

# PRELIMINARY MAYOR'S MANAGEMENT REPORT

FEBRUARY 2014  
CITY OF NEW YORK



Cover Photo: Opening day at Canarsie Park playground  
in Brooklyn, December 2013.

Photo Courtesy of NYC Parks/Malcolm Pinckney

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# MAYOR'S MANAGEMENT REPORT PRELIMINARY FISCAL 2014

City of New York

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# INTRODUCTION

## PRELIMINARY MAYOR'S MANAGEMENT REPORT

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

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

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

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

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

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

At the end of each agency chapter there is a "Noteworthy Changes, Additions or Deletions" section where important changes are noted, including updates and corrections to information presented in earlier PMMR/MMRs.

A User's Guide, found at the end of this report, identifies and describes each component of the report.

The PMMR/MMR is available in an interactive web version, as well as in the form of a printable book. The interactive web version contains additional indicators, known as tier 2, that supplement the measures contained in the book version. The entire web version can be viewed at [www.nyc.gov/mmr](http://www.nyc.gov/mmr).

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

1. Definitions for each agency performance indicator including the data source.
2. Additional tables showing information of interest across agencies including workforce absence rates, fleet vehicle usage, inquiries to the 311 Customer Service Center and budgetary units of appropriation.
3. Community-level information for selected performance measures, disaggregated by local service district (community district, police precinct, or school district). This information is available through the interactive Citywide Performance Reporting (CPR) Agency Performance Mapping feature of the Office of Operations' website. CPR can be found under the Performance Data tab on the Operations home page and at [www.nyc.gov/cpr](http://www.nyc.gov/cpr).



# AGENCIES WORKING TOGETHER: HURRICANE SANDY RECOVERY

## Partner agencies & offices



DEP



DHS



DOE



DOHMH



DPR



DSNY



FDNY



HHC



HPD



NYCEDC



NYCHA



NYPD



OEM



SBS

- Housing Recovery Office
- Mayor's Fund
- NYC Service
- Office of Long-Term Planning and Sustainability

Immediately following Hurricane Sandy, the City responded with one of the largest mobilizations of resources and personnel in its history. Close collaboration with City agencies, not-for-profit partners, and volunteers ensured aid was provided where it was most needed (a full account of the City's immediate response is available in the [Hurricane Sandy After Action Report](#)). In addition, these collaborative efforts produced innovative new recovery programs to ensure the continued support of impacted communities in the months following.

Sandy impacted nearly every City agency, damaging facilities, displacing staff, and disrupting the delivery of agency services. As agencies worked to restore business-as-usual services, many simultaneously mounted significant operations to serve New Yorkers hit hardest by the storm. Below is a brief summary of City efforts to provide ongoing recovery services following the storm.

## Recovery Services

Since its initial Hurricane Sandy recovery efforts, which covered more than 100,000 households, the Department of Health and Mental Hygiene (DOHMH) has coordinated planning for door-to-door canvassing operations in future emergencies, referred to as Post Emergency Canvassing Operations (PECO). DOHMH worked with the Office of Emergency Management (OEM) and other City partners to develop a playbook for PECO and is advocating for funding to support this important citywide initiative to locate impacted populations after large disasters and refer their critical needs into the emergency management system. To further improve outreach to vulnerable populations, DOHMH and OEM are enhancing the Advanced Warning System to improve outreach to vulnerable New Yorkers who are served by City health and human services contractors before, during and after an emergency. In addition DOHMH is working in partnership with the Department of Housing Preservation and Development (HPD) on operational plans to assess condition, occupancy, and building-level needs after a disaster. DOHMH has also launched Project Hope to provide mental health services, including free individual and group counseling, public education, and assessment and referrals for those impacted by Hurricane Sandy. From November 2012 through October 2013, Project Hope facilitated over 140,983 individual, family, and group encounters and reached over 235,129 unique individuals.

Immediately following Hurricane Sandy, the Health and Hospitals Corporation (HHC) helped to staff Special Medical Needs Shelters with medical professionals and administrative staff as well as coordinate patient transfers and the restoration of damaged facilities. Currently, as outlined in PlaNYC: A Stronger, More Resilient New York, HHC is working to restore the services of the destroyed Ida G. Israel clinic at a location convenient to the community. HHC will construct a temporary pre-fabricated medical facility at West 19th Street near Surf Avenue on land owned by the Department of Housing Preservation and Development (HPD) to be completed before the end of calendar year 2014. This elevated site, which is less than a half-mile from the original Ida Israel location, will house all of the medical, dental and behavioral health services formerly provided at Ida G. Israel.

Hurricane Sandy required the disposal of over two million cubic yards of debris. Still active, the Debris Removal Task Force (DRTF), comprised of 25 City, State, and federal agencies including OEM, the Department of Sanitation, Department of Parks and Recreation (DPR), Fire Department, Police Department, and U.S. Army Corp of Engineers coordinated the demolition of 538 homes, the removal of over 110,000 containers of household hazardous waste, and the recycling of 144,000 square feet of the Rockaway Beach Boardwalk. The 187,000 cubic yards of sand recycled by the DRTF saved the City and federal government over \$80 million in replenishment and disposal costs.

NYC Service worked in conjunction with the Mayor's Fund, New York City Housing Authority (NYCHA), and DPR to coordinate volunteer efforts offering immediate relief and ongoing recovery services. In the year following the storm, NYCHA and DPR identified needs and coordinated service sites while the Mayor's Fund coordinated the purchasing of supplies and resources. In

total, NYC Service engaged 17,284 volunteers across 531 service projects. Volunteers cleared 23,485 bags of debris and leaves, painted 15,293 square feet of wall, and planted 1,400 trees in at least 30 affected parks.

Additionally, the Mayor’s Fund launched multiple partnerships to provide aid to hurricane-affected communities such as free meals, counseling, legal services, academic support, and mold removal. Working with the Mayor’s Office of Housing Recovery Operations (HRO) and DOHMH, the Mayor’s Fund coordinated a \$15 million effort to provide mold treatment for over 1,900 homes. Neighborhood Revitalization NYC (an affiliate of Local Initiatives Support Corporation) facilitated 63 community mold remediation trainings reaching 1,467 participants and distributing 3,230 free mold kits. The Mayor’s Fund also partnered with Neighborhood Revitalization NYC to implement a home repairs program for single-family homeowners impacted by Hurricane Sandy who are not eligible for the City’s Build it Back program, which is described below. The program is slated to serve up to 600 income-eligible homes with a range of structural and non-structural repairs and has the potential to scale up and help additional New Yorkers in need.

## Housing Recovery Programs

In November 2012, HRO was created to rebuild and improve Sandy-damaged properties and help New Yorkers return to permanent, sustainable housing. HRO worked with the Department of Environmental Protection (DEP), HPD, NYCHA, the Department of Homeless Services (DHS), the Mayor’s Fund, DOHMH and several other agencies on this and other unprecedented initiatives, including the NYC Rapid Repairs program. NYC Rapid Repairs was the first program of its kind to restore heat, power, and hot water to private homes at no cost to homeowners.

To build on these successes, the City launched NYC Build it Back in June 2013 to assist homeowners, renters and landlords in the five boroughs to return to permanent housing and rebuild stronger and more sustainably than before the storm. A total of nine outreach forums were held across Brooklyn, Queens and Staten Island, attended by approximately 1,500 New Yorkers. As of October 31, 2013, the closing date for registration, Build it Back received more than 25,000 registrations. These registrations correspond with more than 22,000 buildings. Key program milestones as of December 31, 2013 are provided in the adjacent table.

