	36	27	19	15	15	29	29	Down	Down
Visitors to the Division of Tenant Resources, Client and Owner Services rating customer service as good or better (%)	85%	83%	89%	86%	87%	95%	95%	Neutral	Up
Completed customer requests for interpretation	1,526	1,202	969	860	1,071	*	*	Down	*
CORE customer experience rating (0-100)	90	97	98	93	NA	85	85	NA	Up

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

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Percent meeting time to close - Heating (5 days)	82%	82%	88%	79%	95%	78%	85%	Up	*
Percent meeting time to close - Pests (30 days)	55%	59%	59%	61%	65%	59%	59%	Up	*
Percent meeting time to close - Paint/Plaster - Ceiling (17 days)	69%	74%	74%	74%	76%	71%	71%	Neutral	*
Percent meeting time to close - Paint/Plaster - Walls (17 days)	61%	66%	64%	67%	69%	69%	69%	Up	*
Percent meeting time to close - Plumbing - Water-Leaks (17 days)	60%	66%	64%	66%	69%	68%	68%	Up	*

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$718.4	$850.0	$1,026.6	$1,000.8	$1,364.8	$1,259.9	$1,021.1	Up
Revenues ($000,000)	$64.7	$61.3	$79.1	$93.9	$72.4	$59.0	$33.8	Up
Personnel	2,130	2,246	2,278	2,295	2,380	2,634	2,606	Up
Overtime paid ($000,000)	$1.9	$2.2	$2.4	$2.9	$2.0	$2.0	$2.0	Up
Capital commitments ($000,000)	$399.9	$634.3	$880.0	$1,231.4	$1,508.5	$1,528.0	$1,278.0	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$164.3	$179.6	
001 - Office of Administration	$40.6	$44.1	All
002 - Office of Development	$27.7	$32.6	2a, 3a, 4a, 4b
004 - Office of Housing Preservation	$58.5	$62.8	1a, 1b
006 - Housing Maintenance and Sales	$37.4	$40.1	2a, 3a, 4a, 4b
Other Than Personal Services - Total	$836.5	$1,185.2	
008 - Office of Administration	$9.6	$12.8	All
009 - Office of Development	$759.6	$733.1	1b, 2a, 4a, 4b
010 - Housing Management and Sales	$9.3	$18.9	1a, 1b, 2a, 3a, 4b
011 - Office of Housing Preservation	$58.1	$93.9	1a, 1b, 2a, 4b
012 - City Assistance to NYC Housing[4]	NA	$326.4	All
Agency Total	$1,000.8	$1,364.8	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.   [2] City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds.   [3]Refer to agency goals listed at front of chapter.   [4]This UA originated in Fiscal 2019
"NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Louise Carroll was appointed Commissioner of the Department of Housing Preservation and Development effective May 2019, succeeding Maria Torres-Springer.

- HPD updated its Fiscal 2020 target for inspections completed from 600,000 to 675,000.

- HPD updated its Fiscal 2020 target for Housing New York (HNY) units started that serve senior households from 2,000 to 2,250.

- As part of its routine updates and data clean-up efforts, HPD revised previously reported housing data for the below fiscal years:

  – Housing unit starts data for HNY increased slightly in each of the past five fiscal years, rising to 20,568 in Fiscal 2015; 233,623 in Fiscal 2016; 24,350 in Fiscal 2017; and 32,251 in Fiscal 2018.

  – Units starts for the homeless decreased by 24 units to 1,883 in Fiscal 2016 and by 54 units to 2,264 in Fiscal 2018.

  – Very low income unit starts increased slightly from Fiscal 2015 to Fiscal 2017, but decreased by 4 units to 12,236 in Fiscal 2018.

- HPD also revised previously reported data, due to data clean-up, for total dollars spent on emergency repairs in the Alternative Enforcement Program.

  – Fiscal 2015 decreased from $3,878,569 to $ 3,491,823.

  – Fiscal 2016 increased from $1,935,904 to $3,308,416.

  – Fiscal 2017 increased from $2,499,910 to $2,738,310.

  – Fiscal 2018 increased from $2,314,322 to $2,322,680.

- Fiscal 2019 data for CORE (Customers Observing and Reporting Experiences) facility ratings are not available. CORE inspections will be conducted in the fall and winter of Calendar 2019 and the results will appear in the Fiscal 2020 Mayor's Management Report.

- HPD updated its Fiscal 2020 target for the percent of 311 heating service requests meeting time to close from 78 percent to 85 percent.

ADDITIONAL RESOURCES

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

- Housing New York: A Five-Borough, Ten-Year Plan:
  http://www.nyc.gov/html/housing/pages/home/index.shtml

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

NEW YORK CITY HOUSING AUTHORITY
Gregory Russ, Chair/Chief Executive Officer

WHAT WE DO

The New York City Housing Authority (NYCHA) provides affordable housing to approximately 381,000 low- and moderate-income City residents in 316 housing developments with 173,762 apartments in the five boroughs. Through federal rent subsidies (Section 8 Leased Housing Program), the Authority also assists approximately 86,000 families in locating and renting housing in privately-owned buildings. In addition, the Authority provides social services 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. NYCHA is pursuing innovative ways to fund the building and apartment upgrades that residents deserve. Launched in December 2018, NYCHA 2.0 is the Authority's strategic roadmap; it is a comprehensive, 10-year plan to address $24 billion in vital repairs that NYCHA's buildings desperately need. NYCHA 2.0 will deliver complete apartment renovations for 175,000 residents, fund essential capital repairs across the rest of NYCHA's portfolio and launch aggressive new repair strategies to tackle high-priority areas that impact residents' quality of life.

As part of its focus on equity, NYCHA is actively engaging NYCHA residents around the priorities of NextGeneration 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 2019, NYCHA engaged 27,858 residents in Authority initiatives, facilitated 6,007 economic opportunity service connections, made 3,067 job placements, and enrolled 675 residents in training programs. NYCHA will continue to engage residents and connect them to critical services and opportunities as well as support a citywide network of resident associations and other resident-led groups. NYCHA will continue to attract new partners and expand services for residents, while providing support to resident associations and other resident-led groups.

OUR SERVICES AND GOALS

SERVICE 1   Operate as an efficient and effective landlord.

Goal 1a   Improve rent collection.

Goal 1b   Expedite maintenance and repairs.

Goal 1c   Optimize apartment usage and ensure rental equity.

Goal 1d   Improve safety and security.

SERVICE 2   (Re)build, expand and preserve public housing and affordable housing stock.

Goal 2a   Preserve the public and affordable housing asset.

Goal 2b   Optimize access to affordable housing in public housing developments to income-eligible families.

Goal 2c   Increase access to affordable housing in privately owned units.

Goal 2d   Develop new mixed-use, mixed-income housing and resources.

SERVICE 3   Engage residents and connect them to best-in-class social services.

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

Goal 3b   Increase employment opportunities among NYCHA residents.

HOW WE PERFORMED IN FISCAL 2019

SERVICE 1 Operate as an efficient and effective landlord.

Goal 1a   Improve rent collection.

The cumulative rent collection rate decreased by almost three percentage points from 92.3 percent in June 2018 to 89.6 percent in June 2019 and did not meet the Fiscal 2019 target of 97.5 percent. The rent delinquency rate was 35 percent as of June 2019 compared to 31.5 percent in June 2018. As a result of NYCHA's rent collection rate decrease of three percent, a total balance of $110 million was not collected during Fiscal 2019. 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). In June 2019, NYCHA launched the Property Management Summer Initiative whereby all property management offices remain open on Wednesdays until 7:30pm all summer until Labor Day. In addition to the extended office hours, property managers are required to monitor performance on monthly rent collection using available reports and dashboards and meet with staff to discuss rent collection strategies, especially for chronic rent delinquents.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Rent collection (%)	94.9%	94.9%	93.7%	92.3%	89.6%	97.5%	97.5%	Neutral	Up
Rent delinquency rate (%)	NA	27.7%	30.0%	31.5%	34.9%	*	*	NA	Down

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

Goal 1b   Expedite maintenance and repairs.

The average time to resolve emergency service requests decreased by three percent from 13.1 hours in Fiscal 2018 to 12.7 hours in Fiscal 2019 and remained well below the target of 24 hours. Emergency service requests include heat-related work orders, as well other priority work orders such as gas outages. The average time to resolve heat complaints decreased by six percent from 16.8 hours to 15.7 hours and was also below the target of 24 hours. NYCHA calculates service request resolution times based on the time to complete individual work orders. As per the January 2019 agreement with the U.S. Department of Housing and Urban Development (HUD), NYCHA has a requirement to restore heat to units affected by a heating shortage within an average of 12 hours for the 2019-2020 heating season, which starts October 1, 2019. The HUD Agreement also requires for 2019-2020 that for 85 percent of heating shortfalls, NYCHA will restore heat to affected units within 24 hours, and in no event more than 48 hours.

The improvement in heating work order response times is due in part to NYCHA's newly adopted 24 hour-7 days a week shift coverage. In addition to the new shift model, the Authority has an Active Heat Desk that tracks service disruptions. The Heating Management Services Department (HSMD) assigns a Point of Contact to identified service disruptions to oversee progress and help ensure timely restoration. In preparation for extreme weather, NYCHA activates its Situation Room, which allows for a more focused and coordinated response of resources. HMSD also hosts a daily work order check in with Heating Management and Property Management staff to review open heat and hot water work orders. Additionally, NYCHA has introduced an interactive feature that allows residents to provide feedback when they receive an automated call notifying them that their heat service has been

Average Time to Resolve Non-Emergency Service Requests (days)

FY 15	FY 16	FY 17	FY 18	FY 19
14.0	14.7	17.5	18.6	19.4

Average Time to Resolve Emergency Service Requests and Elevator Outages (hours)

	FY 15	FY 16	FY 17	FY 18	FY 19
Emergency Service Requests	14.7	13.1	12.1	13.1	12.7
Elevator Outages	6.5	8.7	9.6	10.3	11.7
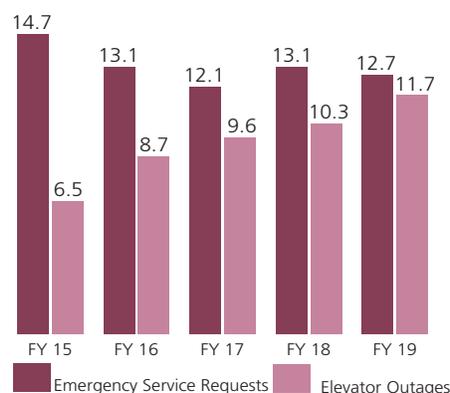
restored. The new feature helps to verify when heat is restored and can be used as a mechanism to respond more quickly when an outage has not been resolved.

The average time to resolve non-emergency service requests increased by four percent from 18.6 days in Fiscal 2018 to 19.4 days in Fiscal 2019. This was above the annual target of 15 days. NYCHA has made progress in reducing simple maintenance work orders backlog, from 31,563 in July 2018 to 18,742 in June 2019. However, the backlog for complex skilled trades work orders remains a challenge. Those work orders have increased at a rapid pace, primarily as a result of lead abatement-related activities. NYCHA redirected staff and resources to meet lead compliance requirements and address health and safety concerns, resulting in a growing backlog of open work orders which almost doubled, from 192,666 in July 2018 to 285,273 in June 2019. At the same time, the backlog of paint work orders increased by 58 percent and the open plasterer work orders increased by 69 percent. NYCHA is reviewing the work order data to determine how to best address paint and plasterer work orders and is expanding vendor contracts to help reduce the backlog of skilled trades paint work orders.

The average time to resolve elevator outages increased by 14 percent from 10.3 hours in Fiscal 2018 to 11.7 hours in Fiscal 2019 and was higher than the annual target of 10 hours. The average outage per elevator per month increased from 1.07 to 1.16. The time to resolve elevator outages was impacted by several factors. The Elevator Department implemented a new procedure to restore elevators to service following flooding conditions that calls for certain safety checks to be performed by a licensed Department of Buildings (DOB) elevator inspector before returning the elevator to service. This new procedure has increased elevator safety, but it has also increased resolution times. In Fiscal 2019, 17 elevators mechanics and four elevator helpers left NYCHA employment. This staffing reduction negatively impacted response time.

In Fiscal 2019 the elevator service uptime was 98.1 percent, which was better than the target of 97 percent. The number of alleged elevator injuries reported to DOB decreased by 43 percent from seven to four and there were no fatalities. NYCHA's Elevator Services Department continues the expanded equipment safety inspection prior to restoring elevator service as discussed above, 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 per month increased by eight percent from $978 in Fiscal 2018 to $1,052 in Fiscal 2019. This increase was primarily attributable to pollution remediation totaling $100 million, lead-based paint totaling $92 million and mold remediation costs of $8 million.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Average time to resolve emergency service requests (hours)	14.7	13.1	12.1	13.1	12.7	24.0	24.0	Down	Down
★ Average time to resolve non-emergency service requests (days)	14.0	14.7	17.5	18.6	19.4	15.0	15.0	Up	Down
★ Average time to resolve heat service requests (heating season)	19.0	17.3	14.9	16.8	15.7	24.0	24.0	Down	Down
★ Average time to resolve elevator outages (hours)	6.5	8.7	9.6	10.3	11.7	10.0	10.0	Up	Down
★ Average outage per elevator per month	0.99	1.13	1.06	1.07	1.16	1.01	1.01	Up	Down
★ Elevator service uptime (%)	99.0%	98.6%	98.6%	98.5%	98.1%	97.0%	97.0%	Neutral	Up
★ Alleged elevator injuries reported to the Department of Buildings	17	20	11	7	4	⇩	⇩	Down	Down
★ Elevator-related fatalities	1	2	0	0	0	⇩	⇩	Down	Down
Management cost per dwelling unit ($)	$893	$875	$950	$978	$1,052	$875	$875	Up	*

★ 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 64 percent from 50.8 days in Fiscal 2018 to 83.5 days in Fiscal 2019 and higher than the target of 20 days. The average turnaround time for vacant apartments also increased 48 percent from 51.8 days in Fiscal 2018 to 76.5 days in Fiscal 2019. NYCHA residents' long tenure in public housing, coupled with aging buildings result in apartments needing extensive work at turnover. Work related to carpentry for cabinets, closets, doors, as well as plastering, painting and tilework make up the bulk of the repairs needed in vacant apartments. Another

contributing factor has been the backlog of lead abatement for move out (vacated) apartments, which has substantially increased both the prep and turnaround time for vacant apartments. The Authority also identified 122 inspection records with exceptionally high prep time, increasing the overall average from 75 to 83.5 days. NYCHA is reviewing its inspection process to identify problematic areas and improve the cycle time.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Average time to prepare vacant apartments (days)	38.2	40.7	45.2	50.8	83.5	20.0	20.0	Up	Down
★ Average turnaround time for vacant apartments (days)	58.1	50.0	55.1	51.8	76.5	30.0	30.0	Up	Down
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

Goal 1d   Improve safety and security.

The crime rate in public housing developments remained stable, from 12.3 crimes per 1,000 residents in Fiscal 2018 to 12.4 crimes per 1,000 residents in Fiscal 2019. NYCHA continues to strengthen its relationship with the New York City 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 and enhancements, such as closed-circuit television (CCTV), layered access-controlled building entrances and exterior lighting; and increase communication about safety and security issues with residents.

As part of the Mayor's Action Plan for Neighborhood Safety (MAP), construction is ongoing at 14 of the 15 MAP developments that are receiving CCTV/Layered Access Control (LAC) installation. Additionally, construction was completed for new exterior lighting at 30 buildings in six non-MAP developments. As of June 30, 2019, CCTV and LAC installations have been completed at 39 of the 44 developments and work is ongoing at five remaining sites.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Major felony crime rate per 1,000 residents	12.0	13.2	12.7	12.3	12.4	*	*	Neutral	Down
★ Major felony crimes in public housing developments	4,858	5,205	5,084	4,853	4,766	⇩	⇩	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 decreased from 76.3 percent in Fiscal 2018 to 68.3 percent in Fiscal 2019. The percentage of active projects in construction phase on schedule decreased from 89.8 percent in Fiscal 2018 to 77.3 percent in Fiscal 2019. In Fiscal 2019, 344 projects were active, 163 of which had ongoing construction work. Approximately 45 percent of the projects in the design phase were off schedule as a result of adjustments in project scope, inadequate funding or policy changes. In the construction phase, 23 percent of the projects were impacted by delays in regulatory signoff, contractor non-performance resulting in termination and other legal actions or other unforeseen conditions. During the closeout phase, 47 percent of the projects were late due to litigation or contractor claims; however, the close out process does not affect the beneficial use of the project. In Fiscal 2020 a recovery strategy is being implemented to identify and improve project delays.

Announced in November 2018, NYCHA is addressing $12.8 billion in overdue repairs in 62,000 apartments through public-private partnerships as part of its Permanent Affordability Commitment Together (PACT) initiative, which includes the federal Rental Assistance Demonstration (RAD) program. All 62,000 apartments will be converted to Section 8 funding and remain permanently affordable. Section 8 funding provides a more stable flow of federal subsidy and allows NYCHA and its development partners to raise external financing to address a development's capital repair needs. Quality private

managers will maintain and operate the buildings. Residents will retain all their rights as public housing residents, pay rent limited to 30 percent of their income, and remain in their buildings during the renovations. Partnerships also deliver valuable social services from nonprofit partners to residents.

All 62,000 PACT renovations will be completed on a rolling basis by the year 2028. NYCHA will select sites for the PACT program that have the highest capital needs and operating challenges. NYCHA has converted 5,174 apartments through PACT since the initiative's launch, including the completion of renovations at 1,395 apartments at Ocean-Bay Bayside in the Rockaways. In addition, there are 4,343 apartments in Manhattan and Brooklyn that are currently in predevelopment for comprehensive repairs.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Active capital projects on schedule (%)	24.4%	64.4%	69.4%	76.3%	68.3%	29.1%	75.0%	Up	Up
★ Active capital projects in construction phase on schedule (%)	54.9%	94.2%	86.9%	89.8%	77.3%	91.1%	85.0%	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.

NYCHA's occupancy rate has remained stable. As of June 2019, NYCHA had approximately 171,000 occupied units. The number of applicants placed in public housing decreased 16 percent from 3,748 in Fiscal 2018 to 3,147 in Fiscal 2019. The total number of homeless applicants placed in housing dropped nine percent, from 2,683 in Fiscal 2018 to 2,449 in Fiscal 2019, and includes homeless applicants placed in NYCHA public housing, which decreased 17 percent from 1,686 in Fiscal 2018 to 1,403 in Fiscal 2019. Significantly longer prep time for vacant apartments is a primary driver for the decrease in both the total placements and homeless placements in public housing. Another factor is the unit conversions through PACT. Homeless applicants placed in housing using Section 8 vouchers increased five percent, from 997 in Fiscal 2018 to 1,046 in Fiscal 2019, due to the availability of more project-based units.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Apartments vacated (%)	3.9%	4.1%	3.9%	4.0%	3.6%	*	*	Neutral	*
★ Occupancy rate (%)	99.5%	99.5%	99.4%	99.3%	98.9%	99.2%	99.2%	Neutral	Up
Applicants placed in public housing	4,939	4,211	3,834	3,748	3,147	*	*	Down	Up
Homeless applicants placed in housing - Total	NA	2,868	2,841	2,683	2,449	*	*	NA	*
- NYCHA housing	NA	1,420	1,928	1,686	1,403	*	*	NA	*
- Section 8	NA	1,448	913	997	1,046	*	*	NA	*
Working families residing in public housing (cumulative) (%)	47.5%	46.7%	46.7%	46.0%	46.0%	*	*	Neutral	Up
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

Goal 2c   Increase access to affordable housing in privately owned units.

The number of families on the Section 8 waiting list decreased slightly to about 138,000 in Fiscal 2019 from 141,000 in Fiscal 2018. Maximum allowable vouchers, funded Section 8 vouchers, and Section 8 occupied units were stable. The number of applicants placed through Section 8 vouchers increased 41 percent from 1,735 in Fiscal 2018 to 2,438 in Fiscal 2019 due to the availability of more project-based units. The funding utilization rate for Section 8 vouchers decreased slightly to 98 percent due to a delay in HUD's renewal funding notice, which in turn impacted the issuance of vouchers to maximize the available funding. Another contributing factor is a voucher holders' ability to successfully locate rental units in the tight New York City housing market.

The percentage completion of annual Section 8 inspections remained at 98 percent because of a continued focus on

inspector productivity. The percentage completion of annual Section 8 recertifications also remained stable at 99 percent due to a continued focus on productivity and a streamlined case processing.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Families on Section 8 waiting list (000)	121	119	148	141	138	*	*	Up	Down
Maximum allowable Section 8 vouchers	99,288	99,621	99,838	101,254	102,706	*	*	Neutral	*
Funded Section 8 vouchers	87,332	86,221	85,209	86,628	86,768	*	*	Neutral	*
★ Utilization rate for funded Section 8 vouchers (%)	NA	98.8%	100.0%	99.0%	99.0%	97.0%	97.0%	NA	Up
Funding utilization for Section 8 vouchers (%)	NA	98.0%	101.0%	101.0%	98.0%	*	*	NA	*
★ Section 8 occupied units (vouchers)	86,167	85,224	85,175	84,994	85,839	87,000	87,000	Neutral	Up
Biennial Section 8 inspections	88.9%	78.0%	80.0%	98.0%	98.0%	*	*	Up	Up
Annual Section 8 recertifications	96.7%	98.0%	98.0%	99.0%	99.0%	*	*	Neutral	Up
Applicants placed through Section 8 vouchers	892	1,706	2,758	1,735	2,438	*	*	Up	Up

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

Goal 2d	Develop new mixed-use, mixed-income housing and resources.

Launched in December 2018, the Build to Preserve (BTP) program is expected to address approximately $2 billion in capital repairs over the next 10 years across approximately 10,000 NYCHA apartments. NYCHA will use this new model to develop new mixed-use, mixed-income housing on underused public-owned land, and dedicate 100 percent of the proceeds to repairs at the surrounding development. Any remaining funds will be invested in repairs at other NYCHA developments in the neighborhood. New buildings will be subject to Mandatory Inclusionary Housing (MIH) levels of affordability and will increase the City's permanently affordable housing stock. NYCHA has selected developers for two BTP sites: Holmes Towers and Wyckoff Gardens.

NYCHA has developed a concept to address capital needs at Fulton Houses, Chelsea, Chelsea Addition, and Elliot with plans to construct new MIH compliant buildings, 72 replacement public housing units; and the conversion of 2,000 units through PACT to Section 8. The proceeds generated by new mixed-income buildings will help fund repairs. NYCHA will tap into its extensive unused development rights, known as "air rights." By transferring only a portion of the Authority's approximately 80 million square feet of air rights, NYCHA expects to generate $1 billion for capital repairs for adjacent apartments.

Additionally, in support of Mayor de Blasio's plan to build and preserve 300,000 affordable apartments by 2026, NYCHA has pledged to provide underused land for the creation of 10,000 new, affordable apartments for both families and seniors, more than 3,000 of which are already in the pipeline.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Apartments (000)	178	178	176	176	173	*	*	Neutral	*
Number of developments	328	328	326	325	316	*	*	Neutral	*
Number of buildings	2,553	2,528	2,442	2,418	2,351	*	*	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 is able to give priority emergency transfers to residents who qualify for categories defined under the Violence Against Women Act (VAWA). VAWA includes victims of domestic violence, dating violence, sexual assault and 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 three percent from 1,794 in Fiscal 2018 to 1,846 in Fiscal 2019. In May 2017, new HUD polices for VAWA resulted in a broader definition and allowed for self-certification. As a result, the number of VAWA transfer requests and approvals has been increasing annually. At the same time, the emergency transfer disposition time was 43 percent faster, from 24.5 days in Fiscal 2018 to 14 days in Fiscal 2019, well below the 45-day target. NYCHA continues to make efficiency gains in processing, including the implementation of the online portal for transfer requests, which eliminated intermediate review, scanning, and handling of documents.

The initial social service tenant contacts conducted within five days increased by 11 percentage points from 77 percent in Fiscal 2018 to 88 percent in Fiscal 2019. The referrals to supportive services rendered to senior residents remained stable from 20,813 in Fiscal 2018 to 20,521 in Fiscal 2019. Supervisors monitor compliance with the five-day response protocol through the weekly review of open cases to confirm outreach and ensure the timely completion of required documents.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Residents approved for emergency transfers	815	931	1,070	1,794	1,846	*	*	Up	*
★ Emergency transfer disposition time (days)	48.17	39.60	33.24	24.52	13.97	45.00	45.00	Down	Down
★ Initial social service tenant contacts conducted within five days of referral (%)	80%	86%	72%	77%	88%	76%	76%	Neutral	Up
Referrals to supportive social services for senior residents	70,824	53,763	18,317	20,813	20,521	*	*	Down	Up
NYCHA-operated senior centers	32	15	14	14	14	*	*	Down	*
Utilization of senior centers (%) ages 60+	145%	116%	160%	132%	134%	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 remained stable from 2,903 in Fiscal 2018 to 2,933 in Fiscal 2019. The increase is due to additional work with partners to connect residents to employment-linked job training and workforce programs. The percentage of job placements to program graduates remained stable, from 85 percent in Fiscal 2018 to 83 percent in Fiscal 2019. Placements from two courses that were completed in the final weeks of June 2019 will be reflected in Fiscal 2020. Youth placed in jobs through youth employment programs increased from 960 in Fiscal 2018 to 972 in Fiscal 2019 as a result of a higher number of hires in the Summer Youth Employment Program.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Resident job placements - Total	1,084	1,410	3,449	2,903	2,933	⇧	⇧	Up	Up
- Direct placements	1,084	1,410	2,097	1,461	1,082	1,593	1,593	Neutral	Up
- Program and partner placements	NA	NA	1,352	1,442	1,851	*	*	NA	*
Job training graduates placed in jobs (%)	69%	63%	91%	85%	83%	*	*	Up	Up
Youth placed in jobs through youth employment programs	918	888	1,005	960	972	*	*	Neutral	Up

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Completed requests for interpretation	187,871	196,996	189,243	172,978	178,282	*	*	Neutral	*
Letters responded to in 14 days (%)	79.0%	84.7%	83.8%	88.9%	68.5%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	88.3%	82.9%	77.6%	80.3%	97.0%	*	*	Neutral	Up
Average wait time to speak with a customer service agent (minutes)	15	13	18	17	17:2	*	*	Up	Down
CORE facility rating	93	92	95	82	NA	*	*	NA	Up
Calls answered in 30 seconds (%)	72.0%	64.0%	46.0%	57.0%	63.7%	*	*	Down	Up
Number of agency customers surveyed for overall customer satisfaction	33,843	25,764	34,886	54,822	66,044	*	*	Up	Up
Customers rating service good or better (%)	68.2%	78.8%	81.1%	78.8%	75.9%	71.0%	71.0%	Neutral	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$3,154.3	$2,911.1	$3,342.4	$3,376.0	$3,492.2	$3,326.7	$3,476.6	Up
Revenues ($000,000)	$3,260.8	$3,210.8	$3,224.7	$3,306.5	$3,532.5	$3,338.7	$3,510.0	Neutral
Personnel	11,399	10,940	10,771	10,761	10,834	10,864	10,817	Neutral
Overtime paid ($000,000)	$64.9	$82.7	$92.9	$101.4	$102.5	$66.7	$85.5	Up
Capital commitments ($000,000)	$37.4	$234.1	$82.4	$137.5	$301.8	$1,208.6	$429.4	Up

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Gregory Russ was appointed Chair/Chief Executive Officer of the New York City Housing Authority effective August 2019, succeeding Kathryn Garcia.