Key Program Milestones – NYC Build it Back December 31, 2013	
<b>Single Family Application Milestones</b>	
Document Collection Review Completed	11,041
Damage Inspection Completed	2,522
Award Calculation Completed	515
Option Selected	94
<b>Multi-Family Application Milestones</b>	
Applications completed	372
Damage Inspections completed	310
Contractors selected	3
Construction in progress	3

## Business Recovery Programs

The City launched four business programs with federal Community Development Block Grant – Disaster Recovery funding. Led by the NYC Economic Development Corporation (NYCEDC) and the Department of Small Business Services (SBS), these programs address physical damage, economic losses, and long-term resiliency needs of impacted and vulnerable businesses and neighborhoods.

The Business Recovery Loan and Grant Program provides low-interest loans and matching grants for working capital, inventory and movable equipment to businesses impacted by the storm. As of the end of December 2013, 324 businesses had received application guidance.

The Neighborhood Game Changer Investment Competition identifies and funds transformational investment opportunities to catalyze long-term economic growth in areas severely impacted by Sandy. Among its goals, the program will leverage funds to attract private investment; expand the customer base for local businesses; and create jobs, particularly for low- and moderate-income individuals. In 2013, the City issued a request for proposals for investment opportunities and received and reviewed submissions. The City plans to announce winners in the first half of 2014.

The City also developed two programs to improve the resiliency of businesses, buildings, and critical networks. The Business Resiliency Investment Program will provide incentives to business tenants and owners for certain improvements to enhance their resiliency to severe weather. The program is expected to launch in summer of 2014 and is projected to fund resiliency measures for up to 17 million square feet of commercial space. Additionally, NYCEDC launched RISE : NYC, Resiliency Innovations for a Stronger Economy (formerly known as the Infrastructure and Building Resiliency Technologies Competition) in January of 2014 as a competition to aid small businesses by identifying and deploying the most promising technologies and solutions to improve the resiliency of building systems and infrastructure networks.





# AGENCIES WORKING TOGETHER: BUILDING A STRONGER, MORE RESILIENT NEW YORK

## Partner agencies & offices



DCP



DDC



DEP



DOB



DOHMH



DoITT



DOT



DPR



DSNY



FDNY



HPD



NYCEDC



NYCHA



NYPD



OEM



SBS

- Housing Recovery Office
- New York City Council
- Office of Long-Term Planning and Sustainability

On June 11, 2013, the City of New York launched a comprehensive climate resiliency program, PlaNYC: A Stronger, More Resilient New York. This plan was produced by the Special Initiative for Rebuilding and Resiliency (SIRR), which was commissioned by Mayor Michael Bloomberg in December 2012 as a response to Hurricane Sandy. SIRR used the best available science to create an action plan of 257 initiatives to strengthen the coastline, upgrade buildings, protect City infrastructure, and make neighborhoods safer against a range of future risks from extreme weather and a changing climate. With a commitment to high-impact, cost-effective strategies grounded in rigorous analysis, PlaNYC: A Stronger, More Resilient New York includes clear accountability measures and a plan for implementation.

The City secured \$294 million in Federal Community Development Block Grant – Disaster Recovery (CDBG-DR) funds for resiliency investments citywide, and in the six months since the plan's release, the Mayor's Office of Long-Term Planning and Sustainability (OLTPS), in cooperation with many internal and external partners, accomplished the following:

### Strengthened the Coastline

- Worked with Department of Parks and Recreation (DPR) and the U.S. Army Corps of Engineers to nourish beaches with over 1.2 million cubic yards of sand added to City beaches in Coney Island, Staten Island and the Rockaway peninsula.
- Worked with DPR, U.S. National Park Service and City University of New York (CUNY) to launch the Science and Resilience Institute at Jamaica Bay to study and develop innovative coastal resiliency measures, providing science-based solutions within the bay and throughout the region.
- Launched a feasibility study of a multi-purpose levee to protect and enhance the East River shoreline of Southern Manhattan in cooperation with NYC Economic Development Corporation (NYCEDC) and Department of City Planning (DCP).

### Upgraded Buildings

- Partnered with Department of Buildings (DOB), Department of Housing Preservation and Development (HPD), NYCEDC, DCP, Housing Recovery Office (HRO), NYC Housing Authority (NYCHA), and the Building Resiliency Task Force (a coalition of building stakeholders) to introduce 22 pieces of legislation to strengthen resiliency citywide and improve the Building Code with new resiliency measures that protect buildings against flood, wind, and prolonged power outage among other things. Thus far, 17 of these bills, including Local Law 2013/84, were signed into law.

### Protected City Infrastructure

- Worked with NYCEDC, Department of Transportation (DOT), Department of Information Technology and Telecommunications (DoITT), DCP, Office of Emergency Management (OEM), Department of Health and Mental Hygiene (DOHMH), Department of Sanitation (DSNY), Fire Department (FDNY), and Police Department (NYPD) to ensure resiliency standards and indicators were integrated into agency operations.
- Worked with DEP to adopt wastewater infrastructure guidelines to protect treatment plants and pumping stations from future storm surge and sea level rise.
- Supported Con Edison's \$1 billion in resiliency investments and collaboratively developed a climate risk assessment methodology for the City's electrical grid.

## Made Communities Safer and More Vibrant

- Worked with DCP to launch local studies of Sandy-impacted neighborhoods.
- Launched the Neighborhood Game Changer competition with NYCEDC and Department of Small Business Services (SBS) to stimulate catalytic resiliency investments in the Sandy inundation zones.
- Supported Federal Emergency Management Agency's (FEMA) release of Preliminary Flood Insurance Rate Maps to better describe flood hazards citywide and adopted the latest hazard information into the Building Code.
- Advocated for affordability measures in the National Flood Insurance Program that will benefit homeowners, incentivize risk reduction investments, and promote affordability of flood insurance in New York City.
- Developed partnerships with federal, State, and private partners to advance the City's climate resiliency initiatives citywide.

## Incorporated Resiliency into City Operations

- Signed Local Law 2013/84 into law, which adds resiliency as a core function of OLTPS and creates the Director of Resiliency position to coordinate City efforts and oversee the implementation of PlaNYC: A Stronger, More Resilient New York.

Of the 59 near-term milestones outlined in PlaNYC: A Stronger, More Resilient New York, 57 (97%) were completed or nearly completed by the end of calendar year 2013. Of the 257 initiatives outlined, 196 were in progress or complete by the end of calendar year 2013, with plans and foundations in place for many of those remaining.

OLTPS is responsible for coordinating and tracking the launch and completion of all initiatives and milestones outlined in PlaNYC: A Stronger, More Resilient New York. As OLTPS and agency partners collaborate to implement PlaNYC: A Stronger, More Resilient New York, OLTPS will track performance indicators. The data table below provides a preliminary list of indicators.

Initiative Performance Indicators
<b>Strengthen the Coastline</b>
Federal dollars secured for coastal protection projects
Number of buildings implementing Core Flood Resiliency Measures
Number of cubic yards of beach sand nourishment
<b>Upgrade Buildings</b>
Number of buildings with reduced risk due to coastal protection projects
Percent of residences in 100-year floodplain purchasing flood insurance
Average premium paid for National Flood Insurance Program (NFIP) policies
Number of square feet of residential and non-residential buildings implementing Core Flood Resiliency Measures
<b>Protect City Infrastructure</b>
Percent of electric generation capacity in the 500-year floodplain able to remain online after a 500-year flood
Maximum percent of peak load that could be lost due to failure of any one substation
Percent of assets at or above their loading limits during peak demand periods
Number of miles of cast iron and bare steel gas mains in the 500-year floodplain
Percent of steam generation capacity in the 500-year floodplain able to remain online after a 500-year flood
Percent of gas stations with quick-connects for generators
Percent of regional fuel terminal capacity in the 100-year floodplain hardened against a 100-year flood
Percent of regional refining capacity in the 100-year floodplain hardened against a 100-year flood
Number of critical telecommunications facilities implementing Core Flood Resiliency Measures
Number of lane-miles reconstructed or resurfaced
Percent of New York City transportation assets adapted for climate change resiliency