- Currently, NYCHA is not in compliance with a number of federal regulations and is working to assess the extent of noncompliance. On January 31, 2019, NYCHA signed an agreement with the U.S. Department of Housing and Urban Development (HUD) to resolve claims brought by the U.S. Attorney's Office for the Southern District of New York, including on behalf of HUD and the Environmental Protection Agency. The agreement establishes a framework by which NYCHA will continue to evaluate its compliance with federal requirements. The agreement also requires NYCHA to take certain actions and meet certain standards and deadlines related to health and safety. An independent monitor is in place with access to NYCHA information and personnel and will issue quarterly reports on NYCHA's compliance with the agreement.

- NYCHA adjusted Fiscal 2018 data for 'Management cost per dwelling unit ($)' from $971 to $978.

- NYCHA updated its Fiscal 2020 target for 'Active capital projects on schedule (%)' from 29.1 percent to 75 percent.

- NYCHA updated its Fiscal 2020 target for 'Active capital projects in construction phase on schedule (%)' from 91.1 percent to 85 percent to align with NYCHA's internal targets.

- Fiscal 2019 data for CORE (Customers Observing and Reporting Experiences) facility ratings are not available. CORE inspections will be conducted in the fall and winter of Calendar 2019 and the results will appear in the Fiscal 2020 Mayor's Management Report.

ADDITIONAL RESOURCES

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

LANDMARKS PRESERVATION COMMISSION
Sarah Carroll, Chair
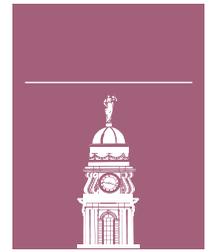
WHAT WE DO

The Landmarks Preservation Commission (LPC) designates, regulates and protects the City's architectural, historic and cultural resources, which now number over 37,000 buildings and sites, including 1,430 individual landmarks and more than 35,000 buildings and sites within 149 historic districts and extensions across all five boroughs. The agency reviews applications for work on designated properties, investigates complaints of illegal work and initiates action to compel compliance with the Landmarks Law.

FOCUS ON EQUITY

LPC seeks to preserve historic resources throughout the five boroughs that tell the story of all New Yorkers. LPC continues to recognize buildings and sites that reflect the diversity of the City, as well as historic resources in communities that have been less represented by designations. The agency works with applicants from all backgrounds to provide technical advice and guidance on LPC's processes, from applications for work on landmark properties to environmental and archaeological review. An agency grant program funded by a federal Community Development Block Grant provides funding to low-income applicants to assist with building repairs.

The agency focuses on equitable and inclusive service delivery through education and outreach efforts in communities across all five boroughs. For instance, LPC convenes and participates in community meetings to inform diverse stakeholders including residents, property owners, business owners and community boards about the landmark designation process and its regulatory impact. During Fiscal 2019, LPC organized or presented at 38 community meetings with various stakeholder groups, including meetings with property owners for potential designations and information sessions on its grant program.

LPC continues to develop tools to increase transparency and public access to the agency's regulatory processes. In 2019, LPC released Guidelines for Storefront Design in Historic Districts, to help property and business owners get faster approval of their permits. LPC also released an online guide to the public hearing and community board review process to help applicants prepare for a public hearing. Further, LPC launched a monthly reporting tool for community boards that relays all permits issued and applications filed to each community board at the beginning of each month. LPC has also made more information available on NYC's Open Data Portal, including a database with building-by-building data on all designated buildings, and a dataset with information on permit applications filed and processed by LPC. In addition, LPC launched a new interactive permit map that for the first time allows users to see geographically both proposed and approved work for designated properties, and to search by community district and work type. The agency expects to release additional resources for applicants over the next couple of months.

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 2019

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 2019, the Commission completed 24 designations, including 18 individual landmarks and six historic districts, for a total of 642 buildings and sites. Among the new individual landmarks are six sites significant to New York City's LGBT history: The Café Cino, Gay Activists Alliance Firehouse, Women's Liberation Center, The Lesbian, Gay, Bisexual & Transgender Community Center, James Baldwin Residence, and Audre Lorde Residence, all designated during Pride Month; and seven buildings south of Union Square. The Commission also designated five historic districts in Brooklyn—including four in Sunset Park and one in Bay Ridge—and the Park Terrace West-West 217th Street Historic District in Inwood, Manhattan; the first historic districts in all three of these neighborhoods.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Individual, interior and scenic landmarks, and historic districts, designated	15	20	30	21	24	20	20	Up	*
★ – Total number of buildings designated	2,013	1,411	324	485	642	*	*	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 number of permit applications received in Fiscal 2019 was 14,069, a slight increase from Fiscal 2018. The Commission acted on 12,803 applications, which was also a slight increase from 12,563 applications in the previous fiscal year. In Fiscal 2019, approximately 82 percent of Certificates of No Effect, which are required when the applicant is proposing construction work on landmark properties that required a Department of Buildings permit, were issued within 10 business days. This is down from 85 percent the previous fiscal year and down from 93 percent in Fiscal 2017, figures that reflect improvements made to LPC's data processing and reporting systems to automate and more accurately account for permitting activities. This updated system also showed that the percentage of Expedited Certificates of No Effect (XCNEs) issued within two days was 99 percent, up from the 96 percent recorded in Fiscal 2018. The average number of days from completed submission until issuance was 6.9 for Certificates of No Effect, 6.8 for Permits for Minor Work, and 1.1 for XCNEs. With consistent evaluation of both the reporting and execution of permit activities, LPC aims to meet targets and further improve service.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Work permit applications received	13,273	13,963	13,874	14,011	14,069	*	*	Neutral	*
★ Actions taken on work permit applications received	15,446	14,081	13,533	12,563	12,803	*	*	Down	*
Certificates of No Effect issued within 10 business days (%)	91%	96%	93%	85%	82%	85%	85%	Down	Up
Expedited Certificates of No Effect issued within two business days (%)	90%	99%	94%	96%	99%	100%	100%	Neutral	Up
Permits for minor work issued within 10 business days (%)	92%	95%	92%	82%	80%	*	*	Down	Up

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

| Goal 1c | | Increase compliance with landmark regulations. |

In Fiscal 2019, the Enforcement Department received 492 complaints (down from 583 the previous year), with 479 total enforcement actions taken. 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 2019.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Number of complaints received	772	792	677	583	492	*	*	Down	*
Investigations completed	755	997	661	648	394	*	*	Down	*
Enforcement actions taken: Total warning letters, NOVs, and stop work orders issued	1,014	1,221	937	837	479	*	*	Down	*
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	98%	98%	98%	98%	98%	*	*	Neutral	*

★ 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 reviews in Fiscal 2019 increased by 45 applications over the previous fiscal year, up to 390. Despite the increase, 97 percent were reviewed within 10 business days, up from 93 percent last year, and exceeding the target of 85 percent.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Archaeology applications received	308	297	318	345	390	*	*	Up	*
Archaeology applications reviewed within 10 business days (%)	97%	95%	96%	92%	98%	85%	85%	Neutral	*

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Letters responded to in 14 days (%)	85%	80%	85%	88%	89%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	98%	99%	93%	87%	*	*	Down	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$4.8	$5.3	$5.5	$5.8	$6.8	$7.0	$7.0	Up
Revenues ($000,000)	$6.9	$7.1	$9.2	$7.0	$7.9	$5.9	$5.8	Up
Personnel	71	71	65	70	75	80	81	Neutral
Overtime paid ($000)	$1	$5	$16	$15	$7	$7	$7	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$5.2	$6.0	All
002 - Other Than Personal Services	$0.6	$0.8	All
Agency Total	$5.8	$6.8	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.
[2] City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds.   [3]Refer to agency goals listed at front of chapter.
"NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✏

• Sarah Carroll was appointed chair of the commission in September 2018 and leads the agency

ADDITIONAL RESOURCES

For additional information, go to:

• 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.

Administrative Services
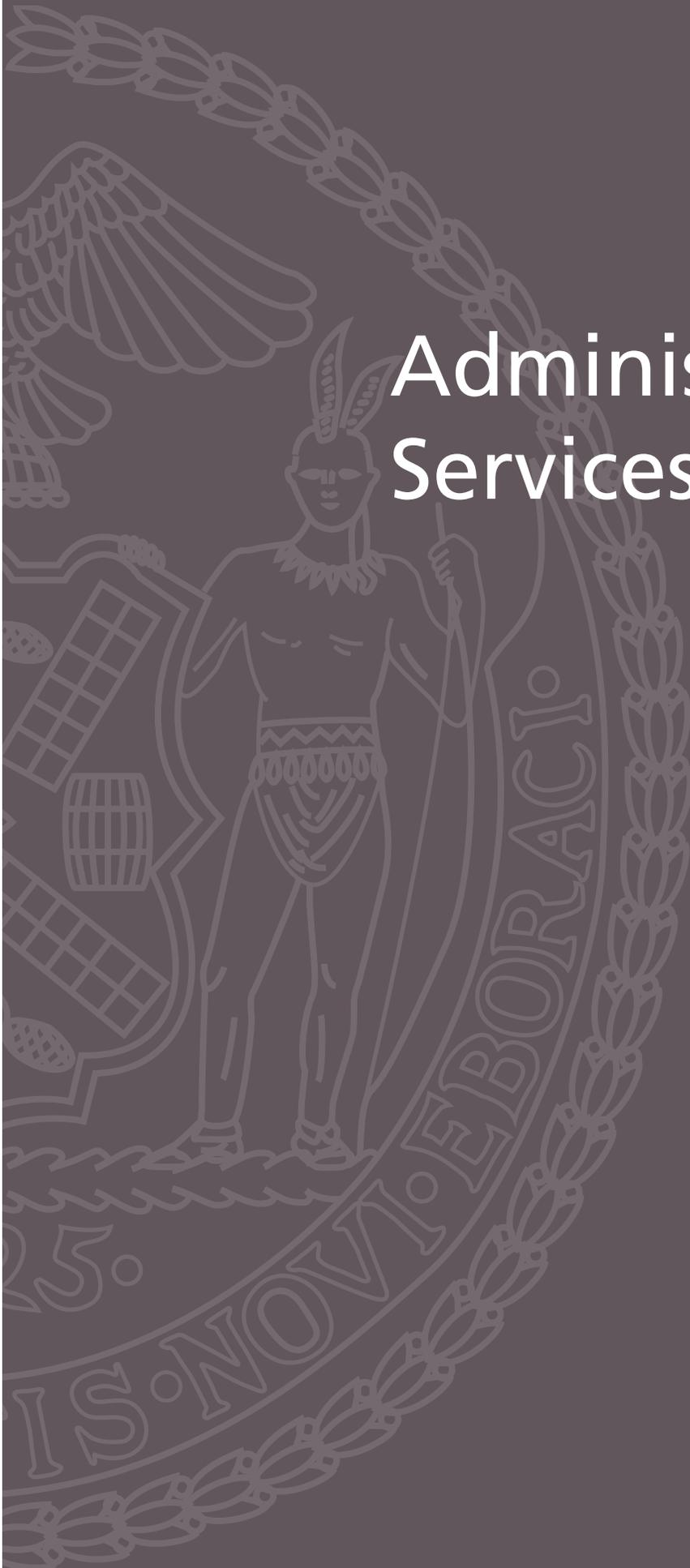
Administrative Services

DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES Lisette Camilo, Commissioner

WHAT WE DO

The Department of Citywide Administrative Services (DCAS) provides value-added and effective shared services to support the operations of New York City government. Its commitment to equity, effectiveness and sustainability guides its work with City agencies on recruiting, hiring and training employees; providing facilities management for 55 public buildings; acquiring, selling and leasing City property; purchasing more than $1 billion in supplies and equipment each year; and implementing energy conservation and safety programs throughout the City's facilities and vehicle fleet.

FOCUS ON EQUITY

DCAS's commitment to equity means ensuring that City government leads the way on having a diverse and inclusive workplace and providing all New Yorkers with an opportunity to get ahead. To reach this goal, during Fiscal 2019 DCAS participated in 302 career outreach events—many of which were targeted towards underserved communities—and trained 282,319 City employees on Equity & Inclusion topics. In its role leading procurement for the City, DCAS also engaged minority and women-owned business enterprises (M/WBE) about City contracting opportunities. DCAS participated in 29 M/WBE events during Fiscal 2019 and awarded $57.3 million in contracts to M/WBEs. DCAS also awarded 68 Innovative award methods totaling $5.1 million to M/WBEs in Fiscal 2019. DCAS is the backbone of City government and its focus on equity sets the tone for the work of all City agencies.

OUR SERVICES AND GOALS

SERVICE 1 Help City agencies fulfill their workforce needs.

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

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

Goal 1c Ensure timely administration of civil service exams.

Goal 1d Provide a wide range of training opportunities.

SERVICE 2 Manage and operate City-owned office buildings.

Goal 2a Improve cleanliness and maintenance ratings for DCAS-managed facilities.

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

Goal 2c Consolidate and reduce City office space.

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

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

SERVICE 4 Procure goods and select services for City agencies.

Goal 4a Maximize competition in the procurement process.

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

SERVICE 5 Manage energy use by City agencies.

Goal 5a Maximize citywide efforts to monitor and reduce energy use to reach greenhouse gas reduction goals.

Goal 5b Reduce the energy-related carbon footprint of City buildings.

Goal 5c Increase the City's renewable energy capacity.

SERVICE 6 Manage the City's fleet and fuel resources.

Goal 6a Reduce fuel use and emissions.

Goal 6b Optimize fleet resources to meet agency needs.

HOW WE PERFORMED IN FISCAL 2019

SERVICE 1 Help City agencies fulfill their workforce needs.

Increase the public's access to information about employment opportunities in City government.

In Fiscal 2019 the number of civil service exam applications received decreased 19 percent compared to Fiscal 2018 due to fewer exams that tend to have large applicant pools. The number of employment applicants received via NYC Jobs decreased 21 percent. The decrease may be related to lower unemployment rates in New York. DCAS 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 its website, and by working to improve civil service exams systems and processes. In January 2019 DCAS launched the new Online Application System (OASys) 2.0, a centralized portal for applying for exams, obtaining exam application status and civil service list status after the list of exam passers is published, and getting information about the exam process. In Fiscal 2020 DCAS will continue enhancing OASys 2.0 to include full automation of the education and experience exams, as well as mobile-friendly access to civil service exams.

DCAS continues to partner 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. To continue building a workforce pipeline for the City, in Fiscal 2019 DCAS attended 113 career and job fairs and provided 189 civil service information sessions. DCAS targeted underserved, and under-represented groups at 93 career outreach events including 38 for persons with disabilities, 21 for veterans, 10 for the Asian community, 13 for the Hispanic community and 11 for the LGBTQI+ community.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Applications received for all DCAS civil service exams	211,194	99,241	184,699	133,828	108,728	*	*	Down	*
Employment applications received via NYC Jobs	1,108,623	1,166,285	1,397,792	1,298,554	1,022,891	*	*	Neutral	Up

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

Ensure a competitive and diverse candidate pool for City employment opportunities.

In Fiscal 2019 more than 78 percent of new hires at Mayoral agencies represented minority populations. Female representation in City government also continued to increase. DCAS continues to assist sister agencies in enhancing recruitment efforts that build a workforce reflecting the diverse City it serves. DCAS develops the City's future leadership by identifying and cultivating present talent. DCAS supports other 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.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ New hires - Asian/Pacific Islander (%)	7.2%	7.5%	8.8%	8.5%	8.7%	*	*	Up	*
★ New hires - Black (%)	40.8%	36.8%	41.6%	41.6%	41.9%	*	*	Neutral	*
★ New hires - Hispanic (%)	19.8%	19.5%	21.5%	21.7%	22.1%	*	*	Up	*
★ New hires - Some other race (%)	8.3%	13.3%	6.2%	7.4%	5.4%	*	*	Down	*
★ New hires - White (%)	23.9%	23.0%	22.0%	20.7%	21.9%	*	*	Down	*
★ New hires - Female (%)	46.3%	40.7%	47.0%	47.6%	48.0%	*	*	Neutral	*
★ New hires - Male (%)	53.7%	59.3%	53.0%	52.4%	52.0%	*	*	Neutral	*

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

Ensure timely administration of civil service exams.

DCAS did not meet its Fiscal 2019 target for civil service exams administered on schedule due to shifts in hiring priorities at agencies that led to the postponement and cancellation of planned exams. Additionally, the median time to exam completion more than tripled compared to Fiscal 2018, although it remained below the Fiscal 2019 target because the increase was expected. A greater proportion of multi-part exams, which are not fully automated and therefore take significantly more time to rate than automated exams, were administered in Fiscal 2019 compared to Fiscal 2018. Additionally, in Fiscal 2019 DCAS administered fewer qualified incumbent exams (QIEs), which have a much shorter exam completion time because they are fully automated and automatically rated, than in Fiscal 2018. In Fiscal 2020 the median time is expected to remain below target due to the scheduled administration of additional approved QIEs as part of the City's third provisional reduction plan, which continues through December 31, 2021, and the planned full automation of the education and experience exam, which will enable exam takers to complete and receive their tentative score online upon submission. DCAS will also continue to offer civil service exams for titles in high demand on a regular basis at the agency's expanded Computer-based Testing and Application Centers (CTACs). The addition of a Bronx CTAC in December 2018 increased the total number of CTACs to five, one in each borough, and enabled City residents to apply for civil service exams from their home boroughs. DCAS can now administer exams to up to 650 candidates per session across all five CTACs.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Civil service exams administered by DCAS on schedule	109	105	183	254	106	124	185	Up	*
★ Median time from exam administration to exam results completion for DCAS-administered exams (days)	195	314	246	78	255	290	290	Down	Down

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

Goal 1d   Provide a wide range of training opportunities.

DCAS exceeded targets related to providing a wide range of training opportunities, training 10 percent more City employees/participants in Managerial and Professional Development (CMPD) programs and almost eight-fold more employees in equity and inclusion. The increase in equity and inclusion training resulted from the City's mandated Sexual Harassment Prevention and its "LGBTQ: The Power of Inclusion" training. DCAS sponsored or supported over 1,650 classes covering a wide array of topics spanning seven portfolio areas that include 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 2020 DCAS will continue to provide training opportunities to City employees on a variety of mandated and professional growth topics; continue to develop equity and inclusion training; and continue to work to incorporate this content into the broader training portfolio.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Average rating for professional development training sessions (%)	88%	90%	90%	92%	90%	88%	90%	Neutral	Up
★ City employees/participants trained in Managerial and Professional Development programs	25,327	38,815	42,082	65,332	72,094	38,250	47,642	Up	Up
City employees/participants trained in Equity and Inclusion	10,331	33,328	24,365	36,342	282,319	21,270	77,316	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 2019 DCAS met its target for the average rating for building cleanliness and conditions for DCAS-managed space. The ratings are based on surveys received from tenants in more than 20 DCAS-managed office buildings. Each score is weighted by the square footage of the building rated. The overall score tenants gave to their building is worth 20 percent of their total score and all other questions are worth 80 percent.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Average building cleanliness and condition rating for DCAS-managed space (non-court) (%)	69%	70%	70%	73%	72%	72%	72%	Neutral	Up
CORE customer experience rating of facilities (0-100)	94	100	97	94	NA	95	*	NA	Up

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

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

In Fiscal 2019 the average time to complete in-house work orders for minor repairs remained consistent with Fiscal 2018. The percentage of work orders completed within 30 days increased by approximately seven percentage points. Faster completion rates are partially due to the full implementation of new work order system.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Average time to complete in-house trade shop work orders for minor repairs (days)	4.2	3.6	3.5	5.3	5.4	4.0	4.0	Up	Down
★ In-house trade shop work orders completed within 30 days (%)	70%	70%	64%	73%	80%	75%	75%	Up	Up

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

Goal 2c Consolidate and reduce City office space.

In Fiscal 2019 the City entered into, renewed, or amended 45 leases occupying 1.75 million square feet of private space. This number of leases and associated square footage represents a reduction of 20 percent and 56 percent, respectively, compared to Fiscal 2018, supporting agencies' efforts to optimize their use of the existing space already leased in the portfolio.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Lease-in agreements executed	53	66	39	56	45	*	*	Down	*
Square footage associated with executed lease-in agreements (000)	1,712	3,011	1,724	3,958	1,752	*	*	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.

DCAS' long- and short-term leases for private groups in City space generated $54 million in revenue, which is more than $10 million above the target and higher than revenue generated in each of the past three fiscal years. DCAS collected $5.5 million more than in Fiscal 2018 with the same number of leases. This increase is attributed to higher payments received from tenants in leases where the rent is based on a percentage of a tenant's revenue stream. Sales of surplus goods decreased compared to Fiscal 2018 but were above levels seen in Fiscal 2017.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Lease revenue generated ($000)	$55,484	$52,419	$49,679	$48,541	$54,003	$43,078	$43,078	Neutral	*
★ Revenue generated from the sale of surplus goods ($000)	$10,406	$11,026	$9,216	$12,971	$11,424	$11,893	$10,053	Up	*
★ – Revenue generated from auto auctions ($000)	$6,254	$9,770	$7,732	$10,878	$9,621	$9,692	$7,852	Up	*
Real estate auction bids received ($000)	NA	$12,990	$0	NA	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 2019 the average bidders per bid fell short compared to Fiscal 2018 and did not meet target. In Fiscal 2020 DCAS' approach to increase vendor engagement will continue to include previously successful strategies, as well as additional analysis of the vendor universe and increased outreach to M/WBE businesses.

Mayoral agency spending on goods against DCAS master contracts increased to 88 percent in Fiscal 2019, a seven percentage point increase, reflecting the continued use of consolidated DCAS master agreements for goods.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Average number of bidders per bid	3.3	3.0	3.2	3.2	3.0	3.4	3.4	Neutral	*
Mayoral agency spending on goods against DCAS master contracts (%)	84%	87%	87%	81%	88%	*	*	Neutral	*
Mayoral agency spending on services against DCAS master contracts (%)	9%	15%	15%	21%	20%	*	*	Up	*

★ 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 2019 the value of goods and services purchased decreased 19 percent compared to Fiscal 2018.

In Fiscal 2019 the value of Central Storehouse requisitions decreased one percent compared to Fiscal 2018. In Fiscal 2020 DCAS will continue to focus on increasing buying power by analyzing available data on agencies' requisitions.

The number of days to fulfill agency requisitions increased by 18 percent, from 11 days in Fiscal 2018 to 13 days in Fiscal 2019. This increase is partly due to growth in the number of Storehouse requisitions processed, from 8,968 in Fiscal 2018 to 10,353 in Fiscal 2019. In Fiscal 2019 the value of cost avoidance increased 50 percent compared to Fiscal 2018. This increase is due to two major rejections, totaling $1,998,058 in cost avoidance, and a higher prevalence of non-compliant products found by DCAS's quality assurance inspectors. On behalf of FDNY, in March 2019 DCAS rejected a heavy-duty rescue vehicle in the amount of $1,712,668 and an order of fire hoses worth $285,390.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Value of goods and services purchased ($000,000)	$1,169	$1,353	$1,504	$1,544	$1,249	*	*	Up	*
– Value of Central Storehouse requisitions ($000)	$23,370	$22,600	$22,410	$23,669	$23,410	*	*	Neutral	*
Average time to fulfill requisition (days)	12	13	9	11	13	*	*	Neutral	Down
Inspections deemed non-compliant		996	662	799	806	*	*	NA	*
Value of cost avoidance ($000)	$15,197	$7,007	$3,189	$5,045	$7,585	*	*	Down	*

★ 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 2019 the City purchased 29.8 trillion British Thermal Units (BTUs) of energy (electricity, natural gas and steam), compared to 29.1 trillion BTUs in Fiscal 2018. Citywide energy usage was up two percent compared to Fiscal 2018, largely reflecting the impact of increased heating needs and a steam leak. Despite an eight percent increase in cooling degree days (cumulative temperature differences above 65⁰ Fahrenheit) from Fiscal 2018 to Fiscal 2019, overall electric use was down. In Fiscal 2019 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 447 facilities across 25 agencies participated in the DR program in Fiscal 2019, earning $12.4 million and reducing peak load by up to 97 Megawatts (MW), which is equivalent to removing approximately 400 mid-size schools from the electric grid. To support increased DR participation, DCAS installed 130 real-time electric meters in Fiscal 2019. Installations through Fiscal 2019 put DCAS at 65 percent of its goal to cover 80 percent of electric demand with meters by 2022.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Electricity purchased (kilowatt hours) (billions)	4.3	4.2	4.3	4.2	4.1	*	*	Neutral	Down
Total energy purchased (British Thermal Units) (trillions)	29.5	28.4	28.8	29.1	29.8	*	*	Neutral	Down
– Electricity (%)	49.3%	51.0%	50.4%	48.8%	47.0%	*	*	Neutral	*
– Natural gas (%)	42.4%	42.0%	42.5%	43.9%	46.1%	*	*	Neutral	*
– Steam (%)	8.3%	7.0%	7.1%	7.3%	6.9%	*	*	Down	*

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

Goal 5b   Reduce the energy-related carbon footprint of City buildings.

With the passage of the Climate Mobilization Act (CMA) of 2019, City government operations, buildings and facilities will reduce their overall emissions 40 percent by Fiscal 2025 and 50 percent by 2030 compared to a Fiscal 2006 baseline. These are key milestones on the path to achieving an 80 percent reduction in citywide greenhouse gas (GHG) emissions by 2050 that show City government's commitment to leading the fight against climate change impacts. Since Fiscal 2014 DCAS has completed more than 2,400 energy efficiency retrofits in over 1,500 public buildings, resulting in expected GHG reductions of nearly 204,000 metric tons annually, the equivalent of taking more than 43,000 typical passenger vehicles off the road. In Fiscal 2019 DCAS completed 409 energy efficiency retrofits that are expected to reduce GHG emissions by 45,105 metric tons per year and yield annual estimated energy savings of $15.9 million, an increase compared to Fiscal 2018 achievements. In Fiscal 2019 DCAS rolled out additional strategic initiatives that supported successful DR and peak load management participation and advanced more deep energy retrofit projects.

Cumulative estimated reduction in greenhouse gas emissions and Cumulative estimated avoided energy cost from energy projects
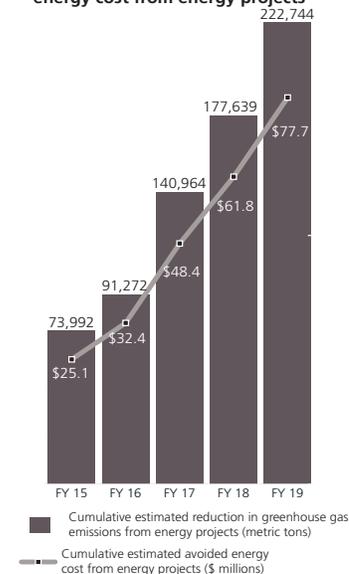
	FY 15	FY 16	FY 17	FY 18	FY 19
Cumulative estimated reduction in greenhouse gas emissions from energy projects (metric tons)	73,992	91,272	140,964	177,639	222,744
Cumulative estimated avoided energy cost from energy projects ($ millions)	$25.1	$32.4	$48.4	$61.8	$77.7

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Annual estimated reduction in greenhouse gas emissions from all energy projects (metric tons)	45,493	17,280	49,692	36,675	45,105	40,000	40,000	Up	*
★ Cumulative estimated reduction in greenhouse gas emissions from all energy projects (metric tons)	73,992	91,272	140,964	177,639	222,744	197,677	262,744	Up	Up
★ Annual estimated avoided energy cost from all energy projects ($000,000)	$13.68	$7.32	$15.97	$13.41	$15.91	$14.00	$14.00	Up	*
★ Cumulative estimated avoided energy cost from all energy projects ($000,000)	$25.10	$32.42	$48.39	$61.80	$77.71	$68.00	$91.71	Up	Up
Annual energy retrofit/conservation projects completed	313	410	622	667	409	*	*	Up	*
Cumulative energy retrofit/conservation projects completed	610	1,020	1,642	2,309	2,718	*	*	Up	Up
Annual Energy Efficiency Reports (EER) completed	145	141	64	128	163	*	*	Neutral	*
Cumulative Energy Efficiency Reports (EER) completed	403	544	608	736	899	*	*	Up	Up

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

Goal 5c   Increase the City's renewable energy capacity.

A key component to reaching the City's goal for reducing GHG emissions is the installation of clean energy technologies at City facilities. The City has a goal to install 100 megawatts (MW) or more of solar photovoltaic power generation capacity on City-owned properties by 2025. DCAS has actively been assessing and installing clean energy technologies, including fuel cells, battery storage, building integrated photovoltaics, wind, geothermal and solar thermal. As of the end of Fiscal 2019, unchanged from Fiscal 2018, DCAS has installed 10.51 MW of solar photovoltaics, with an additional 34 MW planned. DCAS is also paving the way for clean energy storage in New York City. DCAS has installed 421 kilowatts (kWh) of storage at two City facilities, with a plan to increase to 430 kWh in the next two years. DCAS is also working with the New York Power Authority to install 1.75MW of solar and battery storage at 16 critical facilities in climate-vulnerable communities. These resilient solar projects are expected to be operational in Calendar 2020.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Cumulative installed solar capacity (megawatts)	3.18	9.03	10.06	10.51	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 2019 the City increased the percentage of hybrid or alternative-fueled vehicles in its fleet to a record level of 63 percent citywide. Most of the remaining fleet that is not alternative fuel are emergency response vehicles. While emergency response vehicles are exempt from the fuel and emissions local laws for fleet buying, in May 2019 DCAS introduced the first hybrid police interceptors. DCAS surpassed the Fiscal 2019 target for the percentage of hybrid or alternative fuel vehicles in the DCAS-managed fleet. DCAS also surpassed the Fiscal 2019 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 27 percent in Fiscal 2019.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Hybrid or alternative fuel vehicles in the citywide fleet (%)	57%	59%	60%	62%	63%	63%	65%	Up	Up
– Hybrid or alternative fuel vehicles in the DCAS-managed fleet (%)	66%	74%	76%	78%	80%	78%	80%	Up	Up
★ Vehicles with highest emission ratings purchased pursuant to Local Law 38 in the citywide fleet (%)	98%	98%	100%	100%	100%	98%	99%	Neutral	Up

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
– Vehicles with highest emission ratings purchased pursuant to Local Law 38 in DCAS-managed fleet (%)	96%	100%	100%	99%	99%	98%	99%	Neutral	Up
Electric vehicles in the citywide fleet	802	945	1,295	2,105	2,662	2,300	3,000	Up	Up
– Electric vehicles in the DCAS-managed fleet	64	72	140	339	536	370	600	Up	Up

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

<div style="background:#6b6b6b;color:white;padding:4px;display:inline-block">Goal 6b</div> Optimize fleet resources to meet agency needs.

The City achieved a 91 percent in-service rate for vehicles citywide in Fiscal 2019, slightly under the target.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Fleet in-service rate citywide (%)	90%	91%	92%	92%	91%	92%	92%	Neutral	Up
– Fleet in-service rate for DCAS-managed fleet (%)	98%	98%	99%	98%	98%	98%	98%	Neutral	Up

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
City employees trained in defensive driving citywide	15,266	7,929	7,876	11,162	10,307	8,500	10,000	Down	Up
– Employees of DCAS-managed fleet agencies trained in defensive driving	1,879	1,690	1,881	3,831	2,067	2,500	2,500	Up	Up
Collisions per 100,000 miles involving City vehicles citywide	7.9	7.3	6.3	6.0	5.3	*	*	Down	Down
– Collisions per 100,000 miles involving City vehicles in the DCAS-managed fleet	3.9	3.4	2.6	3.3	2.9	*	*	Down	Down
Preventable collisions per 100,000 miles involving City vehicles citywide	4.1	3.5	3.4	3.2	2.9	*	*	Down	Down
– Preventable collisions per 100,000 miles involving City vehicles in the DCAS-managed fleet	1.9	1.2	1.0	1.3	1.4	*	*	Down	Down
Injuries from collisions per 100,000 miles in City vehicles citywide	0.9	0.7	0.8	0.7	0.7	*	*	Down	Down
– Injuries from collisions per 100,000 miles in City vehicles in the DCAS-managed fleet	0.5	0.5	0.4	0.5	0.4	*	*	Down	Down
Fatalities resulting from collisions involving non-emergency City vehicles citywide	5	1	1	2	4	*	*	Down	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	66	52	68	44	49	*	*	Down	Down
Accidents involving the public in DCAS-managed properties	18	21	25	41	25	*	*	Up	Down
Average cost of training per employee ($)	NA	$112	$113	$63	$18	*	*	NA	*
Average cost of cleaning per square foot ($)	$2.9	$3.0	$3.2	$3.3	$3.3	*	*	Up	*

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Letters responded to in 14 days (%)	50%	66%	56%	58%	42%	*	*	Down	Up
E-mails responded to in 14 days (%)	74%	81%	85%	85%	63%	*	*	Neutral	Up
Average wait time to speak with a customer service agent (minutes)	1:00	1:39	1:28	0:58	1:29	*	*	Neutral	Down

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$1,157.8	$1,117.8	$1,165.9	$1,245.1	$1,286.9	$1,249.1	$1,281.9	Up
Revenues ($000,000)	$166.6	$109.6	$77.0	$78.5	$81.5	$70.1	$65.4	Down
Personnel	2,105	2,179	2,344	2,420	2,451	2,764	2,814	Up
Overtime paid ($000,000)	$18.6	$22.2	$25.9	$25.3	$24.0	$23.2	$21.9	Up
Capital commitments ($000,000)	$98.8	$123.8	$76.0	$101.1	$134.9	$459.9	$457.3	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$195.6	$208.0	
001 - Human Capital	$26.3	$27.7	1a, 1b, 1c, 1d
005 - Board of Standards and Appeals	$2.1	$2.5	*
100 - Executive and Operations Support	$27.2	$29.6	All
200 - Division of Administration and Security	$14.0	$15.3	All
300 - Asset Management – Public Facilities	$106.8	$110.7	2a, 2b, 2c, 3a
400 - Office of Citywide Purchasing	$10.5	$11.2	3a, 4a, 4b
500 - Division of Real Estate Services[4]	NA	$0.2	3a
600 - External Publications and Retailing	$1.8	$2.4	*
700 - Energy Management	$4.0	$5.1	5a, 5b, 5c
800 - Citywide Fleet Services	$2.9	$3.3	3a, 6a, 6b
Other Than Personal Services - Total	$1,049.5	$1,078.9	
002 - Human Capital	$10.5	$7.7	1a, 1b, 1c, 1d
006 - Board of Standards and Appeals	$0.5	$0.7	*
190 - Executive and Operations Support	$4.8	$9.5	All
290 - Division of Administration and Security	$24.0	$28.2	All
390 - Asset Management – Public Facilities	$148.5	$162.1	2a, 2b, 2c, 3a

Unit of Appropriation	Expenditures FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)	Applicable MMR Goals[3]
490 - Office of Citywide Purchasing	$30.6	$32.3	3a, 4a, 4b
590 - Division of Real Estate Services[4]	NA	$3.5	3a
690 - External Publications and Retailing	$0.9	$1.0	*
790 - Energy Management	$774.4	$779.8	5a, 5b, 5c, 6a, 6b
890 - Citywide Fleet Services	$55.2	$54.1	3a, 6a, 6b
Agency Total	$1,245.1	$1,286.9	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds. [2] City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds. [3]Refer to agency goals listed at front of chapter.
[4]This UA originated in Fiscal 2019.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- DCAS added 'New hires – Some other race (%)' which folds the new 'two or more races' category and the two previous race/ethnic categories 'Native American' and 'unspecified' as a result of the federal Equal Employment Opportunity Commission (EEOC) adding 'Two or More Races' to the EEO-4 report in 2017.

- DCAS revised values for Fiscal 2015 through Fiscal 2019 for all indicators in Goal 5b to incorporate the impact of its retro-commissioning projects.

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

- Annual and Monthly Civil Service Exam Schedule: 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

- Online Application System (OASys): www.nyc.gov/examsforjobs

- NYC Jobs: http://www1.nyc.gov/jobs/index.page

- One City: Built to Last: www.nyc.gov/builttolast

- OneNYC: Government Workforce: http://onenyc.cityofnewyork.us/

- DCAS data sets on the NYC Open Data Portal: http://bit.ly/DCASOpenData

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

DEPARTMENT OF RECORDS & INFORMATION SERVICES Pauline Toole, Commissioner
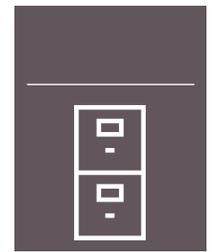
WHAT WE DO

The mission of the Department of Records and Information Services is to foster civic life by preserving and providing access to the historical and contemporary records of New York City government. To achieve this, the Department ensures that City records are properly maintained following professional archival and record management practices and makes materials available to diverse communities both online and in person.

The Department's website provides the public with access to more than 1.6 million historical photographs, maps, and a growing online collection of more than 23,000 reports and publications issued by City agencies. The Municipal Archives and Library staff respond to more than 60,000 reference requests annually, and provide the public and City agencies access to approximately 245,000 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 records management policies, operates records storage facilities, provides records management services to 65 government entities and oversees the government's transition to digital records management.

FOCUS ON EQUITY

The Department of Records and Information Services has been expanding access to City government's history by focusing on groups and stories largely underrepresented in the collections. Moving beyond traditional accessioning and cataloging approaches, the Department is making materials available online to provide more access to government records, and is gathering histories from constituents. Using social media, community-based exhibits and multi-lingual communications, the Department is bringing primary source material to new audiences, with a special focus on attracting and informing a more diverse demographic.

OUR SERVICES AND GOALS

SERVICE 1	Provide the public and City agencies with access to public records and publications.
Goal 1a	Increase the volume and availability of public records and publications.
Goal 1b	Promptly respond to requests for information.
SERVICE 2	Provide City agencies, the courts and district attorneys with record storage, retrieval and retention scheduling services.
Goal 2a	Retrieve records promptly from off-site facilities upon record owner's request.
Goal 2b	Promptly transfer eligible agency records to off-site storage.
Goal 2c	Dispose of all records according to their scheduled retention period.

HOW WE PERFORMED IN FISCAL 2019

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 2019, the volume of records digitized grew 500 percent to 1,421,172 items from 236,478 in Fiscal 2018. The greater volume is attributed to the ongoing digitization of historical records including marriage licenses and the 1940 "tax photograph" collection.

Historical records accessioned into the Municipal Archives increased 116 percent, from 1,185 cubic feet in Fiscal 2018, to 2,558 cubic feet in Fiscal 2019. During Fiscal 2017, the Department identified a number of agencies that have material which should be transferred to the Municipal Archives; the physical transfer began during 2018 and is continuing. Notable accessions included historical records from the Department of Transportation, photographs from the Department of Sanitation and approximately 10,000 WNYC audiotapes, dating from the late 1930s to the 1970s, which the agency is transferring from the New York Public Library.

The agency continues to promote awareness of its holdings of contemporary and historical records to diverse audiences through exhibitions and related programing. During Fiscal 2019, more than 2,500 visitors attended programs and viewed the agency's exhibitions, "Feeding the City: The Unpublished WPA Federal Writers' Project Manuscript, 1935-1941," and "The Lung Block: A New York City Slum & Its Forgotten Italian Immigrant Community." This measurement represents a 65 percent increase over visitor attendance during Fiscal 2018.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Records preserved and digitized	10,651,475	7,422,426	26,778	236,478	1,421,172	260,000	260,000	Down	Up
Number of library items available	363,997	371,208	375,919	380,844	384,823	*	*	Neutral	Up
Publications and reports acquired	7,113	10,016	5,596	4,869	5,903	*	*	Down	Up
Records accessioned by Municipal Archives (cubic ft.)	2,738	1,049	797	1,185	2,558	*	*	Neutral	Up
Walk-in and program attendees at the Visitor Center	1,318	1,363	1,408	1,542	2,546	*	*	Up	Up
Percent of required agency reports submitted to the Municipal Library publications portal	NA	60%	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 2019, the average time to respond to requests for copies of vital records was 7.2 days, a 25 percent improvement from the 9.7-day response time during Fiscal 2018. The related measurement of the percentage of requests responded to within 12 days continued to improve, reaching 88 percent, compared to 82 percent in Fiscal 2018, a performance considerably better than the 60 percent target. The improved performance was due to using digitized vital records to service copy requests, partially replacing the obsolete microfilm-based process.

The time necessary to process requests for copies of historical photographs during Fiscal 2019 improved by 68 percent, to 10.2 days, from 31.6 days during Fiscal 2018. The significantly better performance was due to availability of the newly digitized "tax photographs" for servicing copy requests, in place of the labor-intensive darkroom process. The better performance took place even though the volume of requests for reproductions increased 36 percent from 4,914 in Fiscal 2018 to 6,698 in Fiscal 2019. This increase derived from several media stories promoting completion of the tax photograph digitization project and online access to the images.

Vital Records Requests and Time to Respond
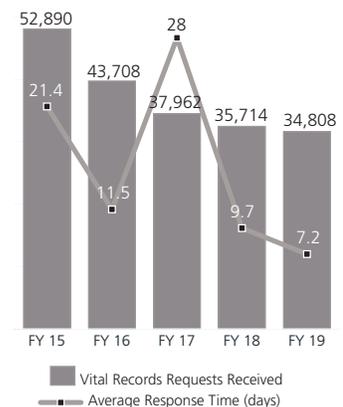
FY 15: 52,890 (21.4); FY 16: 43,708 (11.5); FY 17: 37,962 (28); FY 18: 35,714 (9.7); FY 19: 34,808 (7.2)

Vital Records Requests Received
Average Response Time (days)

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Vital record requests responded to within 12 business days (%)	17%	62%	9%	82%	88%	60%	60%	Up	Up
★ Average response time to vital record requests (days)	21.4	11.5	28.0	9.7	7.2	12.0	12.0	Down	Down
★ Average response time to historical photo requests (days)	17.2	22.9	22.7	31.5	10.2	15.0	15.0	Neutral	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.

During Fiscal 2019, the Department's average retrieval time for inactive records from off-site facilities upon owner-agency request increased to 1.4 days, from the rate of 0.7 days achieved in Fiscal 2018, although it remained within the two day target. In addition, the rate of the related indicator, percentage retrieved within two days, decreased to 80 percent in Fiscal 2019, from 100 percent during Fiscal 2018. This diminished performance resulted from new records management procedures that required the prioritization of obsolete records disposal over records retrieval in Fiscal 2019.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Average response time to agency requests for inactive records (days)	0.9	1.2	1.2	0.7	1.4	2.0	2.0	Up	Down
Requests for stored records processed within 48 hours (%)	100.0%	94.0%	91.0%	100.0%	80.3%	*	*	Down	Up

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

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

The quantity of records transferred into the Municipal Records Center decreased 53 percent, from 10,823 in Fiscal 2018, to 5,121 in Fiscal 2019. The decrease was due to Records Center staff focusing on disposing obsolete records.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Warehouse capacity available for new accessions (%)	5%	12%	12%	12%	14%	*	*	Up	*
Records transferred into Municipal Records Center (cubic ft.)	27,837	6,668	4,703	10,823	5,121	*	*	Down	Up

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

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

The Department increased the volume of obsolete City agency records disposed from its storage sites by 24 percent, to 26,785 cubic feet during Fiscal 2019, compared to 21,529 during Fiscal 2018. The increase derived from agencies implementing elements of Mayoral Directive 2015-3 dealing with uniform record management, including disposal of obsolete records. The total volume of records disposed by the Department and all City government entities combined increased slightly to 90,686 in Fiscal 2019, from 88,801 cubic feet in Fiscal 2018.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Average time between records disposal eligibility and application sent to Law Department (months)	0.5	0.6	0.2	0.0	0.7	2.0	2.0	Neutral	Down
★ Average time for Law Department to approve records disposal application (months)	0.8	2.8	2.7	1.3	2.0	3.0	3.0	Up	Down
Total records disposed by City government entities (cubic ft.)	NA	59,232	117,247	88,801	90,686	*	*	NA	Up

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY15	FY16	FY17	FY18	FY19	FY19	FY20	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
CORE customer experience rating (0-100)	91	97	100	100	NA	*	*	NA	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$6.3	$7.7	$7.7	$8.0	$10.5	$10.5	$12.6	Up
Revenues ($000,000)	$1.2	$1.0	$0.8	$0.8	$0.8	$1.0	$1.1	Down
Personnel	53	69	65	72	69	78	79	Up
Overtime paid ($000)	$23	$0	$4	$0	$0	$0	$0	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)	Applicable MMR Goals[3]
100 - Personal Services	$4.0	$4.9	All
200 - Other Than Personal Services	$4.1	$5.7	All
Agency Total	$8.0	$10.5	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.   [2] City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds.   [3]Refer to agency goals listed at front of chapter.
"NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Fiscal 2019 data for CORE (Customers Observing and Reporting Experiences) facility ratings are not available. CORE inspections will be conducted in the fall and winter of Calendar 2019 and the results will appear in the Fiscal 2020 Mayor's Management Report.

ADDITIONAL RESOURCES

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

DEPARTMENT OF FINANCE
Jacques Jiha, Commissioner

WHAT WE DO

The Department of Finance (DOF) is responsible for the collection of more than $40 billion annually in revenue for the City and the valuation of over one million properties worth a total of more than $1 trillion. DOF records property-related documents, administers property tax exemption and abatement programs, assists New Yorkers with tax payment issues through the Office of the Taxpayer Advocate, adjudicates parking tickets, administers the City's bank accounts, manages the City's cash flows and administers its business and excise taxes.

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.

DOF is committed to providing exceptional customer service. The agency utilizes a customer-centric business model, incorporating reforms and initiatives. DOF, leveraging Lean Six Sigma, continues to streamline processes and improve cycle times. This furthers the mission, Finance's commitment to its revenue goals, and enables a better customer experience for the City's taxpayers.

FOCUS ON EQUITY

DOF has several ongoing programs and initiatives to ensure that all New Yorkers are treated fairly, have equal access, and that low-income residents can remain in their homes. The Property Tax and Interest Deferral Program allows seniors and financially stressed homeowners to defer property tax payments and avoid inclusion in the tax lien sale. The newly created Customer Contact Center provides the City's residents and businesses with access to support regarding payments, property exemptions or business taxes. The Pay or Dispute app, created in Fiscal 2017, grew to account for more than 805,500 transactions allowing for an easier payment process for all New Yorkers. DOF also maintains ongoing exemptions programs assisting the City's vulnerable homeowners and renters.

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 2019

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.

Property taxes billed that are paid was 98.3% for the year, following the trend of recent years. The same held true for property taxes paid on time, which was 95.5% for the year.

Average turnaround time for field audits increased by 18 percent in Fiscal 2019 over the Fiscal 2018 level. This was a result of increased assigned workloads undertaken by the tax auditors, increasing the average time needed to efficiently and effectively close cases. Tax liability as a result of audits decreased due to the timing impact of the delayed closure of several significantly large audit cases from Fiscal 2019 to Fiscal 2020. The delayed cases are expected to be closed during Fiscal 2020, which will favorably impact the tax liability and average amount collected per audit in that Fiscal year.

The deployment of the new Property Tax System delayed the annual Lien Sale process by two months. As a result, the sale was not completed during Fiscal 2019. The performance results of the most recent lien sale will be reflected in the Fiscal 2020 Preliminary Mayor's Management Report.

Total DOF Revenue Collections ($000,000)

Legend: FY 15, FY 16, FY 17, FY 18, FY 19
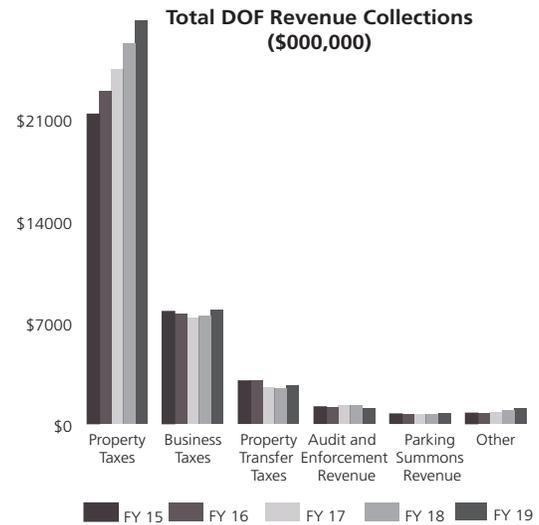
	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Property taxes billed that are paid (%)	98.5%	98.6%	98.7%	98.8%	98.3%	97.0%	97.0%	Neutral	Up
– Paid on time (%)	95.3%	96.1%	97.1%	96.5%	95.5%	*	*	Neutral	Up
Average turnaround time for field audits (days)	NA	504	435	324	382	*	*	NA	Down
Average turnaround time for non-field audits (days)	NA	220	165	175	175	*	*	NA	Down
Increase in tax liability as a result of audits (%)	18.3%	25.8%	25.9%	23.1%	19.0%	*	*	Neutral	Up
Originally noticed properties sold in lien sale (%)	16%	14%	17%	16%	NA	*	*	NA	Down
Properties in final lien sale	4,228	3,461	3,939	3,728	NA	*	*	NA	Down
Increase in tax liability as a result of field audits (%)	NA	NA	NA	27.3%	18.5%	*	*	NA	Up
Increase in tax liability as a result of non-field audits (%)	NA	NA	NA	12.6%	25.4%	*	*	NA	Up

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

Goal 1b Promptly review requests for refunds.

DOF was able to reduce the amount of average time to issue both property tax and business tax refunds, by 23 percent and 57 percent respectively. This is due to process reengineering efforts undertaken by the refunds unit that resulted in enhanced operating efficiencies.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Average time to issue a property tax refund (days)	24	24	24	35	27	28	28	Up	Down
★ Average time to issue a business tax refund (days)	31	9	26	35	15	25	25	Down	Down

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

SERVICE 2 Bill, adjudicate and collect on parking tickets.

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

Through April of Fiscal 2019, 65.9 percent of the people who received parking tickets paid within 90 days, an improvement over last year's 63.2 percent and consistent with previous years. Tickets dismissed within 90 days decreased from 16.0 percent in Fiscal 2018 to 11.7 percent through April of Fiscal 2019. This is a return to the historical norm as last year's results were impacted by a non-recurring operational discrepancy. This data is reported on a 90-day lag period. Data for June 2019 is available after September 2019 and will be updated in the Fiscal 2020 Preliminary Mayor's Management Report.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Parking tickets resolved within 90 days (000)	8,374	8,813	8,472	9,283	NA	*	*	NA	*
★ Parking tickets issued that are paid within 90 days (%)	65.8%	66.8%	66.1%	63.3%	NA	65.0%	65.0%	NA	Up
Parking tickets issued that are dismissed within 90 days (%)	13.2%	12.9%	12.9%	15.8%	NA	*	*	NA	Down

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

Goal 2b Assure that all respondents are offered convenient options for paying and challenging tickets.