<b>Initiative Performance Indicators</b>
Number of wastewater facilities or assets protected or raised above the 100-year floodplain
Percent of combined sewer area runoff managed by green infrastructure
Number of sewer miles built in areas with no or partial sewers
Number of areas served by Bluebelt projects built citywide
Percent of water quality samples complying with Surface Water Treatment Rule standard for turbidity
Number of DSNY facilities protected or raised above the 100-year floodplain
Percent of hospital beds in 500-year floodplain meeting resiliency standards.
Percent of beds in nursing homes and adult care facilities in 100-year floodplain meeting resiliency requirements.
Number of grocery stores with generators or quick connects for generators
Percent of DCAS food procurement backstopped with more resilient distributors
Percent of DPR facilities in Sandy inundation zone upgraded for greater resiliency
Number of trees inspected and pruned





# AGENCIES WORKING TOGETHER: IMPLEMENTING PLANYC

## Partner agencies & offices



DCAS



DCP



DDC



DEP



DHS



DOB



DOE



DOHMH



DoITT



DOT



DPR



DSNY



HPD



NYCEDC



OEM



SBS



TLC

- Housing Recovery Office
- Office of Environmental Remediation
- Office of Long-Term Planning and Sustainability
- Office of Management and Budget

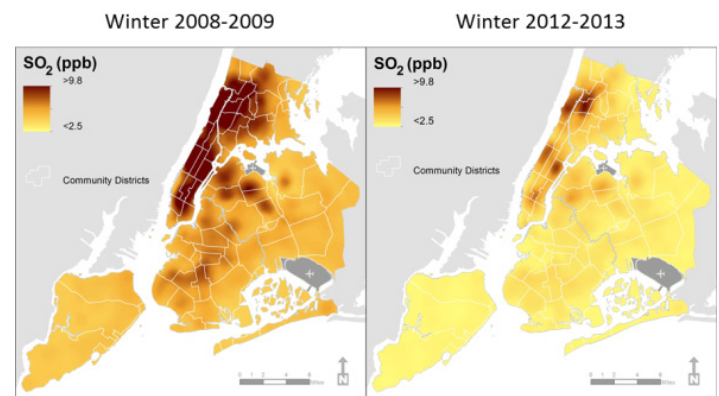
PlaNYC is an unprecedented effort to prepare New York City for up to an additional one million residents, strengthen the economy, respond to climate change, and enhance quality of life for all New Yorkers. Since 2007, over 25 City agencies have worked with the Mayor’s Office of Long-Term Planning and Sustainability (OLTPS) towards the vision of a greener, greater New York.

PlaNYC created ambitious goals to make New York City more livable and sustainable. These goals include: making our air quality the cleanest of any major U.S. city; ensuring that all New Yorkers live within a ten minute walk of a park; diverting 75% of solid waste from landfills; creating capacity for new housing to accommodate population growth; and reducing the City’s greenhouse gas emissions (GHG) by 30% before 2030. The Plan outlined 132 initiatives with 405 milestones to advance these goals. As of June 2013, 94% of the PlaNYC milestones were in progress or completed. The report can be found [online](#).

## Air Quality

In April of 2011, the City issued regulations that required buildings to convert from heavy heating oil to cleaner fuels. As of the end of 2013, over 3,200 buildings have converted to cleaner fuels. The Department of Health and Mental Hygiene’s Community Air Survey (NYCCAS) found that, between 2008 and 2013, wintertime air pollution from sulfur dioxide (SO<sub>2</sub>) dropped by 69% and nickel by 35%. Clean heat and other programs contributed to year round reductions in fine particle (PM<sub>2.5</sub>)

concentrations, helping to prevent an estimated 780 premature deaths and 1,600 emergency room visits for asthma each year. The study also found that the City’s air quality has reached the cleanest levels in more than 50 years. New York City now ranks 4<sup>th</sup> among major cities in the United States for air quality — an improvement from 8<sup>th</sup> place in 2001.



## New Housing Units & Transit Accessibility

The Department of Housing Preservation and Development (HPD) launched the New Housing Marketplace Plan in 2003 with the goal of creating or preserving 165,000 units of affordable housing by the end of 2014. As of December 2013, the plan reached 97% of its goal with 160,000 affordable homes financed throughout New York City since its inception. In Fiscal 2013, the City leveraged and invested \$2.1 billion to finance 15,223 units of income-restricted affordable housing. Through the Department of City Planning (DCP), the City continues to promote the goal of creating capacity for new development near transit, steering growth toward this infrastructure and away from auto-oriented neighborhoods far from transit through neighborhood rezonings. Since 2002, the City has adopted 124 rezonings, representing 38% of the City’s land and more than 12,000 blocks. Since the launch of PlaNYC, 87% of all new residential building permits have been located within ½ mile of transit. The City has also expanded mobility options through bikes and expanded Select Bus Service. Over the last six years, the Department of Transportation (DOT) installed more than 300 miles of bike lanes across all five boroughs.

## Parks, Open Space, and Clean Sites

The MillionTreesNYC campaign reached the milestone of 807,829 new trees planted as of the fall of 2013. The Office of Environmental Remediation’s Brownfield Clean Up Program completed the decontamination of 14 sites in calendar 2013 and launched the New York City Clean Soil Bank,

which facilitates reuse of clean soil excavated during remediation projects. The 14 sites completed this year will generate 500 new jobs, 250 units of affordable housing, and over \$147 million in new revenue citywide.

## Energy and Greenhouse Gas Emissions

As of 2012 New York City had reduced its greenhouse gas (GHG) emissions by 19% since 2005 taking it nearly two-thirds of the way toward achieving the PlaNYC goal of a 30% reduction by 2030. Cleaner generation of electricity and steam were responsible for the majority of emissions reductions. New Yorkers are also using electricity and heating fuel more efficiently in their buildings. The City has set a more ambitious goal for reducing GHG emissions from City government operations — 30% below FY 2006 levels in just ten years (2017). Both goals are codified in law and through Executive Order, and the City is required to produce an annual inventory and analysis of GHG emissions.

In November 2013, Spectra Energy's New Jersey - New York expansion opened for operation, which is the first new major direct interstate gas transmission line built in over 40 years. The pipeline increases the City's gas transmission capacity by 800 million cubic feet per day, enabling future gas demand growth from heavy oil conversions and economic growth, and helping to reduce winter gas prices for all customers. Late in 2013, the City also announced development agreements for a state-of-the-art solar power station at Freshkills Park that will produce enough energy to power more than 2,000 homes — increasing the City's renewable energy capacity by 50% — and a first-of-its-kind pilot at the Newtown Creek Wastewater Treatment Plant that will convert biogas into renewable natural gas — enough to heat almost 5,200 New York City homes.

## Solid Waste

The 2011 update to PlaNYC set the ambitious goal of diverting 75% of the City's 14 million tons of solid waste from landfills by 2030. In an effort to obtain this goal, the City expanded the recycling program in April 2013 to include all rigid plastics for the first time — the largest expansion in 25 years. The Department of Sanitation also launched the first large scale organic waste recycling program, the Residential Organics Collection Pilot. The pilot program began in May of 2013 by serving approximately 3,500 homes that were able to dispose of separated organic waste at the curb in special containers and, by December 2013, the program was extended to over 30,000 residences. Through a partnership with Waste Management and National Grid, the City began treating collected organic waste by anaerobic digestion at the Newtown Creek wastewater treatment plant. Once gas processing equipment is installed, the locally generated, renewable natural gas will be injected into the grid. Finally, this fall the City passed a measure that will require the City's largest food waste generators and commercial haulers to divert organic waste from landfills.

Performance Indicators	2030 target	2011	2012	2013	2014 target	Trend
<b>Air Quality</b>						
NYC's ranking for air quality compared to other large U.S. cities based on 3-year annual average PM <sub>2.5</sub>	1 <sup>st</sup> place (cleanest air)	4 <sup>th</sup> place <sup>1</sup>	4 <sup>th</sup> place <sup>1</sup>	n/a	Improve ranking (e.g. down towards 1 <sup>st</sup> place)	Flat
Change in average PM <sub>2.5</sub> (year-on-year % change in delta avg)	Decrease	-9.4% <sup>1</sup>	3.3% <sup>1</sup>	n/a	Increase	Up
<b>Housing</b>						
Increase in new housing units since January 2007	314,000	122,969 <sup>1</sup>	125,837 <sup>1</sup>	n/a	Increase	Up
% of new units within a 1/2 mile of transit	> 70%	87.2% <sup>1</sup>	94.0% <sup>1</sup>	82.7% <sup>1</sup>	Neutral	Flat
Affordable housing units preserved or added (cumulative since 2003)	165,000	140,920 <sup>1</sup>	156,351 <sup>1</sup>	n/a	Increase	Up
<b>Parks</b>						
% of New Yorkers that live within a 1/4 mile of a park	85%	74.0% <sup>1</sup>	75.6% <sup>1</sup>	76.5% <sup>1</sup>	77.8% <sup>1</sup>	Up
Cumulative number of trees planted through Million Trees initiative	1,000,000	545,488 <sup>2</sup>	657,416 <sup>2</sup>	767,091 <sup>2</sup>	Increase	Up
<b>Energy</b>						
Greenhouse gas emissions per unit of electrical power (lbs CO <sub>2</sub> e/MWh)	Decrease	657.691	674.911	n/a	Decrease	Up
<b>Solid Waste</b>						
Percentage of waste diverted from landfills (includes fill)	75%	51% <sup>2</sup>	56% <sup>2</sup>	52% <sup>2</sup>	Increase	Down
<b>Climate Change</b>						
Greenhouse gas emissions (MTCO <sub>2</sub> e)	Down 30% from 2005 levels	49,417,598 (Down 16%) <sup>1</sup>	47,939,030 (Down 19%) <sup>1</sup>	n/a	Decrease	Down

<sup>1</sup> Calendar Year reporting

<sup>2</sup> Fiscal Year reporting





# AGENCIES WORKING TOGETHER: YOUNG MEN'S INITIATIVE

## Partner agencies & offices



ACS



CUNY



DCAS



DOC



DOE



DOHMH



DOP



DYCD



EDC



HHC



HRA



Libraries



NYCHA



SBS

- Center for Economic Opportunity
- Center for Innovation through Data Intelligence
- Office of the Criminal Justice Coordinator
- NYC Service
- Office of Human Capital Development

New York City's Young Men's Initiative (YMI) is the nation's most comprehensive effort to tackle the disparities that slow the advancement of Black and Latino young men. YMI works to improve outcomes for young men by increasing opportunity, access, and engagement through policy reform and innovative programming in four areas: Education, Employment, Health, and Justice.

YMI is managed by a three-part team: the Young Men's Initiative provides overall project direction; the Center for Economic Opportunity oversees program implementation and evaluation; and the Center for Innovation through Data Intelligence leads data collection of citywide metrics and disparity analysis.

To monitor trends in disparity relating to young men, four key areas are tracked: male graduation rate, young male employment, teen pregnancy, and felony convictions of young men. These indicators track rates per 1,000 as well as disparity rates that compare the rates per 1,000 of Asian, Black, and Latino young men to those of white young men providing context for the YMI. For example, since 2009, the high school graduation rate for males has increased and the felony conviction rate has dropped for young Black and Latino men; teen pregnancy rates have also decreased for young Black and Latina women. Disparities for these indicators have been reduced between Black and Latino men and their white and Asian peers over the years that they have been tracked, but significant differences remain. More information about the citywide trends can be found [here](#).

Since its inception in 2011, YMI has launched over 45 programs and policies across nearly 20 City agencies, serving over 20,000 youth and young adults.

### Education

YMI continues to research, test and refine strategies that reduce the academic achievement gap focusing on a variety of critical education outcomes. From July to September 2013, results from the Education portfolio are on track to meet targets. Data from the City University of New York's (CUNY) IMPACT program, a peer mentoring and High School Equivalency (HSE) program, largely represents the summer months, which is a low period of enrollment; however an increase in GED test-taking was due to the impending shift to the new HSE test in January 2014. The Department of Youth and Community Development's (DYCD) Young Adult Literacy Program (YALP), a program which combines education and work-readiness for pre-GED students, is also on track to meet targets. A qualitative evaluation of YALP's best practices is currently underway. The Department of Education's (DOE) Expanded Success Initiative (ESI) has revisited the way in which student enrollment is defined for grade levels since providing data last year. Enrollment numbers now accurately reflect a cohort approach that provides a better understanding of how groups of students entering an ESI high school progress through school in their given cohort.

### Employment

An array of employment programs exist within the employment portfolio with the primary goal to scale up proven approaches in order to provide impact for a broader population of young men of color. From July to September 2013, the newly expanded Human Resources Administration/New York City Housing Authority (HRA/NYCHA) Jobs-Plus program now has seven operational sites with one additional site to open in January 2014. Increased enrollment and job placement are reflected in the data and the performance of new sites will be closely monitored by HRA. Targets have been updated to reflect greater enrollment. DYCD's Young Adult Internship Program (YAIP), an internship program for disconnected youth ages 16-24, exceeded internship completion targets. CEO and DYCD are working together to continue to improve outcomes for education and job placement. YAIP is currently part of a national, federally-funded randomized control trial.

## Health

The health portfolio includes a range of policy and practice changes that improve access to health services for teens, ensures comprehensive sexual education, helps support young parents, and reduces gun violence in high-crime neighborhoods. In the first quarter of 2014, CUNY's Fatherhood Academy, a program that promotes responsible fatherhood and economic stability through education, enrolled a new cohort of students. A second cohort will be enrolled in the second half of the program year. Past students have exceeded targets and students in the new cohort are on track to exceed targets as well.

## Justice

YMI is advocating for reforms and practice changes to the justice system to ensure that interventions help young people prepare for life success. In the first quarter of 2014, the Department of Probation's (DOP) Arches, a mentoring program for youth ages 16-24 who are on probation, continued to work on improving program retention and completion rates by focusing on attendance. DOP's Justice Community showed a five percentage point increase in job placement. CUNY's NYC Justice Corps, which experienced Hurricane Sandy-related disruptions, is working with participants to improve levels of program completion. DOP's Justice Scholars experienced a decline in enrollment which is reflected in the milestones achieved.

YOUNG MEN'S INITIATIVE: SELECTED PERFORMANCE INDICATORS	Actual			Target	
	FY12	FY13	FY14 Q1	FY14	FY15
<b>EDUCATION</b>					
<b>Expanded Success Initiative (DOE) - Launched Summer 2012</b>					
Black and Latino male students enrolled	NA	2,626	2,509	4,000	4,000
Total number of students in cohort enrolled	NA	5,130	4,806	NA	NA
Schools participating in initiative	NA	40	40	NA	NA
<b>IMPACT Peer Mentoring for Young Adult Literacy (CUNY) - Launched 1/2012</b>					
New Enrollees	260	603	9	270	270
Took the GED	83	208	53	133	133
Passed the GED	58	140	24	107	107
Enrolled in college (of those who passed the GED)	16	46	15	NA	NA
<b>Young Adult Literacy Program/CEPS (DYCD/Public Libraries/DOP) - Launched 7/2008, YMI Expansion 10/2011</b>					
Program participants	750	848	316	NA	NA
Percent of participants who gained one or more grade levels in literacy	55%	54%	19%	65%	65%
Percent of participants who gained one or more grade levels in numeracy	46%	47%	14%	65%	65%
<b>EMPLOYMENT</b>					
<b>Jobs-Plus (HRA/NYCHA/CUNY) - Launched 10/2009, YMI Expansion 3/2013</b>					
Program participants	423	1,270	1,046	NA	NA
Placed in jobs	173	225	266	1,421	1,421
Retained in job at 3 months	90	73	65	824	824
<b>Young Adult Internship Program (DYCD) - Launched 11/2007, YMI Expansion began 8/2011</b>					
Program participants	1,740	1,831	603	1,825	1,825
Percent of participants who completed internship	83%	84%	81%	75%	75%
Percent of participants placed in employment or education	49%	53%	NA	70%	70%
<b>HEALTH</b>					
<b>Fatherhood Academy (CUNY) - Launched 3/2012</b>					
New Enrollees	36	77	35	80	80
Percent of participants who received job placements	44%	39%	NA	35%	35%
Percent of participants who earned a GED	28%	30%	NA	15%	15%
Number receiving a college acceptance	9	7	NA	NA	NA