Total summonses adjudicated experienced a three percent drop from 2,421,000 to 2,346,000 year-over-year. Total parking ticket hearings also experienced a five percent year-over-year drop. These decreases are commensurate with a decreased volume of issuance. However, the number of online hearings increased for the second straight year, from 563,000 to 598,000, or six percent. Fifty-six percent of total hearings were online, as compared to 50 percent in Fiscal 2018 and 45 percent in Fiscal 2017. Much of this is attributable to the significant increase in hearing requests via the Pay or Dispute app, which grew in number by 56 percent year-over-year to 337,000, a significant subset of all app transactions. As a result, the numbers of in-person hearings and hearings by mail were reduced by 14.4 percent and 16.1 percent respectively.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Summonses adjudicated (000)	2,082	2,037	1,988	2,421	2,346	*	*	Up	*
★ Parking ticket hearings - Total	1,041,841	978,447	978,574	1,126,557	1,074,662	*	*	Neutral	*
– In-person hearings	236,097	220,221	216,695	216,106	185,021	*	*	Down	*
– Hearings-by-mail	401,422	343,601	318,373	347,045	291,299	*	*	Down	*
– Online hearings	404,322	414,625	443,506	563,406	598,342	*	*	Up	*
Parking ticket "pay or dispute" app transactions	NA	NA	NA	620,882	1,142,596	*	*	NA	*
★ Average turnaround time for in-person parking ticket hearings (minutes)	19	14	12	11	10	25	25	Down	Down
★ Average turnaround time to issue decision for parking ticket hearing-by-web (days)	6.5	4.4	3.7	4.6	4.2	8.5	8.5	Down	Down
★ Average turnaround time to issue decision for parking ticket hearing-by-mail (days)	8.3	7.0	6.9	7.0	6.7	14.0	14.0	Down	Down
Parking ticket appeals reviewed	55,036	58,939	30,375	39,466	33,982	*	*	Down	*
Parking ticket appeals granted a reversal (%)	14.0%	10.0%	21.0%	24.0%	20.0%	*	*	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 Senior Citizen Rent Increase Exemption (SCRIE) and Disability Rent Increase Exemption (DRIE) applications increased in three categories for SCRIE initial applications (by 2 days), DRIE initial applications (by 1.3 days), and DRIE renewal applications (by 0.7 days).   This increase is attributed to the merging of the SCRIE/DRIE and Senior Citizen Homeowners' Exemption (SCHE)/Disability Homeowners' Exemption (DHE) processing units. For SCHE and DHE, cycle times improved partially because of implementing a short form renewal process with automated income verification. The merging of the senior and disabled renter and homeowner programs also provides an opportunity for cross-training of processing staff to be able to assist during peak season for receiving applications. While SCRIE/DRIE applications are received on a rolling basis, 70% of homeowner applications are received between January and March 15th of every calendar year. The unit reallocated staff resources to address homeowner applications during this peak period. As such, there was an increase in SCRIE/DRIE cycle times. It is expected that the first quarter of every calendar year will face similar issues. However, it is always the target of the processing unit to maintain the target cycle time of 10 days or under for rent freeze applications. To increase enrollment in the SCRIE and DRIE programs, the DOF outreach team is working with community organizations, advocacy groups, and City Council members to raise awareness.

The Department begin reporting on SCHE/DHE indicators in Fiscal 2018. The application volumes for Fiscal 2018 were unique for SCHE and DHE due to the extension of the filing deadline for the 2017/2018 tax year in addition to income threshold increase. The deadline was extended from March 15, 2017 to January 16, 2018. The income threshold increased from $37,399 to $58,399. These factors contributed to the increase in the initial applications received for SCHE as well as the renewal applications received in FY 2018. Additionally, DOF was required to apply the benefits retroactive to July 1, 2017.

In Fiscal 2019 approximately 43,000 benefit recipients were required to renew their SCHE and DHE benefit. As such, application volumes are reflective in this fiscal year. DHE benefit recipients are expected to renew annually while SCHE benefit recipients are required to renew every two years. The Department expects these changes in SCHE renewal applications every other fiscal year.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Senior Citizen Rent Increase Exemption (SCRIE) - Initial applications received	15,713	8,951	8,289	8,432	6,600	*	*	Down	*
★ Average time to process initial SCRIE applications (days)	7.7	4.7	3.0	5.0	7.0	10.0	10.0	Neutral	Down
SCRIE renewal applications received	23,321	27,760	25,091	28,932	24,564	*	*	Neutral	*
★ Average time to process renewal SCRIE applications (days)	8.9	6.9	5.2	7.7	6.6	10.0	10.0	Down	Down
Disability Rent Increase Exemption (DRIE) - Initial applications received	NA	2,594	2,143	1,822	1,566	*	*	NA	*
★ Average time to process initial DRIE applications (days)	NA	7.5	3.4	6.0	7.3	10.0	10.0	NA	Down
DRIE renewal applications received	NA	5,816	6,141	6,856	5,957	*	*	NA	*
★ Average time to process renewal DRIE applications (days)	NA	7.6	4.2	5.7	6.4	10.0	10.0	NA	Down
Senior Citizen Homeowners' Exemption (SCHE) - Number of initial applications received	NA	NA	NA	18,340	8,446	*	*	NA	*
★ Average time to process initial SCHE applications (days)	NA	NA	NA	30.2	16.3	⇩	⇩	NA	Down
SCHE - Number of renewal applications received	NA	NA	NA	1,696	36,111	*	*	NA	*
★ Average time to process renewal SCHE applications (days)	NA	NA	NA	127.4	18.5	⇩	⇩	NA	Down
Disability Homeowners' Exemption (DHE) - Number of initial applications received	NA	NA	NA	1,038	868	*	*	NA	*
★ Average time to process initial DHE applications (days)	NA	NA	NA	30.2	15.9	⇩	⇩	NA	Down
DHE - Number of renewal applications received	NA	NA	NA	195	2,777	*	*	NA	*
★ Average time to process renewal DHE applications (days)	NA	NA	NA	159.7	14.0	⇩	⇩	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. |

The Office of the Taxpayer Advocate's (OTA) inquiries received during Fiscal 2019 grew by 22 percent from the previous year. The increased volume is the result of better outreach. In particular, direct phone contact surged as a result of prominently featuring OTA's contact information on the redesigned 2019 Notice of Property Value mailed out in January 2019. Meanwhile, average time to address inquiries improved by 58.6 percent, from 10 days to 4.1 days. This is a result of OTA's commitment to providing excellent customer service via timely responses and provide frequent updates. Case volume also increased by 33.4 percent year-over-year. OTA improved its average time to close cases by 3.2 percent from 50.4 days to 48.8 days. OTA continues to advance its case handling efficiency by the introduction of internal weekly open-case reminders, improvements to OTA's case management system during the summer of 2018, and continual interdepartmental communication analysis to promote DOF liaison partnership efficacy.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Inquiries received	NA	381	770	1,424	1,738	*	*	NA	*
★ Average time to address inquiries (days)	NA	9.0	7.8	10.0	4.1	10.0	10.0	NA	Down
Cases opened	NA	194	308	353	665	*	*	NA	*
Cases closed	NA	156	311	353	471	*	*	NA	*
★ Average time to close a case (days)	NA	53.7	61.6	50.4	48.8	45.0	45.0	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 trend from the prior fiscal year's performance continued in the desired direction, with the percentage of online property recording transactions growing from 69.7 percent to 73.0 percent. The City Register's Office continued its strategies from the previous year to encourage more people to record transactions online, such as the "Go Green" initiative that involved outreach to legal firms and title companies emphasizing the benefits of electronic document submittal.

Average time to record and index property documents improved from 0.8 days to 0.6 days, reflecting online recording and continuous improvement of internal processes enabling the quicker review and return of property registration documents. Additional improvements are anticipated in the future as the Department is undergoing technology enhancements that support the activities of this unit.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Online property recording transactions (%)	NA	58.8%	63.1%	69.7%	73.0%	*	*	NA	Up
Average time to record and index property documents (days) - Citywide	3.8	3.4	1.1	0.8	0.6	*	*	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 four years of historical data.

Overall for the Office of the Sheriff, there has been a 19% increase in the workload each year from 92,000 cases in Fiscal 2016 to just under 110,000 cases in Fiscal 2019. The Office of the Sheriff has recently graduated a significant number of personnel in order to address the increasing workload; a large number of new trainees started in August 2019.

The Department anticipates steady improvement in these metrics over the course of the future as it continues to meet or exceed the customer-driven targets.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Arrest warrants successfully executed (%)	NA	81%	72%	73%	76%	*	*	NA	Up
Orders of Protection successfully served (%)	NA	58%	63%	61%	56%	*	*	NA	Up
Property seizure orders successfully executed (%)	NA	88%	83%	80%	78%	*	*	NA	Up
Child support orders successfully served (%)	NA	59%	62%	65%	63%	*	*	NA	Up

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

AGENCY-WIDE MANAGEMENT

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Total revenue collected ($000,000)	$34,452	$36,044	$36,914	$38,939	$41,064	*	*	Up	*
– Property taxes collected ($000,000)	$21,317	$22,946	$24,447	$26,214	$27,745	*	*	Up	*
– Business taxes collected ($000,000)	$7,724	$7,550	$7,289	$7,420	$7,855	*	*	Neutral	*
– Property transfer taxes collected ($000,000)	$2,920	$3,008	$2,501	$2,439	$2,640	*	*	Down	*
– Parking summons revenue ($000,000)	$643	$642	$627	$668	$698	*	*	Neutral	*
– Audit and enforcement revenue collected ($000,000)	$1,132	$1,161	$1,252	$1,299	$1,058	*	*	Neutral	*
– Other revenue ($000,000)	$717	$738	$798	$899	$1,069	*	*	Up	*

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
E-mails responded to in 14 days (%)	83%	71%	73%	64%	79%	85%	85%	Neutral	Up
Letters responded to in 14 days (%)	90%	87%	91%	89%	84%	85%	85%	Neutral	Up
Completed customer requests for interpretation	4,466	5,453	7,699	7,584	4,550	*	*	Up	*
Average customer in-person wait time (minutes)	9	4	5	5	7	12	12	Down	Down
Calls answered by customer service representative (%)	NA	46%	80%	88%	91%	*	*	NA	Up
CORE customer experience rating (0-100)	93	81	96	98	NA	90	90	NA	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$251.8	$258.8	$266.6	$278.9	$312.5	$311.4	$320.1	Up
Revenues ($000,000)	$803.9	$816.2	$818.2	$832.8	$880.8	$799.0	$842.2	Neutral
Personnel	1,916	1,954	2,016	1,969	2,051	2,268	2,238	Neutral
Overtime paid ($000)	$1,709	$2,699	$3,519	$3,878	$3,890	$3,890	$1,050	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$157.8	$164.0	
001 - Administration and Planning	$43.9	$42.6	All
002 - Operations	$21.7	$22.8	1b, 3a
003 - Property	$27.4	$29.0	1a, 1b, 5a
004 - Audit	$28.6	$31.0	1a, 1b
005 - Legal	$6.9	$7.1	1a, 1b, 2a
007 - Parking Violations Bureau	$11.1	$11.3	2a, 2b
009 - City Sheriff	$18.2	$20.2	1a, 2a, 6a
Other Than Personal Services - Total	$121.0	$148.5	
011 - Administration	$64.3	$84.7	All
022 - Operations	$33.3	$38.1	1b, 3a
033 - Property	$3.3	$4.4	1a, 1b, 5a
044 - Audit	$0.2	$0.6	1a, 1b
055 - Legal	$0.1	$0.1	1a, 1b, 2a
077 - Parking Violations Bureau	$1.0	$1.3	2a, 2b
099 - City Sheriff	$18.8	$19.3	1a, 2a, 6a
Agency Total	$278.9	$312.5	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.   [2] City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds.
[3]Refer to agency goals listed at front of chapter.   [4]This UA originated in Fiscal 2018   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- The deployment of the new Property Tax System delayed the annual Lien Sale process by two months. As a result, the sale was not completed during Fiscal 2019. The performance results of the most recent lien sale will be reflected in the Fiscal 2020 Preliminary Mayor's Management Report.

- Data for "parking tickets resolved within 90 days (000)," "parking tickets issued that are paid within 90 days (%)" and "parking tickets issued that are dismissed within 90 days (%)" are reported on a 90-day lag period. Data for June 2019 is available after September 2019 and will be updated in the Fiscal 2020 Preliminary Mayor's Management Report.

- Fiscal 2019 data for CORE (Customers Observing and Reporting Experiences) facility ratings are not available. CORE inspections will be conducted in the fall and winter of Calendar 2019 and the results will appear in the Fiscal 2020 Mayor's Management Report.

ADDITIONAL RESOURCES

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

- NYC Rent Freeze Program:
  www.nyc.gov/rentfreeze

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

DEPARTMENT OF INFORMATION TECHNOLOGY & TELECOMMUNICATIONS Eusebio Formoso, Acting Commissioner
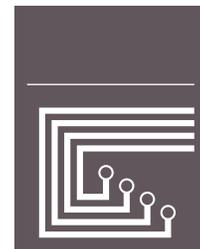
WHAT WE DO

The Department of Information Technology and Telecommunications (DoITT) is the technology core of New York City government, working with over 100 City 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 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. 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. 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 portal, making over 2,600 datasets publicly available, from crime data to the street tree census and beyond; and maintains NYC.gov, which is easily accessed 24 hours a day by desktop, smartphone or tablet in approximately 90 languages.

OUR SERVICES AND GOALS

SERVICE 1	**Deliver City IT services including hardware, software and technical support.**
Goal 1a	Provide quality service delivery and performance monitoring for DoITT-managed systems.
Goal 1b	Resolve all service disruptions 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.
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 datasets.
SERVICE 3	**Regulate franchised cable services.**
Goal 3a	Ensure customer complaints are resolved in a timely manner.
SERVICE 4	**Regulate provisioning of public telecommunication services on City streets.**
Goal 4a	Maximize usefulness, operability and cleanliness of public telecommunication services on City streets.

HOW WE PERFORMED IN FISCAL 2019

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.

DoITT continued to maintain high availability (100 percent) for mission-critical communications systems utilized by City agencies, such as the Citywide Radio Network, and the 800 MHz network. NYCWiN uptime decreased from 99.99% in Fiscal 2018 to 97.25% in Fiscal 2019 due to an extended outage from April 6, 2019 to April 17, 2019. The total number of outages declined significantly from 289 in Fiscal 2018 to 156 in Fiscal 2019. The average time to resolve outages also improved by declining by over one hour from an average of 9.62 hours in Fiscal 2018 to 8.26 hours in Fiscal 2019.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Uptime of telecommunications network (Voice over Internet Protocol) (%)	100.00%	100.00%	99.93%	100.00%	100.00%	99.99%	99.99%	Neutral	Up
Uptime of NYC.gov (%)	99.99%	100.00%	100.00%	100.00%	100.00%	99.99%	99.99%	Neutral	Up
Uptime of NYCWiN (%)	100.00%	99.99%	99.97%	99.98%	97.25%	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
★ Outages Resolved	NA	NA	NA	289	156	*	*	NA	*
★ Average duration of resolved outages (hours)	NA	NA	NA	9.62	8.26	⇩	⇩	NA	Down

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

Goal 1b Resolve all service disruptions within targeted levels.

Although the total number of service disruption tickets increased in Fiscal 2019, compared to the prior year, there was significant improvement in addressing critical priority incidents within the targeted resolution time of 2 hours. There were slight improvements in addressing high and medium priority incidents within their respective targeted resolution times of 6 hours and 3 business days.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Service disruptions	197,166	230,978	260,045	260,060	281,475	*	*	Up	*
★ Critical priority incidents resolved within 2 hours (%)	NA	NA	NA	66.9%	81.0%	90.0%	90.0%	NA	Up
High priority incidents resolved within 6 hours (%)	NA	NA	NA	82.07%	82.55%	90.00%	90.00%	NA	Up
Medium priority incidents resolved within 3 business days (%)	NA	NA	NA	96.12%	96.93%	95.00%	95.00%	NA	Up
Low priority incidents resolved within 7 business days (%)	NA	NA	NA	95.86%	95.28%	95.00%	95.00%	NA	Up

★ 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 2019, 89 percent of DoITT's active projects were on schedule and 69 percent of projects were completed on time. The latter is below target, which is partly attributed to a complex portfolio of projects, which make it more difficult to forecast completion dates. The project management office is currently evaluating an improved method for forecasting completion dates to estimate more accurately going forward. DoITT's Agency Programs division completed 48 projects in Fiscal 2019.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Projects on schedule (%)	87%	88%	88%	91%	89%	80%	80%	Neutral	Up
★ Projects completed on time (%)	NA	NA	NA	NA	69%	75%	75%	NA	Up
Active projects	34	45	49	55	48	*	*	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 2019, the average number of unique monthly visitors to NYC.gov, the City's website, was over 4.373 million, a slight increase from 4.358 million the previous year.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
NYC.gov web page views (000)	NA	271,252.2	271,980.0	269,955.9	257,038.9	*	*	NA	Up
★ NYC.gov unique visitors (average monthly) (000)	3,772	4,001	4,599	4,358	4,373	⇧	⇧	Up	Up

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

Goal 2b   Increase the number of publicly available datasets.

DoITT published over 2,600 datasets on the Open Data portal, an increase of 28 percent compared to Fiscal 2018. The increase can be attributed to continued engagement with partner agencies, a refined data publishing process, and the legal mandate to publish all public datasets by the end of calendar year 2018.

DoITT continues to provide agencies with technical guidance, support, and automated data publishing. Nearly 250 datasets 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.

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Datasets available for download on NYC.gov/OpenData	1,369	1,552	1,700	2,103	2,619	⇧	⇧	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 2019, 97.6 percent of requests were resolved within 30 days, a slight drop from 99.2 percent in Fiscal 2018 which is likely attributable to dedicating additional time to non-cable (e.g., broadband and telephone)

complaints. The average time to resolve all video cable complaints improved by 1 day, decreasing from 12 days in Fiscal 2018 to 11 days in Fiscal 2019.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Video complaints reported as resolved in < 30 days by cable franchisees (%)	99.8%	100.0%	99.2%	99.2%	97.6%	98.0%	98.0%	Neutral	Up
Average time to resolve all video cable complaints, as reported by cable franchisees (days)	13	13	14	12	11	*	*	Down	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 2019, 1,816 Link kiosks were operational, an increase of 118 from Fiscal 2018, although below target levels.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Active Link kiosks on City streets	NA	198	901	1,698	1,816	2,353	2,353	NA	*
Summonses issued for Link kiosks with inoperable phone service or unacceptable appearance	NA	NA	NA	NA	24	*	*	NA	*
Telecommunications advertisement-generated revenue ($000)	$5,190.5	$18,625.9	$25,938.9	$26,678.1	$33,823.1	$25,600.0	$25,600.0	Up	*

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Citywide IT professional services contracts in use by agencies (%)	37%	39%	49%	43%	47%	*	*	Up	*

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Letters responded to in 14 days (%)	91%	100%	99%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	95%	100%	100%	100%	100%	*	*	Neutral	Up
Citywide service desk requests	80,145	91,086	81,201	76,265	84,929	*	*	Neutral	*

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

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Percent meeting time to close – cable complaint - video service (15 days)	96	96	86	90	84	*	*	Down	*
Percent meeting time to close – cable complaint - billing (30 days)	100	100	98	99	97	*	*	Neutral	*
Percent meeting time to close – cable complaint - miscellaneous (30 days)	100	100	99	99	97	*	*	Neutral	*

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$491.7	$587.0	$637.6	$657.9	$743.2	$730.9	$684.5	Up
Revenues ($000,000)	$174.1	$173.9	$184.2	$180.9	$160.4	$180.9	$190.2	Neutral
Personnel	1,257	1,379	1,491	1,514	1,562	1,841	1,826	Up
Overtime paid ($000)	$867	$1,135	$1,845	$1,776	$315	$315	$315	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$135.3	$147.8	
001 - Personal Services	$135.3	$132.6	All
009 - Mayor's Office of Media & Entertainment[4]	NA	$8.0	*
013 - New York City Cyber Command[4]	NA	$7.1	*
Other Than Personal Services - Total	$522.6	$595.4	
002 - Other Than Personal Services	$522.6	$515.6	All
010 - Mayor's Office of Media & Entertainment[4]	NA	$23.4	*
014 - New York City Cyber Command[4]	NA	$56.3	*
Agency Total	$657.9	$743.2	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.   [2] City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds.
[3]Refer to agency goals listed at front of chapter.   [4]This UA originated in Fiscal 2019.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- During part of Fiscal 2019 Samir Saini was Commissioner; Eusebio Formoso has served as Acting Commissioner since June 2019.

- Under Goal 1a, the indicator 'Average uptime of key systems (mainframe, UNIX, Wintel) (%)' has been removed and the indicators 'Outages resolved' and 'Average duration of resolved outages (hours)' have been added to better reflect DoITT's performance related to application hosting and other services.

- Goal 1b has been renamed 'Resolve all service disruptions tickets within targeted levels' to more precisely describe the data reported.

- Under Goal 1b, the indicators measuring the average time to resolve incidents have been replaced with indicators that measure resolution against specified targets to better reflect DoITT's performance of its Master Service Level Agreement with agency customers.

- The indicator 'LinkNYC kiosks in violation (%)' has been replaced with 'Summonses issued for Link kiosks with inoperable phone service or unacceptable appearance', to better reflect the method of calculation and summons process. Values prior to Fiscal 2019 are not available since the issuance of summonses did not begin until Fiscal 2019, due to a grace period for the vendor.

- The calculation for 'Projects completed on time (%)' is now based on a weighted average of projects completed on time each month instead of a straight monthly average which was previously used. Values prior to Fiscal 2019 are not available.

- Goal 1d 'Ensure effective management of the City's telecommunications service' has been removed and the indicator 'Uptime of telecommunications network (Voice over Internet Protocol) (%)' has been moved to Goal 1a in order to rationalize service delivery indicators.

- Under Agency Customer Service, the number of Citywide service desk requests has been added to capture data not previously reported in the MMR.

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.

BOARD OF ELECTIONS

Michael J. Ryan, Executive Director
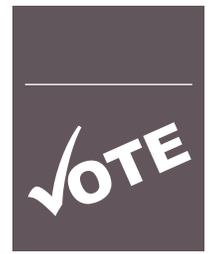
WHAT WE DO

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 2019

	Actual					Target		Trend	
Performance Indicators	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Voter turnout - general election (000)	1,042	236	2,760	1,166	2,138	*	*	Up	*
Voter Registration forms processed	145,809	166,961	503,609	110,510	134,789	*	*	Down	*
Total registered voters (000)	4,568	4,552	4,927	5,054	4,596	*	*	Neutral	Up
Total active voters (000)	4,160	4,108	4,477	4,596	4,613	*	*	Up	Up
Poll worker attendance on Election Day (%)	84.8%	89.1%	93.2%	87.8%	91.8%	*	*	Neutral	Up
Voter complaints regarding poll workers	446	304	721	460	708	*	*	Up	Down
Voter complaints regarding poll workers - service	213	243	394	363	477	*	*	Up	Down
Voter complaints regarding poll workers - procedure	233	61	327	97	231	*	*	Neutral	Down
Voting equipment replacement rate - ballot scanners (%)	0.4%	0.3%	0.9%	0.0%	1.4%	*	*	Up	Down
Voting equipment replacement rate - ballot marking devices (%)	2.3%	0.5%	1.4%	1.4%	2.8%	*	*	Up	Down
Precision of unofficial election results (%)	2.1%	1.8%	1.1%	0.5%	2.7%	*	*	Neutral	*
Interpreters deployed on election day	2,051	1,874	2,329	2,052	2,128	*	*	Neutral	*
Interpreters deployed on election day - Bronx	148	155	176	158	158	*	*	Neutral	*
Interpreters deployed on election day - Brooklyn	539	500	670	588	546	*	*	Neutral	*
Interpreters deployed on election day - Queens	924	830	910	862	968	*	*	Neutral	*
Interpreters deployed on election day - Manhattan	394	351	529	404	411	*	*	Neutral	*
Interpreters deployed on election day - Staten Island	46	38	44	40	45	*	*	Neutral	*

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5yr Trend
Expenditures ($000,000)[3]	$106.8	$116.7	$121.6	$129.3	$170.9	$147.3	$246.0	Up
Revenues ($000)	$41	$47	$51	$55	$56	$116	$116	Up
Personnel	638	752	706	714	784	1,079	1,079	Up
Overtime paid ($000,000)	$4.9	$7.2	$8.3	$7.2	$12.0	$8.3	$12.1	Up

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

SPENDING AND BUDGET INFORMATION

Agency expenditures and planned resources by budgetary unit of appropriation.