YOUNG MEN'S INITIATIVE: SELECTED PERFORMANCE INDICATORS	Actual			Target	
	FY12	FY13	FY14 Q1	FY14	FY15
<b>JUSTICE</b>					
<b>Arches (DOP) - Launched 7/2012</b>					
New enrollees	NA	589	457	840	840
New participants receiving one-on-one mentoring	NA	219	145	NA	NA
Percent of participants who completed program	NA	11%	10%	65%	65%
<b>Justice Community (DOP) - Launched 1/2012</b>					
New enrollees	153	228	52	252	252
Percent of participants placed in employment	8%	26%	31%	50%	50%
<b>NYC Justice Corps (CUNY) - Launched 9/2008, YMI Expansion in 2012</b>					
New enrollees	217	332	66	255	255
Completed community benefit project	145	202	50	177	177
Placed in jobs	55	15	4	75	75
<b>Justice Scholars (DOP) - Launched 1/2012</b>					
New enrollees	142	243	80	272	272
Percent of participants who gained one or more grade levels in literacy	16%	14%	14%	50%	50%
Earned GED or diploma	9	33	8	NA	NA

### Noteworthy Changes, Additions or Deletions:

- An indicator name for the Expanded Success Initiative (ESI) was revised: 'Black and Latino male students' was formerly 'Black and Latino students.' The Fiscal 2013 number reported for this indicator is a revision of the number reported in the Fiscal 2013 Mayor's Management Report. Revised data was taken after the DOE register closed. The indicator 'Total number of students in cohort enrolled' has been added.
- The indicator names for IMPACT and CFA "Program Participants" has been revised to 'New Enrollees'.
- Young Adult Internship Program (YAIP): Fiscal 2012 and Fiscal 2013 numbers changed due to a re-alignment of program cohorts with fiscal year reporting.
- Fatherhood Academy (CFA) data for Fiscal 2012 and Fiscal 2013 was updated due to the long length of engagement with cohorts. Participants are still engaged with staff and continue to attain outcomes.
- In Justice Community, the indicator 'Percent of participants placed in employment' was previously mislabeled 'Percent of participants placed in employment and education program.'
- Fiscal 2014 targets for some programs will be re-adjusted based on past performance.





# AGENCIES WORKING TOGETHER: BREAKING THE CYCLE OF POVERTY

## Partner agencies & offices

-  ACS
-  CUNY
-  DFTA
-  DCP
-  DCA
-  DOC
-  DOE
-  DOF
-  DOHMH
-  DHS
-  HPD
-  DOITT
-  DPR
-  DOP
-  SBS
-  DYCD
-  HHC
-  HRA
-  LAW
-  Libraries
-  NYCHA

- New York City Council
- Mayor's Fund to Advance New York City
- Mayor's Office

New York City's fight against poverty is led by the Center for Economic Opportunity (CEO) through collaboration with City agencies. CEO's mission is a unique one within New York City government: to partner with agencies to develop new anti-poverty initiatives, conduct rigorous evaluation, replicate what works, and eliminate programs that fail to demonstrate results. Through CEO, agencies have built capacity to better serve thousands of low-income New Yorkers in the areas of youth development, justice, asset development, employment, and health.

In 2008, CEO developed a more complex and balanced poverty measure than the official measure used by the Census Bureau. The CEO measure accounts for in-kind benefits like food stamps and housing assistance, as well as the effect of income and payroll taxes. In December 2013, legislation was signed requiring the Mayor to submit to the Council, borough presidents and community boards an annual report on poverty. The report will describe the City's efforts to reduce the rate of poverty in the City as determined by the poverty measure and poverty threshold established by CEO. The next CEO poverty report will be available in March 2014.

Since 2006, in partnership with over 20 City agencies and 200 community-based providers, CEO has developed, implemented, and evaluated more than 60 programs across New York City and in seven other cities nationwide. Agency partners administer programs that have served over 540,000 participants, broadened the reach and impact of employment programs to place New Yorkers into 47,000 unsubsidized and subsidized jobs, and increased the availability and take-up of tax credits with over \$100 million received to date. In 2013, CEO launched Paycheck Plus, a five-year demonstration project simulating an expanded Earned Income Tax Credit (EITC) for low-income single adults without dependent children, to test its effects on employment, earnings, and a variety of other outcomes.

CEO's proven programs have expanded through the federal Social Innovation Fund and the Young Men's Initiative (YMI). Three programs expanded by YMI are also reflected in the Young Men's Initiative section: the Young Adult Internship Program, NYC Justice Corps, and Jobs-Plus.

## Youth Development

From July to September 2013, results from the youth development portfolio were positive, with the City University of New York's (CUNY) ASAP program continuing to exceed targets by a significant margin. The program's recent expansion is reflected in the increased enrollment numbers. Results from the Department of Youth and Community Development's (DYCD) Young Adult Internship Program, the largest subsidized jobs program in CEO's portfolio, continued to show internship completion at a rate above 80 percent. In addition, post-program placements have shown an improvement from Fiscal 2012 to Fiscal 2013. CEO is working with DYCD to continue to improve performance.

## Justice

From July to September 2013, justice programs were on track to exceed outcomes from the previous fiscal year. In the previous program year CUNY's NYC Justice Corps, an education and work-readiness program for court-involved youth, experienced Hurricane Sandy-related disruptions that caused a large number of participants to fail to complete the program in a timely manner. Outcomes, particularly job placement, are expected to increase in the current fiscal year. The Department of Small Business Services' (SBS) Employment Works, a program for probationers, saw a large increase in 6-month job retention in the first quarter, a positive trend compared to past performance.

## Asset Development

The Department of Finance's (DOF) EITC Mailing program mails pre-populated tax returns to eligible households who previously failed to claim the benefit. New data for this program is not yet available because mailings are still in process. The Department of Consumer Affairs/Office of Financial Empowerment's (DCA/OFE) Financial Empowerment Centers (FECs) continue to show progress towards goals and since inception has demonstrated a \$14.1M reduction in debt for participants. In light of the FECs' successes, CEO-funded programs, like Jobs-Plus, have incorporated financial counseling.

## Employment

Stable employment and career advancement provide clear pathways out of poverty. In the first quarter of Fiscal 2014, the newly expanded Human Resources Administration/New York City Housing Authority (HRA/NYCHA) Jobs-Plus program now has seven operational sites with one additional site to open in January 2014. Increased enrollment and job placement are reflected in the data and the performance of new sites will be closely monitored by HRA. Targets have also been increased to reflect greater enrollment. Fiscal 2014 performance is expected to rise as all sites become fully up and running. At SBS's Sector-Focused Career Centers, job placement/promotions are consistent with past performance and targets.

## Health

Agency partners are working to improve health in low-income communities through a variety of programs that improve access to health services, promote the availability of healthy foods, and prevent teen pregnancy. Data from the Department of Health and Mental Hygiene's (DOHMH) School-based Health Clinics' 1st quarter largely represents the summer months, which is a low period of school clinic utilization. Clinic visits will rise in following quarters. In June 2013, DOHMH's Shop Healthy program expanded into three new South Bronx neighborhoods—Hunts Point, Mott Haven and Longwood. The data is reflective of work done in these new neighborhoods and progress is being made toward targets.

See below for examples of performance data up to the end of the first quarter of Fiscal 2014. Full descriptions and data for over 40 current programs are available [here](#).

INITIATIVE PERFORMANCE INDICATORS	Actual			Target	
	FY12	FY13	FY14 Q1	FY14	FY15
<b>YOUTH DEVELOPMENT</b>					
<b>CUNY ASAP (CUNY) Launched in 9/2007</b>					
Number of Enrollees	462	1,510	1,764	1,800	1,800
Cohort 4 (Fall 2010) Three-Year Graduation Rate	NA	NA	44%	20%	NA
Cohort 5 (Fall 2011) Two-Graduation Rate	NA	NA	33%	9%	NA
<b>Young Adult Internship Program (DYCD) - Launched in 11/2007, YMI Expansion began 8/2011</b>					
Number of Enrollees	1,740	1,831	603	1,825	1,825
Completed Internship	83%	84%	81%	75%	75%
Placed in Employment or Education	49%	53%	NA	70%	70%
<b>JUSTICE</b>					
<b>NYC Justice Corps (CUNY) - Launched in 9/2008, YMI Expansion in 8/2012</b>					
Number of Enrollees	217	332	66	255	255
Completed Community Benefit Project	145	202	50	177	177
Number of Job Placements	55	15	4	75	75
<b>Employment Works (SBS) Launched in 8/2008</b>					
Number of Enrollees	1,101	1,278	1,194	NA	NA
Number of Job Placements	744	738	272	900	900
Retained at 6 Months	12%	17%	30%	65%	65%



INITIATIVE PERFORMANCE INDICATORS	Actual			Target	
	FY12	FY13	FY14 Q1	FY14	FY15
<b>ASSET DEVELOPMENT</b>					
Earned Income Tax Credit Mailing (DOF) Launched in 1/2007		Tax Year 2008	Tax Year 2009		
Households Entitled to the Credit	NA	5,645	6,239	NA	NA
Average Amount Claimed by Household, Estimated	NA	\$818	\$976	NA	NA
<b>Financial Empowerment Centers (DCA/OFE) Launched in 6/2008</b>					
Number of Enrollees	5,882	6,117	1,477	5,100	5,100
Counseling Sessions	11,100	10,662	2,743	12,650	12,650
Total Debt Reduced Since Program Inception in 2009 (in millions)	\$7.05	\$12.41	\$14.71	NA	NA
<b>EMPLOYMENT</b>					
<b>Jobs-Plus (HRA/NYCHA/CUNY) Launched in 10/2009, YMI Expansion 3/2013o</b>					
Number of Enrollees	423	1,270	1,046	NA	NA
Placed in Jobs	173	225	266	271	1,421
Retained in Job at 3 Months*	90	73	65	157	824
<b>Sector-Focused Career Centers (SBS) Launched in 6/2008</b>					
New Enrollees	10,619	7,123	3,420	NA	NA
Job Placements or Promotions	2,365	3,010	694	3,150	3150
<b>HEALTH</b>					
<b>School-Based Health Centers (DOHMH) Launched in 9/2007</b>					
Program Participants	9,146	7,508	5,976	NA	NA
Enrollees Utilizing the Clinics	4,897	5,504	1,593	NA	NA
Total Clinic Visits	22,499	26,324	NA	NA	NA
<b>Shop Healthy NYC (DOHMH) Launched in 1/2012</b>					
Number of Retail Food Stores Promoting Healthy Foods (Percentage is of Stores Approached)	146	170	83	NA	NA
Number of Community Members Who Attended a Training	107	532	82	400	400

## Noteworthy Changes, Additions or Deletions

- CUNY ASAP: The title of Cohort 4 was previously mislabeled as “Spring 2010” and the target was previously mislabeled at “50%.” ASAP targets are based on the performance of comparison groups. Cohort 5 metric was previously “One-Year Retention Rates.” Because Cohort 5 students have completed two years of college, the two-year graduation rate is provided.
- Young Adult Internship Program (YAIP): Fiscal 2012 and Fiscal 2013 YAIP numbers were updated due to a re-alignment of program cohorts with fiscal years. Enrollment occurs in cohorts and is not complete for Fiscal 2014.
- NYC Justice Corps: The ‘Number of Job Placements’ was lower than the previous fiscal year due to programming interruptions caused by Hurricane Sandy.
- Employment Works: The percentage “Retained at 6 Months” is calculated out of “Number of Job Placements.” Providers are currently working with Fiscal 2013 clients on reaching retention outcomes. Outcomes are expected to increase.
- EITC Mailing: The program mails pre-populated tax returns to eligible households who failed to claim the benefit in prior tax years. Returns for Tax Year 2010 are still in process.
- Jobs-Plus: The ‘Number of Job Placements’ target increased from Fiscal 2013 due to the expansion of the program from one site to seven sites.
- School Based Health Clinics (SBHC): ‘Total Clinic Visits’ is not reported for the first quarter of Fiscal 2014 because data is still being prepared.
- For Sector-Focused Career Center, Financial Empowerment Center, and CUNY ASAP indicators, the indicator names ‘New Enrollees’ were revised to ‘Number of Enrollees.’





# AGENCIES WORKING TOGETHER: AGE-FRIENDLY NYC

## Partner agencies & offices



DCA



DCLA



DCP



DFTA



DOE



DOF



DOHMH



DOT



DPR



HPD



NYPD



OEM



TLC

- New York City Council
- Mayor's Office

Age-friendly NYC includes 59 initiatives in four key areas: community & civic participation, housing, public spaces & transportation, and health & social services. The initiative is a collaboration between the Office of the Mayor, the New York City Council, and the New York Academy of Medicine. The Office of the Deputy Mayor for Health and Human Services and the Department for the Aging (DFTA) coordinate with partner agencies and offices to track the progress and success of the age-friendly initiatives.

### Community & Civic Participation

**TimeBanksNYC:** TimeBanksNYC is an online registry where New Yorkers can sign up to assist older adults with errands and other tasks; likewise, older adults can offer their time and talents to the larger community. Fiscal 2013 figures are markedly higher than estimated targets due to a one-time partnership with a church to complete one million hours of community service within one year. While the partnership is still active, future years will not reflect the same figures because Fiscal 2013 data includes a retroactive credit of service hours from previous months of volunteer work. TimeBanksNYC will continue operating in Fiscal 2015 with funding from NYC Service.

**Seniors Partnering with Artists Citywide (SPARC):** SPARC places artists-in-residence at the City's senior centers to better connect seniors with creative opportunities. On June 30, 2014, funding for the SPARC program will end. In 2011-2012, DCLA and DFTA operated the SPARC program with the support of a \$200,000 National Endowment for the Arts grant. The program has continued with DFTA funding, and DFTA hopes to secure funding to continue the program in Fiscal 2015.

### Housing

**Support of Naturally Occurring Retirement Communities (NORCs):** DFTA funds Supportive Services Programs in NORCs across the City. In June 2013, DFTA released an RFP for NORCs to promote the ongoing evolution of this program model and expects to award 20 to 28 NORC contracts by the end of the year.

### Public Spaces & Transportation

**Safe Streets for Seniors:** Since launching the program in 2008, DOT has addressed senior pedestrian safety issues in 25 areas it identified as having a high concentration of senior pedestrian accidents and injuries. In 2012-2013, DOT expanded the program to include 12 new areas. In addition, DOT is installing new benches through the CityBench program and adding new bus shelters with benches through a partnership with Cemusa, enhancing safety and comfort by providing older New Yorkers with more public spaces to rest. The Federal Transit Administration (FTA) has committed to funding the CityBench program through January 2015, and DOT is hoping to continue the program after this date by obtaining more funding from the FTA. The number of new bus shelters with benches is decreasing because DOT has substantially completed its replacement of the old-model shelters. DOT will continue with new site installations (in response to constituent requests for shelters) and shelters for new SBS lines, but future numbers will continue to be lower than the Fiscal 2013 numbers.