Unit of Appropriation	Expenditures FY18[1] ($000,000)	Modified Budget FY19[2] ($000,000)
001 - Personal Services	$64.8	$84.8
002 - Other Than Personal Services	$64.5	$86.1
Agency Total	$129.3	$170.9

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.   [2] City of New York Adopted Budget for Fiscal 2019, as of June 2019. 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.
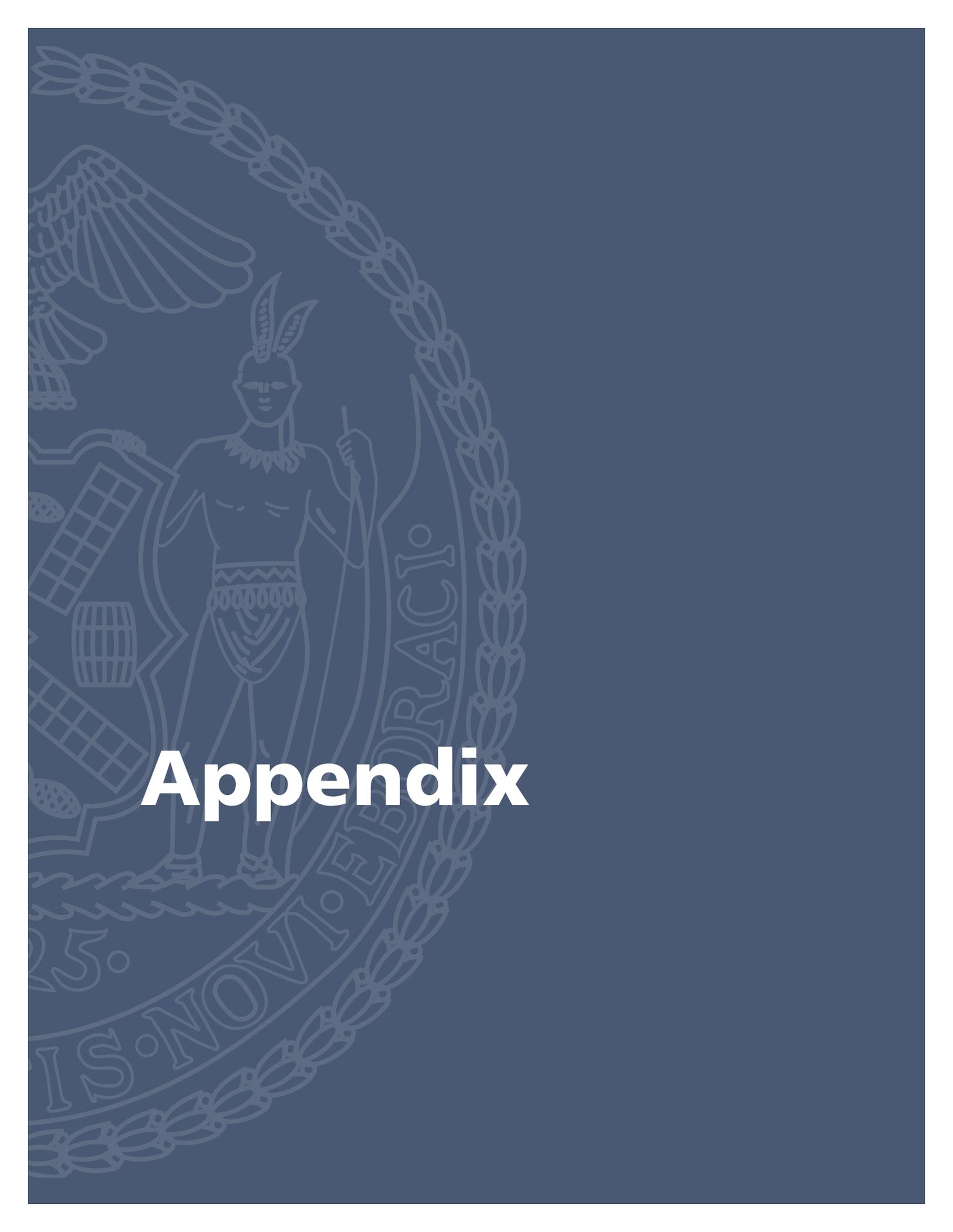
Appendix

Additional Tables
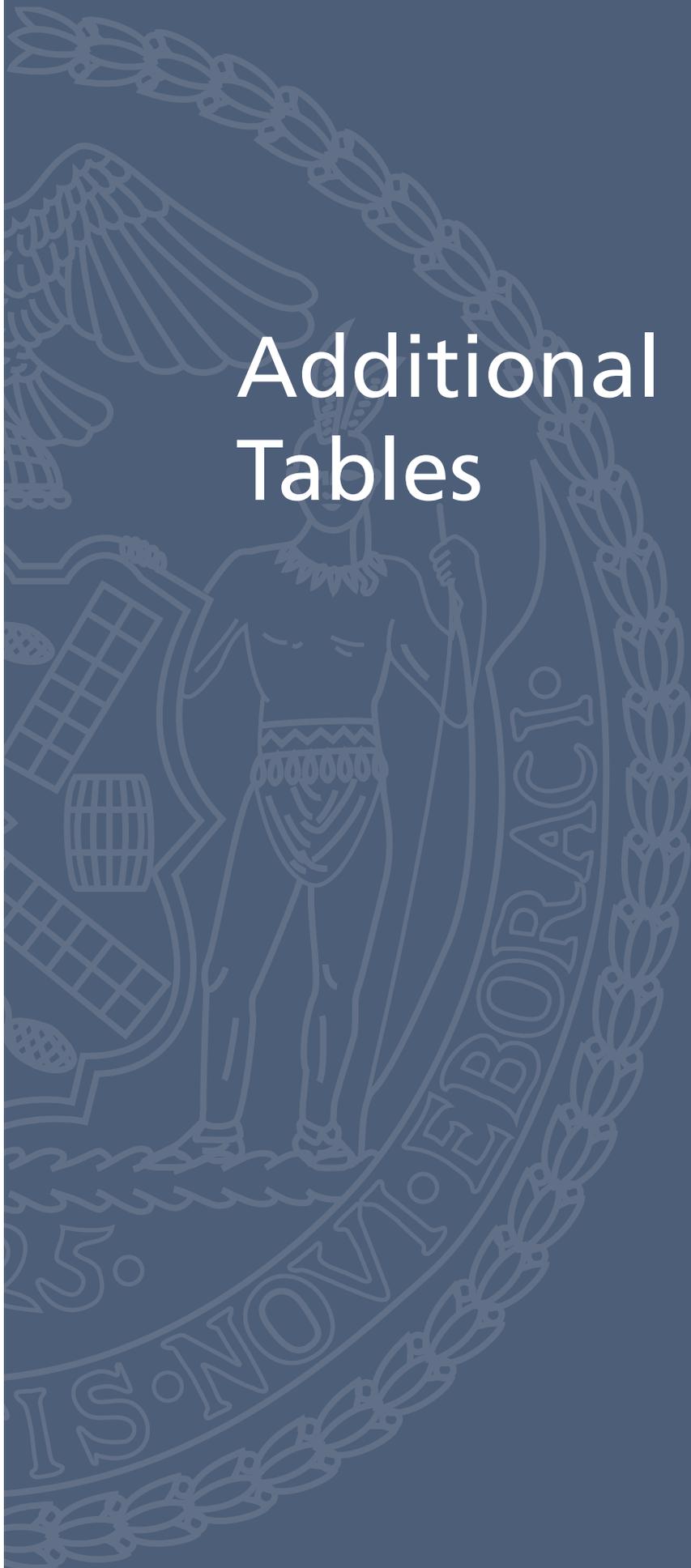
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ADDITIONAL TABLES

ANNUAL PAID ABSENCE RATES

WORKFORCE OR AGENCY	FY 2019 TOTAL SICK LEAVE	FY 2019 LODI/ WC	FY 2019 TOTAL ABSENCE	FY 2018 TOTAL ABSENCE	FY 2019 EQUIV. ABSENCE DAYS/YEAR
UNIFORMED WORKFORCES					
DOC (U)	4.68%	1.02%	5.69%	5.46%	14.2
FDNY (U)	2.38%	5.02%	7.39%	7.35%	18.4
NYPD (U)	2.13%	0.72%	2.84%	2.87%	7.1
DSNY (U)	4.78%	1.96%	6.74%	6.47%	16.8
Uniformed Subtotal	2.88%	1.64%	4.52%	4.45%	11.3
LARGER CIVILIAN WORKFORCES					
NYPD (C)	3.99%	0.13%	4.11%	3.72%	10.2
FDNY (C)	3.75%	1.40%	5.15%	5.26%	12.8
ACS	3.54%	0.73%	4.28%	4.17%	10.6
HRA	3.94%	0.19%	4.13%	4.31%	10.3
DHS	3.60%	1.29%	4.88%	4.70%	12.2
HPD	3.63%	0.17%	3.80%	3.87%	9.5
DOHMH	3.21%	0.07%	3.28%	3.24%	8.2
DEP	3.23%	0.23%	3.46%	3.70%	8.6
DSNY (C)	3.64%	0.62%	4.25%	4.08%	10.6
DOF	3.49%	0.09%	3.59%	3.52%	8.9
DOT	3.56%	0.56%	4.12%	4.20%	10.3
DPR	2.44%	0.37%	2.81%	2.63%	7.0
LAW	2.84%	0.01%	2.86%	3.16%	7.1
DCAS	3.19%	0.12%	3.31%	3.33%	8.2
DDC	3.71%	0.05%	3.76%	3.81%	9.4
DOC (C)	4.28%	0.62%	4.90%	4.26%	12.2
PROBATION	3.85%	0.15%	4.00%	3.94%	10.0
DOB	3.52%	0.07%	3.59%	3.47%	8.9
DOITT	3.14%	0.03%	3.17%	3.22%	7.9
Subtotal	3.55%	0.37%	3.92%	3.87%	9.8
SMALLER CIVILIAN WORKFORCES					
NYCEM	2.96%	0.00%	2.96%	2.43%	7.4
DCP	2.88%	0.00%	2.88%	3.12%	7.2
DOI	3.17%	0.00%	3.17%	2.98%	7.9
DFTA	4.13%	0.01%	4.13%	4.27%	10.3
CULTURAL	3.39%	0.00%	3.39%	3.10%	8.4
LANDMARKS	3.29%	0.00%	3.29%	2.98%	8.2
TLC	3.32%	0.58%	3.90%	3.65%	9.7
CCHR	2.90%	0.00%	2.90%	2.37%	7.2
DYCD	3.42%	0.04%	3.46%	3.57%	8.6
DSBS	3.36%	0.00%	3.36%	3.20%	8.4
DOR	3.69%	0.00%	3.69%	3.10%	9.2
CONSUMER	3.38%	0.01%	3.40%	3.50%	8.5
BIC	2.76%	0.06%	2.82%	2.94%	7.0
OATH	2.52%	0.00%	2.52%	2.88%	6.3
ELECTIONS	4.16%	0.03%	4.19%	5.09%	10.4

WORKFORCE OR AGENCY	FY 2019 TOTAL SICK LEAVE	FY 2019 LODI/ WC	FY 2019 TOTAL ABSENCE	FY 2018 TOTAL ABSENCE	FY 2019 EQUIV. ABSENCE DAYS/YEAR
CCRB	2.95%	0.17%	3.13%	2.80%	7.8
Subtotal	3.39%	0.09%	3.48%	3.58%	8.7
Uniformed	2.88%	1.64%	4.52%	4.45%	11.3
Civilian	3.54%	0.36%	3.90%	3.85%	9.7
TOTAL	3.24%	0.94%	4.18%	4.12%	10.4
CITYWIDE	3.24%	0.20%	3.44%	3.40%	8.6

Note: The Total Absence Rate is calculated by dividing the sum of paid sick leave for all employees, Line-of-Duty Injury absence for uniformed employees, and paid Workers' Compensation absence for civilian employees, by paid scheduled hours for all employees. The Citywide Absence Rate is calculated by dividing paid sick leave for all employees plus paid Workers' Compensation absence for civilian employees by paid scheduled hours for all employees.

VEHICLES FLEET AND MAINTENANCE

New York City operates the largest municipal fleet in the United States, with more than 30,000 units. Citywide fleet operations are led by DCAS Fleet through the Deputy Commissioner for Fleet Management, who serves as the City's Chief Fleet Officer, consistent with Executive Order 161. The Chief Fleet Officer works with the more than 50 City agencies and offices 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 the initiative to train all City drivers. Uniformed drivers at NYPD, FDNY and DOC 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. DCAS Fleet has barred the use of hands-free phone devices by City fleet operators.
3) Improving the tracking of vehicle collisions. DCAS Fleet introduced new indicators to this Vehicle Fleets and Maintenance table of the Mayor's Management Report (MMR) to refine reporting on fleet safety. DCAS now provides collision rates by vehicle miles travelled (VMT), which is the standard fleet industry reporting metric. DCAS also reports on fatalities and injuries by VMT and reports on whether these incidents were deemed preventable or not through agency evaluations.
4) Installing tracking devices in City fleet vehicles. Tracking devices provide data to be used to monitor 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 completed an upgrade of this technology for 12,000 units in Fiscal 2019.

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 achieved the goal of 2,000 on-road electric vehicles (EV) six years earlier than the plan originally outlined in the NYC Clean Fleet initiative. The revised goal is at least 4,000 EV units by 2025. In Fiscal 2019 DCAS Fleet completed a demonstration project of one million gallons of renewable diesel, which complements the existing biodiesel efforts. For Fiscal 2019 DCAS has added a biofuel indicator to report total biofuel used (B100) equivalent, to complement the existing indicator on biofuel blended gallons. Fiscal 2019 was the City's largest-ever program of biofuels for fleet so far.

In March 2019 Mayor de Blasio signed Executive Order 41 of 2019. This executive order calls for telematics on all City on-road vehicles, the reduction of at least 1,000 on-road vehicles within two years, reductions in using City fleet for commuting and reductions in SUV use. DCAS has begun implementation of this order, working with all fleet agencies and the Office of Management and Budget.

DCAS Fleet has also worked to increase the transparency of citywide fleet operations. The vehicle out-of-service report and CRASH collisions reporting are now available online, as is Fleet's regular newsletter. The roll-out of fleet systems to better track, monitor and share fleet assets, parts and fuel, and driving behaviors, will increase understanding of fleet operations; allow for better management oversight; and facilitate further service improvements.

In addition to this report, the Local Law 75 Annual Report contains information on use-based fuel economy for non-emergency light and medium fleets. The Local Law 38 Annual Report, prepared by the Department of Environmental Protection, contains information on City purchases of light and medium duty vehicles, the fuel economy of light duty vehicles purchased by the City, and the fuel consumption and carbon dioxide emission of the City fleet of light and medium duty vehicles. The Local Law 41 report provides information on citywide Car and Fleet Share efforts.

Additional Resources

Fleet newsletter:
https://www1.nyc.gov/site/dcas/agencies/fleet-news.page

Use-based fuel economy report (Local Law 75):
https://www1.nyc.gov/assets/dcas/downloads/pdf/fleet/Local-Law-75-Report-on-Use-Based-Fuel-Economy-1-29-2019.pdf

Air pollution from City vehicles report (Local Law 38):
https://www1.nyc.gov/site/dep/environment/transportation-emissions.page

Local Law 41, Car Share report:
https://www1.nyc.gov/assets/dcas/downloads/pdf/fleet/Local-Law-41-Report-on-Car-Share-2019.pdf

VEHICLE FLEETS AND MAINTENANCE
CITYWIDE FLEET

INDICATORS	Actual		Target	
	FY18	FY19	FY19	FY20
Total fleet size	31,002	30,755	31,000	30,500
- Light Duty	13,229	13,153	13,200	12,900
- Medium Duty	4,888	4,627	5,000	4,850
- Heavy Duty	7,504	7,568	7,500	7,450
- Other Vehicles	5,381	5,407	5,300	5,300
Vehicle in-service rate (%)	92%	91%	92%	92%
Daily fleet in-service targets achieved (%)	100%	96%	98%	98%
Purchased vehicles compliant with Local Law 38 (%)	100%	100%	98%	99%
Alternative fuel vehicles in citywide fleet	18,540	18,942	19,000	19,500
Alternative fuel vehicles in citywide fleet (%)	62%	63%	63%	65%
- Electric vehicles	2,105	2,662	2,300	3,000
- On-road electric vehicles	1,598	2,113	1,700	2,400
- Off-road electric vehicles	507	549	600	600
Vehicle fuel used (gallons)	29,841,234	28,905,781	28,500,000	28,500,000
- Biofuel used (gallons)	15,588,687	14,596,581	16,250,000	16,000,000
- B100/RD100 equivalent used (gallons):	2,196,219	2,680,349	*	3,000,000
Fleet miles per gallon (FMPG)	6.1	6.5	6.2	6.7
Electric chargers installed	112	116	100	100
Vehicles purchased	3,709	2,847	3,000	3,000
Average age of fleet (months)	67	65.4	66	65
Collisions in City vehicles[1]	6,304	6,061	*	*
Collisions per 100,000 miles involving City vehicles citywide	6.0	5.3	*	*
Preventable collisions per 100,000 miles involving City vehicles citywide	3.2	2.9	*	*
Injuries involving collisions in City vehicles citywide per 100,000 miles	0.7	0.7	*	*
Injuries involving preventable collisions per 100,000 miles	0.3	0.3	*	*
Preventable collisions in City vehicles	3,347	3,357	*	*
Injuries involving collisions in City vehicles	763	827	*	*
Fatalities involving collisions in non-emergency City vehicles	2	4	*	*
Revenue from recoverable affirmative claims	$3,217,698	$2,865,603	*	*
Employees trained in defensive driving	11,162	10,307	8,500	10,000
Authorized City drivers trained in defensive driving (%)	86%	82%	85%	90%
Fleet repair expenditures ($000,000)	$265.7	$274.2	*	*
Fleet fuel expenditures ($000,000)	$65.5	$66.7	*	*
Fleet acquisition expenditures (capital) ($000,000)	$338.5	$175.9	$250.0	$225.0
Fleet acquisition expenditures (expense) ($000,000)	$80.5	$72.6	$80.0	$75.0
Automotive repair personnel	1,419	1,434	1,420	1,450
Fleet support personnel	365	358	370	360

[1]The number of collisions in City vehicles do not include NYPD collisions.   * None

THE FOLLOWING IS A DETAILED FLEET BREAKDOWN FOR AGENCIES WITH THE LARGEST CITY-MANAGED FLEETS:

DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES	Actual		Target	
INDICATORS	FY18	FY19	FY19	FY20
Total Vehicles	2,421	2,380	*	*
- Light Duty	1,867	1,842	*	*
- Medium Duty	315	313	*	*
- Heavy Duty	82	71	*	*
- Other Vehicles	157	154	*	*
Vehicle in-service rate (%)	98%	98%	*	*
Fleet miles per gallon (FMPG)	17.1	20.9	*	*
Collisions per 100,000 miles involving City vehicles	3.3	2.9	*	*
Preventable collisions per 100,000 miles involving City vehicles	1.3	1.4	*	*
Injuries involving collisions in City vehicles per 100,000 miles	0.5	0.4	*	*
Injuries involving preventable collisions per 100,000 miles	0.1	0.2	*	*
Authorized City drivers trained in defensive driving (%)	77%	75%	*	*
Revenue from recoverable affirmative claims	$359,422	$415,876	*	*
Applicable Agency Light-Duty and Medium-Duty Vehicle Purchases by California LEV II Standards - DCAS				
o Light Duty Vehicle (LDV) Purchases	179	214	*	*
- LDV Purchases - Zero Emission Vehicles (ZEV)	53	10	*	*
- Chevrolet Bolt	53	10	*	*
- LDV Purchases - Transitional Zero Emission Vehicles (TZEV)	94	196	*	*
- Chrysler Pacifica Plug-in Hybrid	1	13	*	*
- Ford Fusion Energi Plug-in Hybrid	51	14	*	*
- Mitsubishi Outlander Plug-in Hybrid	NA	3	*	*
- Toyota Prius Prime	42	166	*	*
- LDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	0	0	*	*
- Toyota Prius	0	0	*	*
- LDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0	*	*
- LDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	25	6	*	*
- Toyota Camry Hybrid	3	0	*	*
- Toyota Highlander Hybrid	4	6	*	*
- Toyota Rav4 Hybrid	18	0	*	*
- LDV Purchases - Ultra Low Emission Vehicles (ULEV)	7	0	*	*
- Chevrolet Suburban	1	0	*	*
- Chevrolet Tahoe	1	0	*	*
- Dodge Grand Caravan	0	0	*	*
- Chrysler Pacifica Hybrid	1	0	*	*
- Ford F-150	4	0	*	*
- Ford Transit 150	0	0	*	*
- LDV Purchases - Low Emission Vehicles (LEV)	0	0	*	*
o Medium Duty Vehicle (MDV) Purchases	15	16	*	*

DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES	Actual		Target	
INDICATORS	FY18	FY19	FY19	FY20
- 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)	15	16	*	*
- Chevrolet Express	7	11	*	*
- Ford F-250	0	0	*	*
- Ford Transit Van	8	5	*	*
- MDV Purchases - Low Emission Vehicles (LEV)	0	0	*	*
"NA" Not Available *None				

DEPARTMENT OF ENVIRONMENTAL PROTECTION	Actual		Target	
INDICATORS	FY18	FY19	FY19	FY20
Total Vehicles	2,239	2,297	*	*
- Light Duty	867	920	*	*
- Medium Duty	474	457	*	*
- Heavy Duty	438	418	*	*
- Other Vehicles	460	502	*	*
Vehicle in-service rate (%)	94%	92%	*	*
Fleet miles per gallon (FMPG)	11.2	13.1	*	*
Collisions per 100,000 miles involving City vehicles	3.4	2.8	*	*
Preventable collisions per 100,000 miles involving City vehicles	2.0	1.7	*	*
Injuries involving collisions in City vehicles per 100,000 miles	0.3	0.3	*	*
Injuries involving preventable collisions per 100,000 miles	0.1	0.1	*	*
Authorized City drivers trained in defensive driving (%)	76%	76%	*	*
Revenue from recoverable affirmative claims	$28,040	$1,537	*	*
Applicable Agency Light-Duty and Medium-Duty Vehicle Purchases by California LEV II Standards - DEP				

DEPARTMENT OF ENVIRONMENTAL PROTECTION	Actual		Target	
INDICATORS	FY18	FY19	FY19	FY20
o Light Duty Vehicle (LDV) Purchases	151	89	*	*
- LDV Purchases - Zero Emission Vehicles (ZEV)	41	33	*	*
- Chevrolet Bolt	41	33	*	*
- Nissan Leaf	0	0	*	*
- LDV Purchases - Transitional Zero Emission Vehicles (TZEV)	84	34	*	*
- Chrysler Pacifica Plug-in Hybrid	0	8	*	*
- Ford Fusion Energi Plug-in Hybrid	1	0	*	*
- Toyota Prius Hybrid	0	0	*	*
- Toyota Prius Prime	83	26	*	*
- 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)	26	12	*	*
- Toyota Rav4 Hybrid	26	12	*	*
- LDV Purchases - Ultra Low Emission Vehicles (ULEV)	0	10	*	*
- Ford F-150	0	10	*	*
- Ford Transit Connect	0	0	*	*
- Ford Transit 150	0	0	*	*
- LDV Purchases - Low Emission Vehicles (LEV)	0	0	*	*
o Medium Duty Vehicle (MDV) Purchases	1	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)	1	1	*	*
- Chevrolet Express	1	1	*	*
- Ford F-250	0	0	*	*
- MDV Purchases - Low Emission Vehicles (LEV)	0	0	*	*
"NA" Not Available *None				

DEPARTMENT OF HEALTH AND MENTAL HYGIENE	Actual		Target	
INDICATORS	FY18	FY19	FY19	FY20
Total Vehicles	352	322	*	*
- Light Duty	250	234	*	*
- Medium Duty	94	78	*	*
- Heavy Duty	6	6	*	*
- Other Vehicles	2	4	*	*
Vehicle in-service rate (%)	99%	99%	*	*
Fleet miles per gallon (FMPG)	23.9	28.5	*	*
Collisions per 100,000 miles involving City vehicles	2.8	1.6	*	*
Preventable collisions per 100,000 miles involving City vehicles	1.2	0.6	*	*
Injuries involving collisions in City vehicles per 100,000 miles	1.0	0.1	*	*
Injuries involving preventable collisions per 100,000 miles	0.3	0.0	*	*
Authorized City drivers trained in defensive driving (%)	96%	85%	*	*
Revenue from recoverable affirmative claims	$19,252	$19,692	*	*
Applicable Agency Light-Duty and Medium-Duty Vehicle Purchases by California LEV II Standards - DOHMH				
o Light Duty Vehicle (LDV) Purchases	1	5	*	*
- LDV Purchases - Zero Emission Vehicles (ZEV)	0	0	*	*
- LDV Purchases - Transitional Zero Emission Vehicles (TZEV)	1	5	*	*
- Ford Fusion Energi Plug-in Hybrid	1	0	*	*
- Toyota Prius Prime	0	5	*	*
- 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	*	*
- Toyota Rav4 Hybrid	0	0	*	*
- LDV Purchases - Ultra Low Emission Vehicles (ULEV)	0	0	*	*
- Ford Transit 150	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	*	*
- Chevrolet Express	0	0	*	*
- Ford F-250	0	0	*	*
- MDV Purchases - Low Emission Vehicles (LEV)	0	0	*	*
"NA" Not Available *None				

DEPARTMENT OF TRANSPORTATION	Actual		Target	
INDICATORS	FY18	FY19	FY19	FY20
Total Vehicles	3,318	3,430	*	*
- Light Duty	951	956	*	*
- Medium Duty	527	572	*	*
- Heavy Duty	828	824	*	*
- Other Vehicles	1,012	1,078	*	*
Vehicle in-service rate (%)	93%	92%	*	*
Fleet miles per gallon (FMPG)	5.2	7.2	*	*
Collisions per 100,000 miles involving City vehicles	4.3	2.7	*	*
Preventable collisions per 100,000 miles involving City vehicles	1.9	1.1	*	*
Injuries involving collisions in City vehicles per 100,000 miles	0.6	0.5	*	*
Injuries involving preventable collisions per 100,000 miles	0.2	0.1	*	*
Authorized City drivers trained in defensive driving (%)	87%	87%	*	*
Revenue from recoverable affirmative claims	$90,725	$73,848	*	*
Applicable Agency Light-Duty and Medium-Duty Vehicle Purchases by California LEV II Standards - DOT				
o Light Duty Vehicle (LDV) Purchases	67	80	*	*
- LDV Purchases - Zero Emission Vehicles (ZEV)	0	0	*	*
- LDV Purchases - Transitional Zero Emission Vehicles (TZEV)	63	80	*	*
- Chrysler Pacifica Plug-in Hybrid	0	3	*	*
- Ford Fusion Energi Plug-in Hybrid	30	0	*	*
- Toyota Prius Prime	33	77	*	*
- 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	0	*	*
- Toyota Rav4 Hybrid	4	0	*	*
- LDV Purchases - Ultra Low Emission Vehicles (ULEV)	0	0	*	*
- Chevrolet Colorado	0	0	*	*
- Dodge Grand Caravan	0	0	*	*
- Ford F-150	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				

DEPARTMENT OF SANITATION	Actual		Target	
INDICATORS	FY18	FY19	FY19	FY20
Total Vehicles	6,253	6,121	*	*
- Light Duty	996	939	*	*
- Medium Duty	306	299	*	*
- Heavy Duty	3,831	3,846	*	*
- Other Vehicles	1,120	1,037	*	*
Vehicle in-service rate (%)	84%	82%	*	*
Fleet miles per gallon (FMPG)	2.8	2.9	*	*
Collisions per 100,000 miles involving City vehicles	7.5	7.6	*	*
Preventable collisions per 100,000 miles involving City vehicles	4.2	4.5	*	*
Injuries involving collisions in City vehicles per 100,000 miles	0.8	0.7	*	*
Injuries involving preventable collisions per 100,000 miles	0.5	0.4	*	*
Authorized City drivers trained in defensive driving (%)	89%	92%	*	*
Revenue from recoverable affirmative claims	$347,183	$282,536	*	*
Applicable Agency Light-Duty and Medium-Duty Vehicle Purchases by California LEV II Standards - DSNY				
o Light Duty Vehicle (LDV) Purchases	64	77	*	*
- LDV Purchases - Zero Emission Vehicles (ZEV)	0	0	*	*
- LDV Purchases - Transitional Zero Emission Vehicles (TZEV)	13	0	*	*
- Ford Fusion Energi Plug-in Hybrid	13	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)	51	70	*	*
- Toyota Rav4 Hybrid	51	70	*	*
- LDV Purchases - Ultra Low Emission Vehicles (ULEV)	0	7	*	*
- Ford F150	0	7		
- 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	*	*
- Chevrolet Express	0	0	*	*
- MDV Purchases - Low Emission Vehicles (LEV)	0	0	*	*
"NA" Not Available *None				

DEPARTMENT OF PARKS AND RECREATION	Actual		Target	
INDICATORS	FY18	FY19	FY19	FY20
Total Vehicles	2,897	2,840	*	*
- Light Duty	595	548	*	*
- Medium Duty	810	788	*	*
- Heavy Duty	333	361	*	*
- Other Vehicles	1,159	1,143	*	*
Vehicle in-service rate (%)	95%	95%	*	*
Fleet miles per gallon (FMPG)	6.7	7.8	*	*
Collisions per 100,000 miles involving City vehicles	5.4	4.7	*	*
Preventable collisions per 100,000 miles involving City vehicles	3.4	3.3	*	*
Injuries involving collisions in City vehicles per 100,000 miles	0.6	0.5	*	*
Injuries involving preventable collisions per 100,000 miles	0.3	0.4	*	*
Authorized City drivers trained in defensive driving (%)	99%	99%	*	*
Revenue from recoverable affirmative claims	$29,075	$98,197	*	*
Applicable Agency Light-Duty and Medium-Duty Vehicle Purchases by California LEV II Standards - DPR				
o Light Duty Vehicle (LDV) Purchases	22	17	*	*
- LDV Purchases - Zero Emission Vehicles (ZEV)	18	9	*	*
- Chevrolet Bolt	18	9	*	*
- Nissan Leaf	0	0	*	*
- LDV Purchases - Transitional Zero Emission Vehicles (TZEV)	0	8	*	*
- Chrysler Pacifica Plug-in Hybrid	0	1	*	*
- Mitsubishi Outlander Plug-in Hybrid	0	7	*	*
- 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	0	*	*
- Toyota Highlander Hybrid	1	0	*	*
- Toyota Rav4 Hybrid	3	0	*	*
- LDV Purchases - Ultra Low Emission Vehicles (ULEV)	0	0	*	*
- LDV Purchases - Low Emission Vehicles (LEV)	0	0	*	*
o Medium Duty Vehicle (MDV) Purchases	25	11	*	*
- 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	11	*	*
- Chevrolet Express	25	11	*	*
- Dodge Ram 2500	0	0	*	*
- MDV Purchases - Low Emission Vehicles (LEV)	0	0	*	*
"NA" Not Available *None				

POLICE DEPARTMENT	Actual		Target	
INDICATORS	FY18	FY19	FY19	FY20
Total Vehicles	10,110	9,967	*	*
- Light Duty	6,867	6,903	*	*
- Medium Duty	1,520	1,413	*	*
- Heavy Duty	436	439	*	*
- Other Vehicles	1,287	1,212	*	*
Vehicle in-service rate (%)	94%	93%	*	*
Fleet miles per gallon (FMPG)	9.1	8.3	*	*
Collisions involving City vehicles per 100,000 miles	4.3	4.4	*	*
Revenue from recoverable affirmative claims	$2,256,849	$1,744,697	*	*
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	*	*
"NA" Not Available * None				

FIRE DEPARTMENT		Actual		Target	
INDICATORS		FY18	FY19	FY19	FY20
Total Vehicles		2,487	2,426	*	*
- Light Duty		394	382	*	*
- Medium Duty		584	464	*	*
- Heavy Duty		1,338	1,401	*	*
- Other Vehicles		171	179	*	*
Vehicle in-service rate (%)		84%	82%	*	*
Fleet miles per gallon (FMPG)		4.6	4.5	*	*
Collisions per 100,000 miles involving City vehicles		9.9	10.1	*	*
Preventable collisions per 100,000 miles involving City vehicles		5.5	5.3	*	*
Injuries involving collisions in City vehicles per 100,000 miles		1.1	2.0	*	*
Injuries involving preventable collisions per 100,000 miles		0.5	0.8	*	*
Revenue from recoverable affirmative claims		$32,926	$146,973	*	*
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					

DEPARTMENT OF CORRECTION	Actual		Target	
INDICATORS	FY18	FY19	FY19	FY20
Total Vehicles	611	675	*	*
- Light Duty	267	253	*	*
- Medium Duty	142	141	*	*
- Heavy Duty	189	183	*	*
- Other Vehicles	13	98	*	*
Vehicle in-service rate (%)	94%	94%	*	*
Fleet miles per gallon (FMPG)	6.9	8.5	*	*
Collisions per 100,000 miles involving City vehicles	2.7	2.5	*	*
Preventable collisions per 100,000 miles involving City vehicles	1.8	1.6	*	*
Injuries involving collisions in City vehicles per 100,000 miles	1.3	0.6	*	*
Injuries involving preventable collisions per 100,000 miles	0.2	0.2	*	*
Authorized City drivers trained in defensive driving (%)	NA	24%	*	*
Revenue from recoverable affirmative claims	$17,652	$42,470	*	*
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				

DEPARTMENT OF EDUCATION	Actual		Target	
INDICATORS	FY18	FY19	FY19	FY20
Total Vehicles	314	297	*	*
- Light Duty	175	176	*	*
- Medium Duty	116	102	*	*
- Heavy Duty	23	19	*	*
- Other Vehicles	0		*	*
Vehicle in-service rate (%)	99%	99%	*	*
Collisions involving City vehicles	54	39	*	*
Preventable collisions involving City vehicles	18	6	*	*
Revenue from recoverable affirmative claims	$36,575	$39,777	*	*
Applicable Agency Light-Duty and Medium-Duty Vehicle Purchases by California LEV II Standards - DOE				
o Light Duty Vehicle (LDV) Purchases	3	12	*	*
- LDV Purchases - Zero Emission Vehicles (ZEV)	0	0	*	*
- LDV Purchases - Transitional Zero Emission Vehicles (TZEV)	1	12	*	*
- Chrysler Pacifica Plug-in Hybrid	0	1	*	*
- Ford Fusion Energi Plug-in Hybrid	1	0	*	*
- Toyota Prius Prime	0	11	*	*
- 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)	2	0	*	*
- Toyota Rav4 Hybrid	2	0	*	*
- LDV Purchases - Ultra Low Emission Vehicles (ULEV)	0	0	*	*
- Ford Transit 150	0	0	*	*
- LDV Purchases - Low Emission Vehicles (LEV)	0	0	*	*
o Medium Duty Vehicle (MDV) Purchases	9	2	*	*
- 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)	9	2	*	*
- Ford Transit Van	9	2	*	*
- MDV Purchases - Low Emission Vehicles (LEV)	0	0	*	*
"NA" Not Available * None				

FLEET DEFINITIONS

Alternative fuel vehicles in City fleet:
The total number of City vehicles that are using alternative fuel.

Alternative fuel vehicles in City fleet (%):
The percentage of City vehicles that are using alternative fuel.

Automotive repair personnel:
The number of City personnel assigned to repair and maintain City fleet for the year.

Average age of fleet (months):
The average number of months from the date a vehicle is put in service to the end of the reporting period (i.e., the MMR/PMMR reporting period).

Authorized City drivers trained in defensive driving (%):
The percentage of active authorized City drivers that have been trained in defensive driving centrally.

B100/RD100 equivalent used (gallons):
The volume of diesel used in a year equivalent to 100% biodiesel (B100) and 100% renewable diesel (RD100). For example, 100 gallons of B20 (20% biodiesel) would equal 20 gallons of B100 equivalent.

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 total number of collisions in the year as reported by City agencies.

Collisions per 100,000 miles involving City vehicles:
The number of City vehicle involved collision reports per 100,000 miles involving injury or property damage in the citywide fleet reported in the citywide collision reporting system (CRASH).

Daily fleet in-service targets achieved (%):
The percentage of days the target for vehicle in-service rate was met.

Electric chargers installed:
The number of chargers installed for the City hybrid-electric powered vehicles.

Electric vehicles:
The number of electric and plug-in vehicles in the citywide fleet. The fiscal year figure is the number of electric vehicles on the last day of the reporting period.

Employees trained in defensive driving:
The number of City drivers trained in defensive driving centrally during the year.

Fatalities involving collisions in non-emergency 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 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 Biofuel fuel used (gallons):
The volume of fuel used by City fleet in year (biofuel 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 client 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 2019

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 2019), 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 2019, and other information on City contracting and procurement, please visit: https://www1.nyc.gov/site/mocs/reporting/reporting.page

Amendment				
	Fiscal 2018		Fiscal 2019	
Agency	Count	Value	Count	Value
ACS	421	$237,961,700	256	$50,599,700
BIC	1	$265,200	0	$0
CCHR	2	$7,900	2	$16,900
CCRB	2	$33,000	4	$15,600
DCA	3	$61,100	6	($1,675,100)
DCAS	56	$49,951,400	43	($20,411,500)
DCLA	2	($44,900)	21	$127,800
DCP	4	$1,856,700	0	$0
DDC	69	$35,820,800	52	$7,085,500
DEP	68	$42,073,200	64	$15,081,500
DFTA	1,027	$74,655,600	641	$74,718,300
DHS	105	$231,202,100	233	$668,176,300
DOB	3	$34,900	12	$300,400
DOC	10	$11,217,900	11	$4,742,300
DOE	0	$0	0	$0
DOF	16	$18,942,400	16	$22,909,900
DOHMH	421	$70,226,400	360	$158,854,200
DOI	1	($183,300)	0	$0
DoITT	52	$39,213,000	103	$94,630,700
DOP	9	($76,700)	75	$601,500
DOT	43	$62,450,800	46	$79,637,600
DPR	45	$4,524,700	49	$1,485,100
DSNY	15	($46,748,500)	46	$991,900
DYCD	1,343	$78,279,400	2,132	$123,214,000
FDNY	12	$6,190,300	16	$3,154,200
HPD	13	($11,384,600)	14	$2,463,000
HRA	176	$51,709,700	279	$87,640,700
Law	33	$13,529,100	33	$16,096,100
MOCJ	27	$35,464,700	58	$40,237,800
NYCEM	4	$116,700	3	$192,600
NYPD	26	$55,266,100	17	$41,489,100
OATH	3	$5,800	8	$12,500
SBS	89	$29,423,100	29	($584,800)
TLC	3	$40,200	0	$0
Total	4,104	$1,092,085,900	4,629	$1,471,803,800

	Amendment Extension			
	Fiscal 2018		Fiscal 2019	
Agency	Count	Value	Count	Value
ACS	42	$45,619,500	146	$537,078,900
BIC	1	$79,800	0	$0
CCHR	4	$216,600	1	$37,900
DCA	5	$2,584,900	2	$314,800
DCAS	14	$17,124,800	23	$25,564,500
DCP	1	$117,600	2	$12,000
DDC	12	$8,418,100	22	$8,408,500
DEP	30	$64,873,700	21	$10,340,300
DFTA	14	$8,460,600	234	$153,849,000
DHS	51	$299,985,200	33	$124,961,700
DOB	12	$18,657,400	1	$54,700
DOC	11	$11,359,600	4	$1,774,100
DOF	28	$4,927,800	20	$4,126,500
DOHMH	22	$9,475,600	24	$9,140,300
DOI	3	$600,000	0	$0
DoITT	105	$14,731,900	105	$73,938,300
DOP	10	$3,152,200	15	$7,101,400
DOT	16	$31,041,600	35	$12,997,100
DPR	2	$231,000	2	$0
DSNY	42	$22,146,000	25	$6,781,900
DYCD	12	$4,138,700	272	$72,514,400
FDNY	11	$14,322,700	12	$9,829,600
HPD	10	$5,357,700	3	$0
HRA	24	$117,619,500	49	$82,547,500
Law	15	$12,562,800	9	$2,991,600
LPC	1	$0	0	$0
MOCJ	10	$155,894,400	10	$9,714,600
NYCEM	0	$0	1	$908,700
NYPD	8	$1,643,300	11	$12,976,200
OATH	9	$2,367,100	6	$319,100
SBS	15	$20,817,400	10	$8,097,100
TLC	2	$612,300	1	$42,400
Total	542	$899,139,800	1,099	$1,176,423,100

	Accelerated			
	Fiscal 2018		Fiscal 2019	
Agency	Count	Value	Count	Value
DCAS	99	$126,370,600	100	$166,972,700
Total	99	$126,370,600	100	$166,972,700

Assignment				
Agency	Fiscal 2018		Fiscal 2019	
	Count	Value	Count	Value
ACS	9	$27,865,300	4	$20,135,700
DCA	1	$300,000	0	$0
DCAS	18	$27,472,300	5	$2,951,300
DDC	5	$49,669,100	0	$0
DEP	1	$91,600	3	$3,445,200
DFTA	0	$0	3	$509,300
DHS	0	$0	3	$880,300
DOB	0	$0	1	$580,300
DOC	1	$1,400	0	$0
DOF	1	$370,600	1	$266,800
DOHMH	8	$10,425,500	4	$1,629,900
DoITT	0	$0	6	$4,392,200
DOP	1	$262,400	0	$0
DOT	10	$51,538,300	1	$7,540,700
DPR	1	$1,798,100	2	$1,595,700
DSNY	1	$494,500	3	$2,571,500
DYCD	15	$6,477,100	11	$3,023,600
FDNY	0	$0	2	$820,200
HPD	2	$121,000	0	$0
HRA	1	$603,100	9	$21,164,000
Law	2	$278,700	2	$1,606,300
MOCJ	2	$5,729,700	1	$475,200
NYPD	3	$2,789,700	0	$0
SBS	1	$465,600	0	$0
Total	83	$186,754,000	61	$73,588,200

Buy-Against				
Agency	Fiscal 2018		Fiscal 2019	
	Count	Value	Count	Value
BIC	1	$5,100	0	$0
DCAS	2	$4,296,000	4	$30,940,300
DPR	0	$0	1	$997,500
Total	3	$4,301,100	5	$31,937,800

Competitive Sealed Bid				
	Fiscal 2018		Fiscal 2019	
Agency	Count	Value	Count	Value
ACS	4	$22,451,400	1	$932,400
DCAS	216	$1,083,869,200	171	$623,356,800
DDC	96	$1,221,389,700	86	$1,098,523,800
DEP	65	$638,620,400	52	$413,225,500
DHS	11	$17,990,000	7	$26,591,700
DOB	2	$310,100	1	$208,200
DOC	5	$14,782,400	10	$49,413,800
DOF	3	$1,339,700	3	$2,550,900
DOHMH	13	$45,652,200	3	$16,255,300
DoITT	2	$1,384,300	1	$4,369,300
DOT	29	$839,510,500	37	$604,872,200
DPR	133	$315,792,300	118	$382,086,600
DSNY	24	$69,157,700	8	$53,355,700
DYCD	1	$7,108,800	0	$0
FDNY	12	$51,474,300	5	$35,904,300
HPD	14	$8,868,700	66	$12,470,000
HRA	9	$11,744,100	8	$5,844,700
Law	2	$3,058,300	1	$331,500
NYPD	15	$25,382,100	5	$6,486,600
OATH	1	$1,109,000	0	$0
Total	657	$4,380,995,200	583	$3,336,779,300

Construction Change Order				
	Fiscal 2018		Fiscal 2019	
Agency	Count	Value	Count	Value
DCAS	26	$3,970,600	15	$403,200
DDC	1,023	$85,013,200	1,119	$207,727,300
DEP	187	$9,632,800	183	($11,695,800)
DHS	3	$3,423,900	3	$6,264,400
DOB	1	$170,000	1	$50,000
DOC	8	$25,375,200	7	$3,727,900
DOHMH	0	$0	2	$29,200
DOT	79	$49,167,900	66	$5,366,300
DPR	266	$12,609,000	309	$10,666,600
DSNY	17	($1,170,100)	23	($257,000)
DYCD	0	$0	2	$72,200
FDNY	3	$21,940,100	2	$10,285,200
HPD	78	($34,682,200)	54	$5,109,800
HRA	1	$56,400	0	$0
NYPD	3	$1,402,300	2	$5,249,300
SBS	42	$93,457,400	23	$84,761,100
Total	1,737	$270,366,500	1,811	$327,759,700

Demonstration Project				
	Fiscal 2018		Fiscal 2019	
Agency	Count	Value	Count	Value
ACS	3	$4,250,400	3	$19,785,000
DCAS	0	$0	2	$1,268,700
DOC	1	$0	0	$0
DOHMH	1	$900,000	2	$1,529,600
DoITT	0	$0	1	$6,000,000
DOT	0	$0	1	$3,615,700
DSNY	0	$0	3	$120,000
HPD	0	$0	1	$6,515,700
HRA	0	$0	1	$2,565,000
MOCJ	3	$3,290,800	0	$0
Total	8	$8,441,200	14	$41,399,700

Design Change Order				
	Fiscal 2018		Fiscal 2019	
Agency	Count	Value	Count	Value
DCAS	4	($902,100)	1	$6,000,000
DCP	1	$400,000	1	($3,800,000)
DDC	193	$74,435,100	190	$48,963,100
DEP	43	$28,875,000	72	($19,474,300)
DHS	2	$4,025,300	0	$0
DOB	1	$14,000	0	$0
DOC	2	($810,100)	3	$2,017,300
DOT	27	$338,848,400	21	$10,954,000
DPR	52	$2,208,500	72	$6,394,300
DSNY	1	$1,454,900	3	($1,458,700)
HPD	7	($4,175,300)	14	$3,500
Law	5	$860,700	2	$225,200
MOCJ	6	$792,900	1	$789,000
NYPD	1	$14,700	1	$73,000
Total	345	$446,042,000	381	$50,686,400

Emergency				
	Fiscal 2018		Fiscal 2019	
Agency	Count	Value	Count	Value
ACS	4	$230,000	4	$6,368,600
DCAS	2	$214,200	4	$7,806,500
DDC	5	$55,505,900	2	$11,778,900
DEP	2	$6,046,200	3	$35,589,500
DHS	15	$63,740,200	3	$3,283,200
DOB	1	$100,000	0	$0
DOHMH	3	$336,600	2	$2,664,700
DPR	1	$3,147,400	1	$673,000
DSNY	2	$11,420,900	1	$11,457,000
FDNY	1	$47,700	0	$0
HPD	25	$5,752,800	35	$15,141,100
NYPD	2	$2,677,300	1	$39,500
Total	63	$149,219,200	56	$94,802,000

Government-to-Government				
Agency	Fiscal 2018		Fiscal 2019	
	Count	Value	Count	Value
ACS	1	$3,178,700	1	$0
DCAS	4	$5,879,600	3	$5,065,300
DCP	0	$0	1	$2,100
DDC	1	$150,000	0	$0
DEP	6	$14,360,100	8	$16,570,000
DHS	0	$0	1	$2,000,000
DOF	4	$46,000	3	$27,500
DOHMH	10	$678,600	7	$191,800
DOI	1	$89,600	0	$0
DoITT	1	$116,600	0	$0
DOT	0	$0	1	$150,000
DPR	6	$644,800	4	$2,813,800
DSNY	0	$0	1	$673,900
DYCD	1	$3,535,600	0	$0
HRA	0	$0	2	$34,900
MOCJ	2	$18,150,200	0	$0
Total	37	$46,829,800	32	$27,529,300

Innovative				
	Fiscal 2018		Fiscal 2019	
Agency	Count	Value	Count	Value
DOB	2	$681,300	0	$0
DOHMH	0	$0	4	$38,771,300
Total	2	$681,300	4	$38,771,300

	Intergovernmental			
	Fiscal 2018		Fiscal 2019	
Agency	Count	Value	Count	Value
ACS	5	$408,000	9	$1,214,800
DCAS	85	$56,124,700	78	$121,031,300
DCLA	1	$43,800	0	$0
DCP	1	$1,400	1	$89,200
DDC	16	$981,100	12	$7,662,000
DEP	37	$6,179,600	43	$24,732,200
DFTA	1	$79,300	1	$79,200
DHS	3	$114,200	5	$6,101,700
DOB	10	$80,300	13	$2,633,800
DOC	4	$242,200	5	$153,300
DOF	10	$22,111,200	9	$35,077,900
DOHMH	23	$11,676,900	15	$37,075,900
DOI	7	$720,700	2	$237,800
DoITT	34	$81,488,900	16	$939,254,900
DOP	2	$54,600	0	$0
DOR	1	$61,100	0	$0
DOT	8	$19,747,000	10	$10,629,900
DPR	6	$442,500	6	$1,055,600
DSNY	1	$1,275,000	1	$2,846,100
DYCD	1	$62,900	0	$0
FDNY	41	$13,036,600	25	$848,400
HPD	6	$4,221,300	5	$282,800
HRA	50	$44,287,300	76	$96,833,400
Law	14	$745,700	9	$585,700
NYCEM	9	$1,099,600	3	$214,200
NYPD	103	$24,323,600	37	$4,910,100
OATH	3	$238,900	0	$0
SBS	3	$187,600	0	$0
TLC	3	$248,300	1	$98,100
Total	488	$290,284,300	382	$1,293,648,300

	Line-Item Appropriation			
	Fiscal 2018		Fiscal 2019	
Agency	Count	Value	Count	Value
ACS	32	$10,793,000	21	$6,958,400
DCA	2	$329,400	1	$230,000
DCLA	3	$1,126,600	4	$1,917,800
DDC	26	$8,131,600	33	$12,574,100
DFTA	351	$20,091,700	272	$19,922,700
DHS	50	$2,815,200	24	$1,266,000
DOB	0	$0	4	$115,000
DOHMH	352	$28,152,300	324	$32,337,000
DOP	8	$1,552,800	0	$0
DPR	69	$2,680,300	104	$4,414,800
DYCD	1,235	$67,050,800	1,613	$83,166,300
FDNY	35	$333,900	25	$198,700
HPD	101	$9,349,500	93	$12,501,600
HRA	169	$34,783,700	146	$28,966,300
MOCJ	31	$6,209,900	27	$6,346,500
SBS	180	$28,656,700	194	$23,604,300
Total	2,644	$222,057,400	2,885	$234,519,500

Micropurchase				
	Fiscal 2018		Fiscal 2019	
Agency	Count	Value	Count	Value
ACS	493	$4,962,800	435	$3,453,600
BIC	64	$157,600	44	$75,900
CCHR	17	$120,300	1	$6,000
CCRB	59	$235,700	50	$206,600
DCA	88	$557,700	92	$694,000
DCAS	448	$2,604,500	389	$2,384,200
DCLA	44	$307,800	57	$258,900
DCP	66	$260,400	42	$155,300
DDC	243	$1,500,700	255	$1,410,800
DEP	1,352	$14,573,700	1,591	$14,649,000
DFTA	134	$1,082,900	137	$888,500
DHS	53	$589,400	127	$1,150,900
DOB	260	$1,132,800	237	$1,016,300
DOC	537	$4,657,900	643	$5,342,000
DOF	263	$1,390,300	241	$1,304,700
DOHMH	1,305	$11,701,600	1,162	$10,016,500
DOI	337	$1,413,500	204	$809,400
DoITT	366	$3,131,800	310	$2,534,600
DOP	147	$667,900	173	$803,200
DOR	143	$579,100	150	$669,800
DOT	547	$5,697,800	557	$5,821,200
DPR	1,724	$7,868,300	1,784	$7,422,000
DSNY	1,088	$5,440,200	1,069	$5,658,900
DYCD	556	$1,622,400	530	$1,665,200
FDNY	199	$2,359,000	187	$1,949,200
HPD	8,778	$10,624,000	10,537	$14,821,500
HRA	340	$2,179,400	356	$2,374,700
Law	567	$1,361,200	701	$2,651,800
LPC	26	$215,100	52	$304,300
MOCJ	45	$514,500	28	$333,500
NYCEM	246	$1,214,400	333	$1,778,800
NYPD	1,014	$5,087,600	1,632	$9,260,300
OATH	169	$564,100	106	$280,700
SBS	240	$1,301,300	274	$1,305,700
TLC	260	$1,560,000	230	$1,727,600
Total	22,218	$99,237,700	24,716	$105,185,600

MWBE 72				
	Fiscal 2018		Fiscal 2019	
Agency	Count	Value	Count	Value
ACS	9	$733,200	46	$4,140,100
BIC	0	$0	1	$91,000
CCHR	7	$436,500	16	$1,045,300
CCRB	3	$121,600	3	$122,000
DCA	5	$174,400	5	$336,400
DCAS	16	$967,500	63	$4,519,500
DCLA	0	$0	8	$408,700
DCP	1	$32,400	4	$263,400
DDC	3	$142,100	14	$1,426,700
DEP	17	$1,359,000	117	$9,229,700
DFTA	1	$58,400	4	$444,400
DHS	2	$85,100	8	$656,500
DOB	9	$758,900	23	$1,440,400
DOC	9	$638,500	55	$5,471,400
DOF	3	$394,700	18	$1,443,900
DOHMH	20	$936,100	80	$4,959,700
DOI	0	$0	7	$404,600
DoITT	16	$1,483,500	65	$5,014,600
DOP	5	$223,100	4	$191,200
DOR	0	$0	5	$264,000
DOT	19	$1,729,900	66	$5,397,800
DPR	4	$247,800	55	$2,872,300
DSNY	7	$435,000	62	$5,105,800
DYCD	3	$82,300	12	$605,600
FDNY	10	$895,500	62	$4,763,500
HPD	2	$64,500	13	$1,052,800
HRA	1	$46,200	12	$732,500
Law	0	$0	18	$1,145,300
NYCEM	2	$133,500	12	$709,300
NYPD	1	$32,700	80	$4,860,700
OATH	2	$86,700	4	$444,600
SBS	3	$121,100	10	$930,200
TLC	1	$74,300	4	$220,900
Total	181	$12,494,500	956	$70,714,800

Negotiated Acquisition				
	Fiscal 2018		Fiscal 2019	
Agency	Count	Value	Count	Value
ACS	4	$15,028,700	9	$10,406,300
DCA	0	$0	1	$100,000
DCAS	0	$0	1	$20,000
DCLA	0	$0	2	$456,200
DEP	5	$13,879,600	2	$8,074,600
DFTA	2	$5,457,000	1	$945,000
DHS	13	$1,119,183,700	4	$48,596,800
DOC	8	$37,249,300	3	$3,776,800
DOF	2	$167,700	4	$1,881,100
DOHMH	55	$109,699,400	44	$1,597,014,200
DoITT	2	$3,687,500	3	$1,491,500
DOP	1	$3,200,000	9	$1,831,700
DOT	5	$3,935,500	1	$43,400
DPR	0	$0	2	$1,272,900
DYCD	13	$2,848,200	13	$2,515,200
FDNY	1	$24,200	0	$0
HPD	1	$1,238,400	0	$0
HRA	12	$122,910,400	10	$15,558,600
Law	38	$12,577,200	59	$25,123,900
MOCJ	24	$64,950,800	1	$200,000
NYPD	0	$0	6	$445,325,300
OATH	0	$0	1	$496,500
SBS	1	$170,000	1	$600,000
TLC	0	$0	1	$100,000
Total	187	$1,516,207,600	178	$2,165,830,000