**Accessible Dispatch:** After a two-year pilot program, TLC launched Accessible Dispatch in September 2012. The program compensates drivers for their travel to a pickup location, so passengers pay only the metered taxi fare. All drivers of wheelchair-accessible taxicabs are required to participate in the program. In addition, TLC was recently authorized to increase the number of medallions for accessible taxicabs by 2000.

## Health & Social Services

**Innovative Senior Centers (ISCs):** ISCs provide enhanced programming to older people, and with enriched funding, the centers are able to serve larger numbers of attendees each day than other centers. In October 2013, DFTA released a Negotiated Acquisition Solicitation for ISCs and hopes to announce awards for approximately 10 new contracts by the end of year. The 2015 meal targets will be updated once the new ISC awards are announced.

**Silver Alert:** Silver Alert is a public notification system that aids police in the search for missing older persons with dementia.

**Market Ride:** Market Ride uses school buses during off hours to take seniors to supermarkets and farmers' markets. The increase in total ridership between the first four months of Fiscal 2013 and Fiscal 2014 was due both to an increased number of bus rides and an increase in the average number of seniors per ride.

**Health Insurance Information Counseling and Assistance Program (HIICAP):** Through HIICAP, DFTA helps to ensure that older New Yorkers are fully aware of the insurance and related options that affect their health and wellness. HIICAP maintains community sites, conducts Medicare orientations, and advertises for the annual Medicare open enrollment period. The decrease between the first four months of the two fiscal years is due to a 2013 increase in client contacts due to loss of the EPIC prescription drug program and Hurricane Sandy victims and major telephone outage issues during the first few months of the Fiscal 2014 period.

Age-Friendly NYC: Selected Performance Measures	Full-Fiscal Year Actual	4-month Actual (July-October)		Target	
	FY13	FY13	FY14	FY14	FY15
<b>COMMUNITY AND CIVIC PARTICIPATION</b>					
<b>TimeBanksNYC</b>					
Number of hours of exchanges	38,000	20,379	1,032	10,000	10,000
Members	595	190	94	450	500
Number of service exchanges	3,560	946	299	1,800	1,800
<b>Support of NORCs</b>					
Annual number of NORC residents benefitting from NORC services	9,510	NA	NA	9,600	9,600
<b>PUBLIC SPACES AND TRANSPORTATION</b>					
<b>Safe Streets for Seniors</b>					
Number of age-friendly benches	536	150	185	400	320
-Number of new bus shelters with benches	173	131	21	75	75
<b>Accessible Dispatch</b>					
Number of trips made	13,441	1,399	9,569	NA	NA
Median wait time (minutes)	12	11	12	NA	NA
<b>HEALTH AND SOCIAL SERVICES</b>					
<b>Innovative Senior Centers</b>					
Attendance	NA	NA	NA	NA	NA
Number of meals served	430,766	153,851	190,973	503,799	503,799
<b>Silver Alert</b>					
Missing senior alerts	49	8	17	NA	NA
Silver alerts	41	10	30	NA	NA
<b>Market Ride</b>					
Number of seniors participating	1,336	185	479	1,400	1,400
<b>HIICAP</b>					
Number of seniors served by HIICAP counselors	10,091	3,645	2,145	8,400	10,091

# PUBLIC SAFETY AND ACCESS TO JUSTICE

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New York City Police Department



Fire Department



Office of Emergency Management



Department of Correction



Department of Probation



Civilian Complaint Review Board



Law Department



Department of Investigation



City Commission on Human Rights



Office of Administrative Trials and Hearings



Business Integrity Commission







## What We Do

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

## 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.
- Goal 1d: Improve police/community relations.

### **Service 2: Manage public safety programs related to traffic safety.**

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

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

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

## How We Performed

- Based on FBI total index crime statistics for the first six months of Calendar 2013, the most recent data available, New York City remains the safest large city with the lowest rate of crime per capita among the 10 largest American cities.
- During the first four months of Fiscal 2014 murder and non-negligent homicide decreased 20 percent compared to the same period of Fiscal 2013.
- Felonious assault and grand larceny increased during the first four months of Fiscal 2014 compared to the same period of Fiscal 2013. The other five categories of total major felony crime all decreased during the reporting period.
- Major felony crime in public schools increased in the category of robbery and grand larceny during the first four months of Fiscal 2014 compared to the same period of Fiscal 2013. The other five categories of major felony crime in schools remained the same or decreased during the reporting period.
- Average response time (dispatch and travel time) to crimes in progress remained stable during the reporting period.
- The Department conducted 2,471 Courtesy, Professionalism and Respect tests during the first four months of Fiscal 2014. The majority of the tests yielded "acceptable" results, with "below standard" accounting for less than one percent of the total.
- During the first four months of Fiscal 2014 summonses for moving violations increased four percent compared to the same period of Fiscal 2013.
- During the reporting period total quality-of-life summons issuance decreased 13 percent, while summonses for unreasonable noise increased 6.5 percent.

**Service 1: Manage public safety programs related to criminal activity.**  
**Goal 1a: Reduce the incidence of crime.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Major felony crime	105,496	109,299	110,099	↓	↓	39,639	40,485
★ - Murder and non-negligent manslaughter	526	474	369	↓	↓	153	122
★ - Forcible rape	1,138	1,098	1,198	↓	↓	432	415
★ - Robbery	19,495	20,291	19,319	↓	↓	7,239	7,154
★ - Felonious assault	17,743	18,762	19,616	↓	↓	7,026	7,222
★ - Burglary	18,423	19,162	18,360	↓	↓	6,806	6,266
★ - Grand larceny	38,193	40,642	43,622	↓	↓	15,000	16,503
★ - Grand larceny auto	9,647	8,870	7,615	↓	↓	2,983	2,803
★ Major felony crime in housing developments	4,406	4,771	5,018	↓	↓	1,734	1,945
★ Major felony crime in transit system	2,321	2,741	2,535	↓	↓	885	911
Crime related to domestic violence - Murder	85	75	71	*	*	24	19
- Rape	502	535	464	*	*	188	159
- Felonious assault	5,870	6,781	7,420	*	*	2,450	2,838
★ School safety - Major felony crime	801	812	699	↓	↓	151	171
- Murder	0	0	0	*	*	0	0
- Rape	6	5	4	*	*	0	0
- Robbery	131	148	106	*	*	21	23
- Burglary	86	81	81	*	*	37	23
- Felonious assault	269	250	200	*	*	29	28
- Grand larceny	307	326	305	*	*	64	97
- Grand larceny auto	2	2	3	*	*	0	0
School safety - Other criminal categories	3,089	3,295	2,626	*	*	511	571
- Other incidents	5,119	5,365	4,350	*	*	806	855
Gang motivated incidents	303	310	264	*	*	84	88
Gun arrests	5,881	5,835	5,581	*	*	2,005	1,689
Major felony crime arrests	NA	NA	40,258	*	*	13,976	14,466
Narcotics arrests	106,840	99,344	81,737	*	*	30,749	25,572
Juvenile arrests for major felonies	3,767	3,450	3,016	*	*	871	1,018

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

**Goal 1b: Prevent terrorist attacks.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Counterterrorism training (hrs) - Uniformed members	209,081	336,552	259,761	*	*	57,621	53,048
- Non-members	80,527	74,236	66,186	*	*	24,531	20,370

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

### Goal 1c: Respond to police emergencies quickly.

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Average response time to all crimes in progress (dispatch and travel time only) (minutes)	8.4	9.1	9.0	↕	↕	9.4	9.3
- Critical	4.6	4.6	4.7	*	*	4.7	5.2
- Serious	6.2	6.5	6.5	*	*	6.6	7.1
- Non-critical	12.9	13.3	13.2	*	*	13.5	13.5
Crime in progress calls	NA	NA	419,826	*	*	163,737	120,601