Negotiated Acquisition Extension				
	Fiscal 2018		Fiscal 2019	
Agency	Count	Value	Count	Value
ACS	6	$5,170,800	2	$904,300
DCA	0	$0	5	$1,905,100
DCAS	4	$12,410,000	3	$3,279,000
DDC	0	$0	1	$750,000
DEP	0	$0	5	$21,793,800
DFTA	44	$46,278,200	57	$92,865,700
DHS	26	$170,332,100	19	$88,769,300
DOB	0	$0	1	$245,400
DOC	0	$0	5	$10,900,600
DOF	0	$0	2	$29,431,100
DOHMH	8	$7,384,300	7	$3,616,400
DOI	0	$0	1	$1,400,000
DoITT	3	$41,499,100	1	$500,000
DOP	7	$2,501,100	7	$1,257,600
DYCD	74	$27,901,400	57	$27,379,700
HRA	18	$33,126,700	36	$85,403,400
Law	1	$80,000	5	$4,680,000
MOCJ	0	$0	1	$110,000
SBS	0	$0	5	$13,259,900
TLC	1	$1,013,200	0	$0
Total	192	$347,696,900	220	$388,451,300

	Renewal			
	Fiscal 2018		Fiscal 2019	
Agency	Count	Value	Count	Value
ACS	12	$136,178,200	45	$374,946,400
BIC	2	$22,000	3	$31,900
DCA	1	$13,200	3	$2,120,200
DCAS	34	$187,449,100	21	$44,162,000
DDC	5	$11,500,000	6	$22,500,000
DEP	53	$96,290,900	38	$58,336,300
DFTA	45	$106,081,800	32	$125,524,400
DHS	26	$402,458,400	33	$485,361,900
DOB	0	$0	1	$2,943,100
DOC	5	$14,172,200	6	$16,819,800
DOF	3	$1,521,800	5	$8,175,600
DOHMH	87	$229,647,900	249	$602,706,100
DOI	1	$307,700	0	$0
DoITT	6	$15,535,100	3	$4,443,700
DOP	28	$12,984,100	20	$4,429,100
DOT	15	$53,201,300	24	$156,324,300
DPR	6	$7,649,100	24	$27,192,000
DSNY	17	$104,999,700	10	$54,877,900
DYCD	220	$149,724,600	649	$350,337,100
FDNY	1	$3,419,500	0	$0
HPD	9	$82,661,700	5	$4,530,000
HRA	47	$275,756,600	61	$426,652,600
Law	3	$3,922,000	0	$0
MOCJ	38	$104,387,100	2	$785,800
NYCEM	2	$315,900	4	$2,147,900
NYPD	8	$29,773,600	8	$5,212,400
OATH	1	$5,000	1	$338,200
SBS	8	$2,702,600	4	$13,708,300
TLC	0	$0	1	$50,000
Total	683	$2,032,681,100	1,258	$2,794,657,000

	Request for Proposal			
	Fiscal 2018		Fiscal 2019	
Agency	Count	Value	Count	Value
ACS	11	$25,912,900	23	$75,109,300
DCAS	8	$14,082,600	33	$11,958,000
DCP	0	$0	1	$1,465,000
DDC	14	$154,609,900	30	$259,538,000
DEP	30	$287,874,800	34	$301,775,400
DFTA	14	$26,434,100	9	$17,159,000
DHS	71	$1,728,982,100	36	$651,622,200
DOB	0	$0	2	$14,200,000
DOC	0	$0	1	$9,022,500
DOF	0	$0	2	$722,400
DOHMH	23	$85,071,400	24	$71,213,500
DoITT	6	$343,511,000	3	$268,022,500
DOP	6	$1,414,900	4	$1,800,000
DOR	1	$225,000	0	$0
DOT	12	$266,069,000	32	$210,543,400
DPR	2	$1,195,600	0	$0
DSNY	6	$37,067,400	1	$27,700,000
DYCD	81	$196,147,800	82	$153,902,000
FDNY	3	$88,639,000	3	$47,675,600
HPD	0	$0	19	$74,140,200
HRA	38	$276,425,600	28	$211,916,900
Law	3	$16,195,000	5	$0
MOCJ	0	$0	1	$3,000,000
NYCEM	5	$6,371,700	3	$20,620,300
NYPD	3	$66,992,100	3	$5,929,300
SBS	4	$4,591,700	6	$106,360,600
TLC	0	$0	1	$0
Total	341	$3,627,813,600	386	$2,545,396,100

	Required Source or Procurement Method				
	Fiscal 2018			Fiscal 2019	
Agency	Count	Value		Count	Value
ACS	1	$1,107,000		0	$0
DCP	2	$74,400		1	$47,800
DEP	5	$1,046,000		11	$160,877,200
DFTA	12	$2,871,600		27	$3,441,900
DHS	15	$11,000,700		3	$4,379,200
DOC	2	$210,300		0	$0
DOF	2	$1,051,400		0	$0
DOHMH	43	$81,076,500		47	$177,608,000
DOP	7	$1,843,700		4	$1,341,200
DOT	1	$11,177,000		0	$0
DSNY	0	$0		1	$1,000,000
DYCD	0	$0		4	$1,125,000
DPR	1	$42,900		0	$0
FDNY	1	$712,300		2	$3,302,900
HPD	0	$0		2	$1,587,300
HRA	10	$13,617,100		34	$44,489,100
MOCJ	1	$138,500		2	$28,270,200
NYCEM	1	$46,700		1	$50,000
OATH	4	$258,400		2	$364,500
TLC	1	$38,300		0	$0
Total	109	$126,312,800		141	$427,884,300

	Small Purchase			
	Fiscal 2018		Fiscal 2019	
Agency	Count	Value	Count	Value
ACS	83	$3,391,000	9	$655,500
BIC	8	$125,000	4	$64,400
CCHR	94	$717,700	82	$239,700
CCRB	6	$168,400	7	$103,300
DCA	1	$100,000	3	$150,900
DCAS	58	$2,870,800	11	$817,400
DCLA	6	$302,600	3	$147,300
DCP	36	$256,900	50	$322,400
DDC	18	$1,133,100	9	$411,000
DEP	102	$7,292,800	47	$3,903,200
DFTA	70	$798,000	68	$928,500
DHS	10	$431,700	27	$808,000
DOB	6	$265,000	5	$282,000
DOC	66	$5,133,400	35	$2,741,100
DOF	9	$372,300	7	$268,700
DOHMH	126	$7,119,900	73	$4,388,900
DOI	16	$962,300	9	$332,100
DoITT	31	$1,614,500	15	$592,500
DOP	54	$927,200	27	$438,000
DOR	0	$0	1	$57,300
DOT	97	$7,095,000	74	$5,275,500
DPR	442	$5,558,100	311	$4,157,600
DSNY	80	$6,741,200	37	$3,123,500
DYCD	8	$356,800	11	$418,200
FDNY	63	$3,685,400	38	$2,453,500
HPD	77	$1,762,700	54	$1,484,300
HRA	79	$4,525,000	93	$3,362,300
Law	2	$20,600	12	$93,800
LPC	1	$20,300	0	$0
MOCJ	6	$546,300	0	$0
NYCEM	15	$914,000	13	$398,400
NYPD	1,803	$20,189,700	1,184	$16,708,700
OATH	2	$117,900	2	$41,100
SBS	7	$311,100	5	$69,100
TLC	6	$410,600	0	$0
Total	3,488	$86,237,300	2,326	$55,238,200

Sole Source				
	Fiscal 2018		Fiscal 2019	
Agency	Count	Value	Count	Value
ACS	3	$3,182,900	1	$100,000
CCRB	0	$0	1	$100,000
DCAS	24	$257,031,600	18	$114,700,900
DCP	3	$34,200	0	$0
DDC	3	$26,700,200	0	$0
DEP	8	$10,307,800	7	$4,964,700
DFTA	2	$702,400	0	$0
DHS	1	$49,200	2	$446,300
DOB	2	$854,700	0	$0
DOC	2	$1,428,400	2	$82,000
DOF	1	$214,400	3	$1,591,600
DOHMH	16	$2,670,700	12	$51,534,200
DOI	3	$401,600	5	$362,100
DoITT	2	$486,400	2	$65,820,100
DOP	0	$0	1	$521,700
DOT	3	$13,934,500	0	$0
DPR	3	$1,224,500	3	$7,418,600
FDNY	1	$562,500	3	$9,025,500
HPD	3	$341,900	0	$0
HRA	2	$283,300	3	$430,500
Law	2	$425,000	2	$2,326,400
NYCEM	0	$0	3	$2,158,600
NYPD	3	$1,604,000	1	$99,200
OATH	1	$45,300	0	$0
SBS	4	$2,375,851,600	0	$0
TLC	1	$912,700	0	$0
Total	93	$2,699,249,800	69	$261,682,400

Subscription				
	Fiscal 2018		Fiscal 2019	
Agency	Count	Value	Count	Value
ACS	1	$5,000	0	$0
DCAS	0	$0	4	$195,500
DEP	0	$0	3	$718,100
DHS	0	$0	1	$58,600
DOB	0	$0	1	$25,000
DOF	0	$0	1	$76,500
DOHMH	0	$0	6	$154,500
DOI	0	$0	2	$69,300
DoITT	0	$0	2	$90,700
DPR	1	$900	1	$44,800
FDNY	0	$0	1	$99,900
NYPD	0	$0	1	$60,000
Total	2	$5,900	23	$1,592,900

	Task Order			
	Fiscal 2018		Fiscal 2019	
Agency	Count	Value	Count	Value
ACS	33	$3,425,000	36	$9,175,000
CCHR	3	$287,800	2	$207,900
DCA	7	$1,640,300	4	$3,453,600
DCAS	38	$8,192,400	45	$28,855,200
DCP	1	$115,000	6	$14,657,200
DDC	228	$240,159,900	178	$152,387,000
DEP	14	$2,330,200	7	$35,842,000
DFTA	9	$574,200	7	$406,500
DHS	31	$831,300	20	$495,500
DOB	9	$4,185,300	5	$920,500
DOC	6	$1,004,800	9	$1,635,100
DOF	15	$1,816,000	15	$2,745,900
DOHMH	74	$11,017,300	61	$3,577,200
DoITT	113	$75,305,000	88	$52,098,000
DOP	8	$227,100	3	$83,900
DOR	1	$100	2	$1,900
DOT	35	$12,796,500	59	$17,278,500
DPR	142	$42,213,000	122	$36,089,900
DSNY	5	$11,556,300	9	$965,200
DYCD	5	$399,400	6	$286,100
FDNY	11	$26,034,800	10	$15,438,500
HPD	21	$2,635,800	44	$8,682,000
HRA	105	$8,075,400	69	$188,736,700
Law	2	$217,300	3	$195,900
NYCEM	5	$781,600	11	$1,276,900
NYPD	21	$134,015,700	4	$1,272,900
OATH	35	$2,191,500	28	$4,228,100
SBS	9	$837,500	9	$1,276,500
TLC	3	$199,200	2	$135,100
Total	989	$593,065,700	864	$582,404,700

Fiscal 2019 Procurements by Agency				
	Fiscal 2018		Fiscal 2019	
Agency	Count	Value	Count	Value
ACS	1,177	$551,855,600	1,051	$1,121,964,000
BIC	77	$654,700	52	$263,200
CCHR	127	$1,786,900	104	$1,553,700
CCRB	70	$558,600	65	$547,500
DCA	113	$5,760,900	122	$7,629,900
DCAS	1,156	$1,859,979,700	1,037	$1,181,840,800
DCLA	56	$1,735,900	95	$3,316,700
DCP	116	$3,148,900	109	$13,214,400
DDC	1,960	$1,975,260,600	2,009	$1,841,146,700
DEP	2,025	$1,245,707,400	2,311	$1,107,978,100
DFTA	1,726	$293,626,000	1,493	$491,682,400
DHS	488	$4,057,239,900	592	$2,121,870,500
DOB	318	$27,244,800	308	$25,015,100
DOC	677	$126,663,400	799	$117,620,000
DOF	360	$54,666,400	350	$112,601,000
DOHMH	2,610	$723,849,400	2,512	$2,825,268,400
DOI	369	$4,312,000	230	$3,615,300
DoITT	739	$623,188,500	724	$1,523,193,600
DOP	293	$28,934,300	342	$20,400,500
DOR	146	$865,400	158	$993,000
DOT	946	$1,767,940,900	1,031	$1,136,447,600
DPR	2,906	$410,078,800	2,970	$498,653,100
DSNY	1,306	$224,270,200	1,303	$175,513,600
DYCD	3,568	$545,736,400	5,394	$820,224,600
FDNY	405	$233,677,700	393	$145,749,200
HPD	9,147	$82,757,900	10,959	$160,785,600
HRA	1,082	$997,749,600	1,272	$1,305,253,800
Law	689	$65,833,700	861	$58,053,500
LPC	28	$235,400	52	$304,300
MOCJ	195	$396,069,800	132	$90,262,600
NYCEM	289	$10,994,000	387	$30,455,700
NYPD	3,014	$371,194,600	2,993	$559,952,600
OATH	230	$6,989,700	158	$6,525,300
SBS	606	$2,558,894,600	570	$253,388,000
TLC	281	$5,108,900	241	$2,374,100
Total	39,295	$19,264,571,500	43,179	$17,765,658,400

Fiscal 2019 Procurements by Method				
	Fiscal 2018		Fiscal 2019	
Method	Count	Value	Count	Value
Accelerated	99	$126,370,600	100	$166,972,700
Amendment	4,104	$1,092,085,800	4,629	$1,471,803,800
Amendment Extension	542	$899,139,900	1,099	$1,176,423,100
Assignment	83	$186,753,900	61	$73,588,200
Buy-Against	3	$4,301,100	5	$31,937,800
Competitive Sealed Bid	657	$4,380,995,200	583	$3,336,779,300
Construction Change Order	1,737	$270,366,400	1,811	$327,759,700
Demonstration Project	8	$8,441,200	14	$41,399,700
Design Change Order	345	$446,041,900	381	$50,686,400
Emergency	63	$149,219,300	56	$94,802,000
Government-to-Government Purchase	37	$46,829,800	32	$27,529,300
Innovative	2	$681,300	4	$38,771,300
Intergovernmental	488	$290,284,300	382	$1,293,648,300
Line-Item Appropriation	2,644	$222,057,400	2,885	$234,519,500
Micropurchase	22,218	$99,237,900	24,716	$105,185,600
MWBE 72	181	$12,494,600	956	$70,714,800
Negotiated Acquisition	187	$1,516,207,700	178	$2,165,830,000
Negotiated Acquisition Extension	192	$347,696,900	220	$388,451,300
Renewal	683	$2,032,681,000	1,258	$2,794,657,000
Request for Proposal	341	$3,627,813,800	386	$2,545,396,100
Required Source or Procurement Method	109	$126,312,600	141	$427,884,300
Small Purchase	3,488	$86,237,400	2,326	$55,238,200
Sole Source	93	$2,699,249,700	69	$261,682,400
Subscription	2	$5,900	23	$1,592,900
Task Order	989	$593,065,800	864	$582,404,700
All Methods	39,295	$19,264,571,400	43,179	$17,765,658,400

IMPLEMENTATION OF THE CITYWIDE STATEMENT OF NEEDS

STATUS OF PROPOSALS

FY 2020-2021 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, 2019, of all actions proposed by City agencies in the Citywide Statement of Needs for Fiscal Years 2020 and 2021. Where appropriate, the locations of sited and implemented projects are indicated.

STATUS DEFINITIONS

Implemented	Proposal for which a ULURP or Section 195 application received final approval; or for which a contract for operation of a facility was approved; or for which a facility was located in existing City space; or for which an expansion, reduction or closing was completed.
In Progress	ULURP or Section 195 application filed but not yet approved; or contractor selected but contract has not yet received final approval; or expansion/reduction of existing site is underway.
Active	City still actively seeking site for a facility, or ULURP or Section 195 application has not yet been filed or no contractor has been selected.
Modified	Proposal was modified and is included in this Statement or will be included in a later Statement.
Cancelled	City not actively seeking site or implementing proposal because of fiscal or programmatic considerations.

ADMINISTRATION FOR CHILDREN'S SERVICES

Proposed Project	Proposed Location	Status
Relocation of Division of Child Protection Offices - Bronx	1260 Water Place Bronx, CD 11	Modified
Consolidation of Division of Child Protection Offices	12 Metrotech Brooklyn, CD 2	Active
Relocation of Day Care Center	Queens, CD 12	Modified
Relocation of Division of Child Protection Offices - Queens	Queens, CD 1, CD 6, CD 7, CD 8, CD 11, CD 12, or CD 13	Active

BOARD OF ELECTIONS

Proposed Project	Proposed Location	Status
Relocation of Office and Warehouse	Bronx	Active

BROOKLYN COMMUNITY BOARD 13

Proposed Project	Proposed Location	Status
Relocation of Community Board (CB) 13 Offices	1409 Mermaid Ave., Brooklyn CD 13	Active

BROOKLYN DISTRICT ATTORNEY

Proposed Project	Proposed Location	Status
New Warehouse Space for File Storage	Brooklyn	In Progress

DEPARTMENT OF ENVIRONMENTAL PROTECTION

Proposed Project	Proposed Location	Status
Relocation of Water Maintenance & Sewer Maintenance Field Offices and Garage	Brooklyn, CD1, CD 2, CD 3, CD 4, CD 6, CD 7, CD 8, CD 9, CD 10, CD 17	Active
Relocation of Data Center	Upstate NY, Hawthorne	In Progress
Relocation of Laboratory	Not yet specified	Active

DEPARTMENT FOR THE AGING

Proposed Project	Proposed Location	Status
New Senior Community Center	96-05 Horace Harding Expressway, Queens, CD 4	Modified

DEPARTMENT OF HOMELESS SERVICES

Proposed Project	Proposed Location	Status
Relocation of Distribution and Fleet Services	885 East 149 Street, Bronx, CD 2	Active
New Transitional Shelter Facilities for Homeless Individuals and Families	Not yet specified	Active

DEPARTMENT OF CORRECTIONS

Proposed Project	Proposed Location	Status
New Borough Based Jail - Queens	Queens, CD 9	Modified
New Borough Based Jail - Brooklyn	Brooklyn, CD 2	Modified
New Borough Based Jail - Bronx	Bronx, CD 1	Modified
New Borough Based Jail - Manhattan	Manhattan, CD 1	Modified

DEPARTMENT OF FINANCE

Proposed Project	Proposed Location	Status
Relocation of Business Center	Staten Island, CD 1	Active

DEPARTMENT OF HEALTH AND HUMAN SERVICES

Proposed Project	Proposed Location	Status
New Animal Care and Control Shelter - Bronx	2050 Bartow Ave, Bronx, CD 10	Implemented
Relocation of Pest Control Services	Brooklyn, CD 18	Active
New Space for Food Safety & Community Sanitation/Maternal Infant & Reproductive Health	30-30 47th Ave, Queens, CD 2	Modified
Relocation of Vector and Pest Control	Queens or Brooklyn	Active

DEPARTMENT OF PROBATION

Proposed Project	Proposed Location	Status
New Office Space for Raise the Age - Bronx	Bronx	Active
New Office Space for Raise the Age - Brooklyn	Brooklyn	Active
New Office Space for Raise the Age - Manhattan	Manhattan	Cancelled
New Office Space for Raise the Age - Queens	Queens	Active
New Office Space for Raise the Age - Staten Island	Staten Island	Active

DEPARTMENT OF TRANSPORTATION

Proposed Project	Proposed Location	Status
Expansion and Relocation of Citywide Concrete Program - Bronx	Bronx	Active
Expansion of Sidewalk Inspection Management - Fleet Support	Bronx	Active
Relocation of Bridges Preventative Maintenance Unit	Bronx	Active
Expansion and Relocation of Citywide Concrete Program - Brooklyn	Brooklyn	Modified
Expansion of Sidewalk Inspection Management - Queens	101 Varick Avenue, Brooklyn, CD 1	Modified
Expansion of Department of Transportation Headquarters	55 Water Street, Manhattan CD 1	Modified
Expansion and Relocation of Citywide Concrete Program - Manhattan	47-25 34th Street, Queens, CD 2	In Progress
Relocation of Street Light Warehouse & Electricians	47-25 34th Street, Queens, CD 2	Modified
Relocation of Queens Safety City Program	North Conduit Avenue at 246th Street, Queens, CD 13	In Progress
Expansion of Sidewalk Inspection Management - Facilities Unit	47-25 34th Street, Queens, CD 2	In Progress
Relocation of Automated Enforcement Unit	47-25 34th Street, Queens, CD 2	In Progress
Expansion of Sidewalk Inspection Management - Inspection Unit	47-25 34th Street, Queens, CD 2	In Progress
Relocation of Yard Operations	38-21 12th Street, Queens, CD 1	In Progress
Relocation of Sidewalk Inspection Management - Concrete Crushing	Not yet specified	Active

DEPARTMENT OF PARKS AND RECREATION

Proposed Project	Proposed Location	Status
Consolidation of Administrative Headquarters for Central Forestry, Horticulture, and Natural Resources Division	Queens, CD 1, CD 2, CD 3, CD 4, or CD 6	In Progress
Consolidation of Parks Opportunity Program	Not yet specified	Cancelled

DEPARTMENT OF SANITATION

Proposed Project	Proposed Location	Status
Relocation of Sanitation Garage	Bronx, CD 12	Active
Expansion of Mechanic Facility for Sanitation Vehicles and Equipment	1155-1157 Commerce Avenue, Bronx, CD 9	In Progress
Consolidation of Garages, Broom Depot, and Manhattan Borough Command	425 East 25 Street, Manhattan, CD 6	Active
Relocation of District Garage	Queens	Active
New Dual-District Garage	1323 West Service Road, Staten Island, CD 3	In Progress

NEW YORK CITY FIRE DEPARTMENT

Proposed Project	Proposed Location	Status
Relocation of EMS Station 17	1259 Morris Avenue, Bronx, CD 4	In Progress
Relocation of EMS Station 49	19-40 42nd Street, Queens, CD 1	In Progress

DEPARTMENT OF HOUSING PRESERVATION & DEVELOPMENT

Proposed Project	Proposed Location	Status
Relocation of Northern Manhattan Code Enforcement Units	Manhattan CD 9, CD 10, CD 11, or CD 12	Active

HUMAN RESOURCES ADMINISTRATION

Proposed Project	Proposed Location	Status
Relocation of Bainbridge Job Center	Bronx, CD 7	Cancelled
Relocation of Services and Offices	Brooklyn	Active

NEW YORK CITY LAW DEPARTMENT

Proposed Project	Proposed Location	Status
New Office Space for Family Court Division's Raise the Age Program - Bronx	810 River Avenue, Bronx, CD 4	In Progress
New Office Space for Family Court Division's Raise the Age Program - Brooklyn	1 Pierrepont Plaza, Brooklyn, CD 2	In Progress
New Office Space for Family Court Division's Raise the Age Program - Executive Management	233 Broadway, Manhattan, CD 1	In Progress
New Office Space for Family Court Division's Raise the Age Program - Manhattan	233 Broadway, Manhattan, CD 1	In Progress
New Office Space for Family Court Division's Raise the Age Program - Queens	162-10 Jamaica Avenue, Queens, CD 12	In Progress
New Office Space for Family Court Division's Raise the Age Program - Staten Island	60 Bay Street, Staten Island, CD 1	In Progress

NEW YORK CITY POLICE DEPARTMENT

Proposed Project	Proposed Location	Status
Relocation of Bronx Tow Pound	Bronx	Active
Relocation of Special Victims Offices - Bronx	Bronx	Active
Relocation of Special Victims Offices - Brooklyn	Brooklyn	Active
Relocation of Pier 76 Tow Pound	Manhattan	Active
Relocation of Special Victims Offices - Manhattan	Manhattan	Active
Relocation of Special Victims Offices - Queens	Queens	Active
Relocation of Special Victims Offices - Staten Island	Staten Island	Active
Relocation of the Staten Island Medical District Facility	Staten Island	Implemented
Relocation of K9 Unit	Not yet specified	Active

OFFICE OF ADMINISTRATIVE TRIALS AND HEARINGS

Proposed Project	Proposed Location	Status
Relocation of Hearings Center - Staten Island	Staten Island	Active

OFFICE OF COURT ADMINISTRATION

Proposed Project	Proposed Location	Status
Relocation of Appellate Term, 2nd Department Offices	Brooklyn	Active

TAXI AND LIMOUSINE COMMISSION

Proposed Project	Proposed Location	Status
New Vehicle Storage	Queens	Active

AGENCY INTERNAL CONTROLS

Statements on the status of mayoral agencies' internal control environments and systems for Fiscal 2018 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 ongoing activities with respect to oversight and enhancement of its internal control environment, including continued 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. Also, ACS reports continued efforts with respect to 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 ongoing oversight and implementation of measures to further enhance its system of internal controls. CCHR will continue to 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 ongoing activities to further enhance its system of internal controls. Specifically, CCRB reports continued efforts with respect to the segregation of responsibilities as resources allow, as well as the implementation of compensating controls over inventory. Additionally, the agency reports the development and maintenance of written policies for its operating units. 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 continued oversight with respect to its internal control environment. Specifically, DOB reports ongoing review of current operations and implementation of procedural changes, including updates to technology supporting data classification and encryption, measures relative to invoice and voucher processing, and continued development and implementation of a modern technological module supporting reconciliation of printed licenses. DOB further reports enhanced internal audit efforts, including the formation of an Internal Audit Governance Committee. The agency 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, and external audit follow-up activity and risk assessments.

Department of City Planning

The Department of City Planning (DCP) reports continued oversight of its internal control environment, including self-risk assessment with respect to effectiveness and efficiency, as well as the achievement of the agency's goals and objectives. 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 ongoing oversight with respect to monitoring and further strengthening its system of internal controls. This work includes measures to enhance protection of private and confidential data, as well as strengthening procedures for cash receipts. 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 continuation of activities to maintain its system of internal controls. 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 ongoing oversight of and continued progress with respect to enhancing its internal control environment. Specifically, the agency reports measures to strengthen cybersecurity protection, expanded WiFi coverage and telephone system upgrades, the application of data analytic tools, and the completion of phase one of its Investigative Case Management System. DOC will continue its course of corrective action and monitor its overall internal control environment through internal audits, external audit follow-up, risk assessments and agency management reviews.

Department of Cultural Affairs

The Department of Cultural Affairs (DCLA) reports continued oversight and ongoing oversight activities with respect to its system of internal controls, including the maintenance of controls and procedures with respect to Information Technology system security, affirmation of inventory management structures and the review and monitoring of financial expenditures. DCLA will continue its course of corrective action 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 continued strengthening of its internal control environment, including ongoing improvements in the areas of inspections, public surveys to evaluate client and resident satisfaction, staff training, and comprehensive audits covering construction projects to further improve site safety and work quality. DDC also reports implementation of automated systems that improve tracking and management of communications and documentation associated with certain information requests for contracts and payments. The agency will continue the present course of action with the objective of maximizing the effectiveness and integrity of agency operations and reducing the vulnerability of agency waste, abuse, errors, or irregularities, 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 ongoing activities with respect to oversight and enhancement of its internal control environment, including actions toward implementing computerized maintenance management systems with inventory control modules that support water resource recovery facilities. In addition, DEP reports ongoing improvements relative to asset management and inventory controls for computers and related equipment. The agency will continue to monitor its overall internal control environment through risk assessments, internal audits, and external audit follow-up.

Department of Finance

The Department of Finance (DOF) reports ongoing oversight and development of its internal control environment. Specifically, DOF reports implementation of a multifactor authentication solution, enforcement of a password security policy including review of administrator accounts, implementation of systematic processing relative to certain summonses issued, and completion of annual access review of critical applications and databases that contain federal tax return information. Further, the agency reports the establishment of additional safeguards and certification programs relative to file access, as well as the development of a standard policy and procedure template. DOF will continue its course of corrective action and will 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 of its internal control environment and further progress with respect to enhanced reporting through the agency's Senior Tracking Analysis and Reporting System (STARS). DFTA will continue its course of corrective action and will monitor its overall internal control environment by conducting program fiscal compliance audits and external audit follow-up.

Department of Health and Mental Hygiene

The Department of Health and Mental Hygiene (DOHMH) reports continued oversight and enhancements with respect to its internal control environment. Specifically, DOHMH reports ongoing 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 issuing security policies and procedures, encrypting laptops, tablets and data at rest. The agency also reports that it has deployed input validation technology (CAPTCHA) to promote authorized application access and data integrity. Further, the agency reports that incident response procedures have been updated and that it will detail the strategies and plans for recovering and restoring agency technological infrastructures. 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) continues to report oversight and progress with respect to its system of internal controls, including updated administrative standardized policies and procedures and the development of more robust performance metrics for street homelessness, as well as other metrics in the areas of adult services and rehousing support. DHS will continue its course of corrective action and monitor its overall internal control environment through the Department of Social Services' Office of Program Accountability.

Department of Housing Preservation and Development

The Department of Housing Preservation and Development (HPD) reports ongoing oversight and activities to strengthen its system of internal controls. Specifically, the agency reports further efforts in recordkeeping with respect to capital assets, as well as periodic assessment and development of written policies and procedures for write-offs impacting major program areas. HPD will continue its course of corrective action and monitor the overall internal control environment through follow-up of corrective action plans and conducting management reviews.

Department of Information Technology and Telecommunications

The Department of Information Technology and Telecommunications (DOITT) reports continued monitoring and ongoing oversight with respect to its system of internal controls, with special emphasis placed upon progressively working to comply with new Information Technology requirements and increasingly strengthen cybersecurity protections. The agency will continue to monitor its internal control environment through an audit and policy management group, external audit follow-up and Information Technology.

Department of Investigation

The Department of Investigation (DOI) reports the continuation of enhancement and oversight with respect to its system of internal controls, including further improvements of cybersecurity policies and measures. 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 ongoing efforts to further strengthen its internal control environment. Specifically, the agency reports activities integrating Information Technology and telecommunications to facilitate recordkeeping and transparency for hiring and processing seasonal employees, including implementation of password complexity rules. Further, DPR reports efforts to formally document policies and procedures specific to agency operations. In addition, DPR has updated its business continuity plan. 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 continued oversight with respect to its system of internal controls. Specifically, the agency reports ongoing efforts to enhance quarterly performance management meetings and reports to senior managers from each borough. Also, DOP continues implementing best practices with respect to case conferencing and documentation reviews, strengthening supervision plans. These activities include formal training, internal quality assurance checks, and management development seminars. DOP 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 continued oversight and activities with respect to further strengthening its system of internal controls, including staff training in the area of cybersecurity and increased signage with respect to non-public space. 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 continued oversight and further improvements to its overall internal control structure. Specifically, with respect to promoting safe and secure computing, the agency reports continued efforts to implement a centralized event logging system, work to enhance vulnerability management practices, automation of patching, and ongoing processes to strengthen access management. Further, DSNY reports the addition of staff to manage Information Technology inventory, completion of a physical inventory with respect to Information Technology assets, implementation of ServiceNow, a computerized inventory management system, and revisions to inventory control procedures. 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 reports ongoing efforts to strengthen and oversee its internal control environment, including hiring additional staff in the Information Technology unit to assist with long term strategic planning and the implementation of security systems monitoring with respect to the office overall and work stations. The agency will continue to monitor its system of internal controls through internal audits and management recommendations.

Department of Transportation

The Department of Transportation (DOT) reports continued activities and oversight of agency operations, and proactive measures to further strengthen its system of internal controls, including the implementation of a number of security and access controls within the Information Technology environment as well as strengthening controls over grants compliance. DOT will continue to monitor its internal control environment through internal and external audits, the implementation of corrective actions and management reviews.

Department of Youth and Community Development

The Department of Youth and Community Development (DYCD) reports the ongoing oversight and maintenance of its internal control environment. Specifically, the agency reports the continuation of work with respect to existing systems to improve efficiency and enhance internal controls, as well as transparency of programs. Further, DYCD reports staff training sessions to enhance fiscal integrity with respect to contracting. 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 continued activities to further enhance its system of internal controls, including activities with respect to planning and governance, application development security, data classification and management, encryption, personnel security, cybersecurity, internet connectivity, and disaster recovery. 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 ongoing oversight of agency operations and the continuation of activities to further enhance its internal control environment. Specifically, activities are underway to enhance constituent services interactions, as well as adult protective services operations. Further, HRA continues measures to strengthen inventory management operations, and actions are underway to enhance disaster recovery preparedness, including the continuity of operations. 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 ongoing oversight with respect to its system of internal controls. LPC will continue to monitor its system of internal controls.

Law Department

The Law Department reports compliance with applicable internal control requirements. 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 ongoing oversight with respect to its internal control environment with the objective of maximizing the effectiveness and integrity of agency operations. The agency reports continued efforts relative to development of processes for encrypting all local hard drives as well as evaluating options to encrypt all data on removable media. NYPD also reports development of an incident response and management procedure. 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 ongoing activities to maintain its system of internal controls. Through the Finance and Administration Division, TLC will continue to monitor its internal control environment based on 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 maximizing the effectiveness and integrity of agency operations, and reducing vulnerability of agency waste, abuse, errors and irregularities. The Commission 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 continuation of activities to strengthen its internal control environment, including efforts toward 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 2019

Agency	Total adopted/ amended	Not in regulatory agenda*	Emergency actions
BIC	5	0	0
CCHR	1	1	0
DCA	14	10	0
DEP	17	3	0
DOB	7	5	0
DOF	8	6	0
DOHMH	10	6	0
DOT	8	5	0
FDNY	4	2	0
HPD	5	2	0
HRA	3	3	0
LPC	1	1	0
NYPD	1	1	0
OATH	16	2	0
SBS	1	1	0
TLC	2	2	0
TOTAL	103	50	0

*During Fiscal 2019, 50 of 103 rules (49% of the rulemaking actions) were not included in agency regulatory agendas because they were not contemplated at the time or implemented local law enacted after publication of the agenda. HRA did not publish a regulatory agenda for FY2019. 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	Relocates the penalty schedule for violations enforced by BIC from OATH rules to BIC's rules.	17	11,12 ,13	11-22, 12-27, 13-04	10/17/2018
BIC	Allows trade waste licensees and registrants to apply to the Commission for a financial hardship waiver.	17	2	2-09	10/17/2018
BIC	Requires licensees and registrants to increase the limits on commercial general liability, business automobile liability, and employers' liability insurance.	17	1, 2, 7	1-12, 2-05, 7-06	10/17/2018
BIC	Increases by 5.6% the current maximum rates allowed to be charged by trade waste haulers.	17	5	5-02	7/10/2018
BIC	Expand to private carters DSNY's organic waste source separation requirements for large commercial food retailers and food service establishments.	17	1, 5	1-01, 5-01, 5-08	7/10/2018
CCHR	Establishes definitions and clarifies the scope of protections with respect to gender.	47	2	2-01, 2-06	2/7/2019
DCA	Implement Local Laws 142 and 143 of 2018, which require that bail bond agents make certain disclosures.	6	5	5-72, 5-73, 6-71	4/11/2019
DCA	Establishes a "Terms and Conditions" template for employment agencies, requires employment agencies to post certain signs, prohibits employment agencies from discriminating on the basis of sexual orientation.	6	5, 6	5-248, 5-250, 6-59	2/27/2019
DCA	Makes it a violation to assault, menace, unlawfully imprison, or harass, or attempt to assault, menace, unlawfully imprison, or harass, any DCA employee.	6	1, 6	1-21, 6-11	2/15/2019
DCA	Permits agencies to deny an application for, or renewal of, any license, permit or registration and may suspend, terminate or revoke any license, permit or registration based on the failure to timely pay civil penalties.	6	1	1-20	1/30/2019
DCA	Prohibits any license applicant whose application is denied or whose license is revoked from applying for the same license again for a period of one year.	6	1	1-01.1	1/30/2019
DCA	Amends towing vehicles rules to make the rates prescribed consistent with applicable sections of the Administrative Code and other Rules.	6	2	2-362, 2-368	1/28/2019
DCA	Establishes fixed penalties for the violations of the laws and rules, affecting a variety of areas.	6	6	6-12, 6-31, 6-47, 6-61, 6-70	1/14/2019
DCA	Establishes procedures for the Department to accept applications for TRD and ECRD licenses under the community district caps created by Local Laws 145 and 146 of 2017.	6	2	2-11, 2-12, 2-13, 2-451, 2-452	1/11/2019

Agency	Rule Summary	Title	Chapter	Section	Adoption Date
DCA	Adds General Vendor Penalty Schedule.	6	6	6-68	9/12/2018
DCA	Requires that all fuel oil vehicle printer tickets contain at least the last six digits of the Vehicle Identification Number for the vehicle making each delivery and that fuel oil businesses maintain copies of printer tickets for two years and produce a ticket to DCA during annual inspection.	6	3	3-95, 3-103	8/8/2018
DCA	For immigrations assistance service providers, adds statements and information to the required written agreement, lengthens the period of time provider must maintain a surety bond, contract of indemnity or irrevocable letter of credit, requires signage explaining a new mechanism for consumers to file complaints.	6	5, 6	5-261 thru 5-264, 6-56	8/7/2018
DCA	Amends various rules related to bond requirements, newsstands, electronic and home appliance service dealers, and storage warehouses.	6	1,2	1-06, 2-61, 2-63, 2-64, 2-65, 2-253, 2-321, 2-322	7/26/2018
DCA	Amends the fixed penalties for the violations of the laws and rules related to cigarette retail dealers.	6	6	6-12, 6-12.1	7/6/2018
DCA	Implements and clarify procedures of the Office of Labor Policy and Standards, clarify provisions of the Earned Safe and Sick Time Act, and provides guidance to covered employers and protected workers.	6	7	7-101 thu 7-111; 7-201 thru 7-215; 7-301 thru 7-309; 7-401 thru 7-405; 7-501 thru 7-505	3/19/2018
DEP	Amends rules that govern recreational access to DEP lands that are a part of the City's water supply system, and would expand recreational access opportunities.	15	16	16-01 thru 16-17	5/31/2019
DEP	Establish penalties for violations of Title 24, Chapter 5 of the Administrative Code, also known as the Sewer Control Code, and Title 15, Chapter 19 of the Rules of the City of New York, also known as the Sewer Control Rules.	15	56	56-01	4/1/2019
DEP	Establishes penalties for violations of Title 15, Chapter 19.1	15	55	55-01	4/1/2019
DEP	Promulgates rules governing industrial, commercial, construction, and post-construction stormwater sources.	15	19.1	19.1-01 thru 19.1-04	4/1/2019
DEP	Establishes when a risk of harm from mold exists such that a 24 hour notice must be filed with DEP.	15	58	58-01	3/19/2019
DEP	Adds Community Right-to-Know Penalty Schedule.	15	54	54-01, 54-02	3/6/2019
DEP	Amends the existing hazardous chemical reporting regulations.	15	41	41-03, 41-02, 41-04, 4-12	2/6/2019
DEP	Establishes penalties for violations of the Asbestos Control Program Rules.	15	53	53-01	12/7/2018
DEP	Amends the existing asbestos rules and regulations.	15	1	1-00 thru 1-03; 1-11, 1-12; 1-14 thru 1-18; 1-22, 1-23; 1-25 thru 1-29; 1-36, 1-37, 1-38, 1-41, 1-44, 1-51, 1-61, 1-81, 1-91, 1-92, 1-102, 1-103; 1-105 thru 1-109; 1-111, 1-112, 1-120, 1-125, 1-127, 1-128	12/7/2018
DEP	Adds a new rule governing the siting and storage of hazardous substances to prevent releases of hazardous substances that may occur during extreme weather watches.	15	41	41-03, 41-11, 41-14	10/2/2018
DEP	Amends construction noise rules relating to the submission of noise mitigation plans and interior noise construction.	15	28	28-100, 28-105, 28-110	9/18/2018
DEP	Establishes specific time frames for inspections in response to after hours noise complaints.	15	52	52-01	9/14/2018
DEP	Establishes a process to appeal a stop work order.	15	45	45-01, 45-02	9/10/2018
DEP	Establishes new penalties for violations of the Noise Control Code.	15	47	47-02	9/5/2018
DEP	Requires heavy duty trade waste hauling vehicles to use ultra-low sulfur fuel and emissions control technology.	15	50	51-01 thru 51-05	7/10/2018
DEP	Requires restaurants to register cook stoves and charcoal burning appliances with DEP.	15	50	52-02	7/2/2018
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
DOB	Amends electrical code rules to delete references to the electrical advisory board and to repeal sections that are no longer applicable.	1	34, 4000	34-05, 4000-01	6/11/2019
DOB	Amends the civil penalty amounts in Subdivision (b) of 1 RCNY § 102-04 to conform to Local Laws 156 and 158 of 2017, which increased the penalties for work without a permit.	1	100	102-04	1/16/2019
DOB	Clarifies the scope of the private on-site sewage disposal systems rule.	1	8000	8001-01	12/27/2018
DOB	Adds new infractions and updates other penalties.	1	100	102-01	10/11/2018
DOB	Establishes regulations for rigging equipment and rigging operations.	1	3300	3316-01	10/10/2018
DOB	Updates requirements for the posting of information about elevator carrying capacity, and the detection and regulation of overloaded elevators.	1	3600	3610-05	8/28/2018
DOB	Makes corrections to the referenced standard ASHRAE 90.1 and clarifies modeling methodology for lighting and pump controls.	1	5000	5000-02	7/6/2018
DOF	Increases the monetary penalties for failure to file income and expense statements.	19	33	33-03	6/12/2019
DOF	Clarifies that Chapter 27 rules apply to designated business and excise taxes and does not apply to powers of attorney for matters other than such business and excise taxes.	19	27	27-01	5/16/2019

Agency	Rule Summary	Title	Chapter	Section	Adoption Date
DOF	Enacts fine for new DOT parking violation of misuse and fraudulent use of agency authorized parking permits.	19	39	39-05	5/13/2019
DOF	Allows for a waiver of the primary residence requirement of an individual but not if the real property is owned by a corporation, partnership or other entity, if the applicant demonstrates that there are security concerns that necessitate ownership by a limited liability company ("LLC") or limited partnership ("LP") and the applicant also meets other eligibility requirements.	19	50	50-02, 50-05, 50-06	4/19/2019
DOF	Reduces credit card fee from 2.49% to 2.00% (except for DOC bail system).	19	9	9-02	9/14/2018
DOF	Allows DOF to suspend brokers and brokerage companies for life.	19	39	3909	8/3/2018
DOF	Sets forth which rent regulated Class Two real properties are eligible for a Major Capital Improvement ("MCI") tax abatement, as well as how the abatement is calculated.	19	56	56-01, 56-02, 56-03, 56-04	7/11/2018
DOF	Updates Parking Violation Schedule of Fines to conform to DOT Traffic Rule updates.	19	39	39-05	7/2/2018
DOHMH	Sets forth how far away from a spraying of pesticides park playground equipment must be in order to not have to be cleaned by the Department of Parks and Recreation.	24	14	14-01, 14-02, 14-03	6/27/2019
DOHMH	Allows a new certificate to be filed when the license to practice medicine of an attending physician listed on a given birth record has been surrendered or revoked by the New York State Office of Professional Conduct.	24	Article 207	207.05	6/19/2019
DOHMH	Implements new local laws that change the thresholds for investigating reports of children with certain blood lead levels.	24	Articles 11, 71, and 173	11.03, 11.09, 71.05, 173.01, 173.05, 173.13, 173.14, 173.21	6/19/2019
DOHMH	Modernizes Article 175's requirements to keep pace with industry 'best practices' and to ensure that federal requirements are appropriately adopted and enforced.	24	Article 175	175.01 thru 175.66	4/24/2019
DOHMH	Establishes rules for the use of body imaging scanning equipment that applies ionizing radiation to humans for purposes of screening individuals committed to the custody of the New York City Department of Correction in connection with the implementation of the security program at their facilities.	24	33	33-01 thru 33-08	1/16/2019
DOHMH	Repeals and restates Chapter 7 (Adjudicatory Hearings) of Title 24 of the Rules of the City of New York and to repeals Chapter 1 (Adjudications) of Title 25 of the Rules of the City of New York. A new appendix to Chapter 7 includes penalties to be imposed for Department-issued violations that are sustained.	24	7	7-01 thru 7-09	11/9/2018
DOHMH	Adds grading for mobile food vending units.	24	6	6-02; 6-16 thru 6-21	11/9/2018
DOHMH	Eliminates the requirement that a person requesting a change to the sex designation on a birth certificate present proof from a health professional, and instead requires self-attestation.	24	Article 207	207.05	9/20/2018
DOHMH	Lowers the age of required reporting of first-episode psychosis, adds race and ethnicity to the list of required information when reporting first-episode psychosis, and removes the time limit that the Department can hold information of those reported with first-episode psychosis.	24	Article 11	11.04	9/20/2018
DOHMH	Imposes a tax on tobacco products other than cigarettes (OTP), creates minimum prices for cigarettes and OTP, and sets minimum pack sizes for various OTP.	24	13	13-01, 13-02, 13-03	9/11/2018
DOT	Establishes definitions and parking parameters for electric vehicle charging stations located both on-street and off-street.	34	4	4-01, 4-08	5/17/2019
DOT	Establishes criteria for the enforcement of the misuse of authorized parking placards.	34	4	4-08	5/13/2019
DOT	Allows certain AAR vehicles to use bus lanes, clarifies express lane requirements, and repeals Chapter 5.	34	4, 5	4-01, 4-07, 4-12	4/30/2019
DOT	Updates various provisions of the highway rules.	34	2	2-07, 2-11	3/6/2019
DOT	Establishes horse carriage passenger boarding areas.	34	4	4-01, 4-09, 4-11, 4-12	1/4/2019
DOT	Amends various rules related to commercial bicycles. Adds new penalty schedule.	34	3,4	3-01, 4-01, 4-12	7/26/2018
DOT	Clarifies that a bicycle sharing system must not be operated without DOT's prior written authorization.	34	4	4-01, 4-12	7/17/2018
DOT	Updates parking provisions to reflect current parking signage.	34	4	4-01, 4-08, 4-11, 4-12	7/2/2018
FDNY	Eliminates outdated fire safety requirements from BSA rules and incorporates the remaining provisions into FDNY's rules; BSA proposes to clarify FDNY's authority to enforce BSA resolutions relating to fire safety matters lying within FDNY's enforcement jurisdiction.	2 (BSA); 3 (FDNY)	1, 3 thru 26 (Title 2); 5, 8, 14, 15, 48 (Title 3)	Title 2: 1-15, 3-01 thru 3-07; 4-01 thru 4-18; 5-01 thru 5-04; 6-01, 7-01, 7-02, 8-01, 9-01, 10-01, 10-02, 11-01, 12-01, 12-02, 13-01, 14-01, 15-01, 16-01, 17-01, 18-01, 19-01, 21-01, 22-01, 23-01, 24-01, 25-01, 25-02, 26-01; Title 3: 5-02, 8-01, 15-01, 18-01, 1401-01, 4801-01	4/4/2019
FDNY	Implements emergency planning and preparedness provisions of Fire Code Chapter 4; establishes standards, requirements and procedures for the conduct of fire drills and non-fire emergency drills.	3	30	401-07	10/16/2018

Agency	Rule Summary	Title	Chapter	Section	Adoption Date
FDNY	Implements emergency planning and preparedness provisions of Fire Code Chapter 4; amends the existing fire safety guide and notices that are distributed to all apartment building residents and building staff to include important information about emergency preparedness and non-fire emergencies.	3	4	401-06	8/30/2018
FDNY	Implements Local Law No. 195 of 2018 , which eliminated Department of Buildings review of plans and other design and installation documents for fire alarm, emergency alarm, auxiliary radio communication, and fire extinguishing systems, and fire protection plans.\n\nAmends the provisions relating to fees for plan examinations set forth in FC A03(51) and amends FC A04 to include a document management fee for certain plan examination filings.\n\nAmends FC A03 to include fees for late plan filings and for supplemental reviews of new technology applications and other applications requiring complex technical analyses.	3	Appendix A	A03	5/1/2019
HPD	Implements legislation regarding multiple dwelling owner's responsibilities with respect to indoor allergen hazards.	28	54	54-01 thru 54-05, Appendix A	12/17/2018
HPD	Implements legislation regarding providing stove knob covers to occupants of multiple dwelling units.	28	55	55-01, 55-02	11/15/2018
HPD	Establishes the Speculation Watch List which identifies sales transactions of rent regulated buildings that could indicate a greater potential for tenant harassment.	28	52	52-01, 52-02, 52-03	9/19/2018
HPD	Implements new legislation regarding Certifications of No Harassment.	28	53	53-01 thru 53-12	9/7/2018
HPD	Exempts land that contained motels or tourist cabins from the replacement ratio requirements for buildings receiving tax benefits under Real Property Tax Law Section 421-a(16).	28	51	51-01, 51-05	8/13/2018
HRA	Helps households in shelter relocate to housing with friends and family for up to one year while they search for permanent housing.	68	11	11-01 thru 11-07	10/16/2018
HRA	Establishes a new City rental assistance program entitled CITYFHEPS, which serves both families and individuals, replaces a number of other City rental assistance programs and aligns City rental assistance more closely with the Family Homelessness & Eviction Prevention Supplement (FHEPS) program.	68	10	10-01 thru 10-15	9/28/2018
HRA	Lowers the minimum age to obtain the IDNYC card from 14 to 10 years of age; and allows the program, in certain cases, to accept data and electronic versions of documents instead of physical copies of documents.	68	6	6-01 thru 6-07; 6-10 thru 6-12	7/2/2018
LPC	Adopts a comprehensive set of revisions to the LPC rules, including reorganization of existing rules and the addition of a penalty schedule.	63	2, 5, 7, 11	2-04; 2-11 thru 2-17; 2-19 thru 2-23; 2-31, 2-33, 2-34; 5-01 thru 5-04; 7-02 thru 7-06; 11-01 thru 11-06	12/20/2018
NYPD	Allows the holder of a premises license to transport a handgun listed on that license to certain additional locations under certain conditions.	38	5, 16	5-01, 5-22, 5-23, 16-02	6/21/2019
OATH	Incorporates the new requirements of LL 19 of 2019 concerning OATH Hearings Division adjudication of summonses issued by the TLC.	48	5	5.01a, 5.04, 5.05, 5.06	6/19/2019
OATH	Reflects a new community service option that will allow respondents to complete a one-or two-hour online community service course from any computer.	48	7	7-01, 7-02, 7-03, 7-05, 7-06, 7-07, 7-08	6/17/2019
OATH	Repeals the Sewer Control Penalty Schedule.	48	3	3-123	4/9/2019
OATH	Clarifies rules concerning review of appeals decision.	48	3	3-15, 3-16	3/7/2019
OATH	Repeals the Community Right-To-Know Penalty Schedule which contains penalties for summonses issued by the DEP for violations of Chapter 7 of Title 24 of the Administrative Code.	48	3	3-104	3/6/2019
OATH	Reflects the new monetary penalties for second and third violations of littering, sweep-out, throw-out, and spitting, as amended by Local Law 131 of 2018.	48	7	7-02	1/18/2019
OATH	Repeals the LPC Penalty Schedule from the OATH rules.	48	3	3-114	12/20/2018
OATH	Clarifies the rules concerning appellate procedures at OATH.	48	5, 6	5-04, 6-19	12/5/2018
OATH	Clarifies the adjournments rules.	48	6	6-14, 6-15	12/5/2018
OATH	Clarify the rules about appearing before the Tribunal.	48	6	6-09, 6-24	12/5/2018
OATH	Clarifies the rules concerning requests for new hearings after default.	48	6	6-21	12/5/2018
OATH	Repeals asbestos penalty schedule.	48	3	3-101	12/7/2018
OATH	Repeals Food Vendor Penalty Schedule and Health Code and Miscellaneous Food Vendor Violations Penalty Schedule rules.	48	3	3-107, 3-110, 3-112, 3-117	11/9/2018
OATH	Repeals the Public Wholesale Markets, Fulton Fish Market, and Other Public Markets Penalty Schedule rules.	48	3	3-108	10/17/2018
OATH	Repeals DCA General Vendor Penalty Schedule.	48	3	3-109	9/12/2018

Agency	Rule Summary	Title	Chapter	Section	Adoption Date
OATH	Changes the process by which a respondent may choose community service and request extensions to complete community service, and restructures the community service hour requirements.	48	7	7-02, 7-03, 7-05	9/4/2018
SBS	Continues the program that provides grants to companies that provide school bus transportation.	66	11	11-87 thru 11-92	11/21/2018
TLC	Exempts For-Hire-Vehicle Bases from the requirement to send 25% of their dispatched trips to wheelchair accessible vehicles if they opt to meet a response time target instead.	35	59	59B-17	10/12/2018
TLC	Clarifies the practice of summarily suspending a driver's license if the driver has failed to take or pass a drug test.	35	59, 68, 80	59A-04, 59A-07, 59B-18, 59-B25, 68-15, 68-16, 68-17, 80-14	10/12/2018

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.

Agency Resources – Overview of the financial and workforce resources used by an agency over the past five fiscal years and the planned resources available to the agency in the current and upcoming fiscal years.

Spending and Budget Information – Shows the relationship, where possible, between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation.

Noteworthy Changes, Additions or Deletions – Describes changes to an agency's data.

Additional Resources – Provides the full Internet addresses of links to additional agency information and statistics, including the agency's website.

INDEX OF AGENCIES

*Non-Mayoral Agencies

www.nyc.gov/mmr