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

### Goal 1d: Improve police/community relations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Courtesy, Professionalism and Respect (CPR) testing - Tests conducted	8,379	8,268	8,414	*	*	2,840	2,471
- Exceptionally good	4	5	6	*	*	1	5
- Acceptable	8,335	8,232	8,371	*	*	2,830	2,456
- Below standard	40	31	37	*	*	9	10
Total civilian complaints against members of the service	6,259	5,724	5,455	*	*	2,310	2,007

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

### Service 2: Manage public safety programs related to traffic safety.

#### Goal 2a: Reduce the incidence of traffic accidents, injuries and fatalities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Traffic fatalities (motorists/passengers)	78	115	93	↕	↕	43	52
★ Traffic fatalities (bicyclists/pedestrians)	158	176	168	↕	↕	51	56
Driving while intoxicated (DWI) related fatalities	10	18	21	*	*	6	20
DWI arrests	NA	NA	8,723	*	*	2,827	3,202
Total moving violation summonses (000)	1,189	1,015	999	*	*	320	332
- Summonses for hazardous violations	843,171	706,250	684,012	*	*	217,948	232,271
- Summonses for prohibited use of cellular phones	197,746	153,671	148,276	*	*	45,218	48,178

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Quality-of-life summonses	538,024	497,656	458,397	*	*	171,111	148,778
- Unreasonable noise summonses	14,030	14,302	14,044	*	*	4,590	4,888
- Graffiti summonses	NA	NA	44	*	*	20	5
Graffiti arrests	NA	NA	3,502	*	*	1,001	1,091

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

## Agency-wide Management

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Cases commenced against the City in state and federal court	3,197	3,628	3,997	*	*	1,327	1,217
Payout (\$000)	\$166,616	\$131,666	\$120,676	*	*	\$42,330	\$34,756
Collisions involving City vehicles (per 100,000 miles)	NA	NA	5.3	*	*	NA	6.1
Workplace injuries reported (uniform and civilian)	NA	NA	8,420	*	*	NA	3,112
Violations admitted to or upheld at the Environmental Control Board (%)	NA	63%	62%	*	*	NA	66%

## Agency Customer Service

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Customer Experience							
Calls answered in 30 seconds (%)	100%	100%	99%	*	*	100%	99%

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Response to 311 Service Requests (SRs)							
Percent meeting time to close – Residential Noise - Loud Music/Party (0.3 days)	95	94	93	*	*	94	96
Percent meeting time to close – Residential Noise - Banging/Pounding (0.3 days)	94	92	91	*	*	91	93
Percent meeting time to close – Noise - Street/Sidewalk	96	95	94	*	*	94	96
Percent meeting time to close – Commercial Noise (0.3 days)	96	95	94	*	*	95	96
Percent meeting time to close – Blocked Driveway - No Access (0.3 days)	94	92	91	*	*	91	93

## Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$4,804.8	\$4,867.9	\$4,892.6	\$4,756.9	\$4,939.9	\$4,677.1	\$1,510.6	\$1,546.1
Revenues (\$000,000)	\$100.0	\$100.3	\$95.1	\$105.7	\$101.6	\$101.3	\$34.1	\$34.2
Personnel (uniformed)	33,777	34,510	34,804	34,483	34,483	34,483	34,906	35,115
Personnel (civilian)	15,894	15,815	15,745	15,655	15,970	15,814	15,557	15,620
Overtime paid (\$000,000)	\$549.5	\$604.8	\$635.4	\$493.8	\$501.8	\$493.1	\$176.0	\$176.2
Capital commitments (\$000,000)	\$80.1	\$62.7	\$88.5	\$271.1	\$434.7	\$66.7	\$13.7	\$52.5
Work Experience Program (WEP) participants assigned	231	168	254	*	*	*	172	232

<sup>1</sup>February 2014 Financial Plan      <sup>2</sup>Expenditures include all funds.      "NA" - Not Available in this report

## Noteworthy Changes, Additions or Deletions

For additional agency performance statistics, please visit:

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

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



# FIRE DEPARTMENT

## 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 over 250,000 fire and non-fire related emergencies and over 1.3 million medical emergencies each year, and maintains approximately 250 firehouses and ambulance stations.

## Our Services and Goals

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

Goal 1a: Reduce the risk of fire incidents.

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

Goal 1c: Minimize damage to persons and property.

### **Service 2: Respond to medical emergencies.**

Goal 2a: Promptly respond to medical emergencies.

Goal 2b: Provide high quality emergency medical care.

## How We Performed

- During the first four months of Fiscal 2014 the number of structural fires decreased one percent and nonstructural fires decreased two percent compared to the same period of Fiscal 2013.
- Completed fire prevention inspections, performed by FDNY civilian inspectors who visit sites to ensure compliance with the City's fire code, increased 10 percent during the reporting period.
- During the reporting period firefighters and fire officers carried out 15,528 risk-based inspections and 15,261 mandatory inspections. The first full year of data for these new measures will be reported at the close of Fiscal 2014.
- Investigations by fire marshals into the causes and origins of fires and other fire-related offenses decreased 25 percent during the reporting period due primarily to fewer investigating marshals available. During the first four months of Fiscal 2014, 22 newly-hired marshals were in training, leaving only 69 investigating marshals available, compared to 91 investigating marshals available during the same period of Fiscal 2013.
- FDNY fire safety education presentations increased nine percent during the reporting period primarily due to increased outreach to senior citizens and special needs communities.
- Average response time (FDNY dispatch and travel time) to structural fires was two seconds faster during the reporting period. Average response time to all fire unit emergencies was seven seconds faster during the reporting period.
- Serious fires per 1,000 structural fires decreased six percent during the reporting period. Serious fires reaching second alarm or higher increased by one percentage point.
- During the reporting period firefighter injuries and burns decreased six percent and 11 percent, respectively.

- Civilian fire fatalities increased from four to 19 during the reporting period. During the first four months of Fiscal 2014 there were three fatal fires with multiple casualties; two of these fatal fires occurred in the Bronx and the other occurred in Brooklyn.
- Average response time (FDNY dispatch and travel time) to life-threatening medical emergencies by ambulance units was eight seconds slower during the reporting period. Combined response time (FDNY dispatch and travel time) to life-threatening medical emergencies by ambulance and fire units was four seconds slower during the reporting period. The number of life-threatening medical emergency incidents increased three percent.
- Cardiac arrest patients revived by FDNY decreased two percentage points, while resuscitations occurring with cardiac arrests that were witnessed decreased by less than one percentage point. Cardiac arrest incidents increased five percent.

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

**Goal 1a: Reduce the risk of fire incidents.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Structural fires	26,432	25,254	25,278	↓	↓	7,960	7,856
Structural fires per 100,000 people	NA	306	307	*	*	97	95
★ Non-structural fires	17,462	14,580	14,145	↓	↓	4,606	4,510
Completed inspections performed by civilian fire prevention personnel	173,695	189,768	184,749	185,000	185,000	56,749	62,586
Violation orders issued	NA	38,482	40,946	*	*	14,522	14,031
Violation orders corrected	NA	30,781	30,377	*	*	11,235	12,255
Violation orders corrected (%)	NA	80%	74%	*	*	77%	87%
Summonses issued	2,153	1,245	1,268	*	*	397	419
★ Hazard complaints resolved within one day (%)	61%	57%	65%	70%	72%	61%	57%
Completed risk-based inspections performed by uniformed personnel	NA	NA	NA	*	*	NA	15,528
Completed mandatory inspections performed by uniformed personnel	NA	NA	NA	*	*	NA	15,261
Investigations	6,525	6,636	7,028	*	*	2,864	2,141
Arson fires	2,073	2,008	1,831	*	*	608	590
Fire safety education presentations	8,007	8,776	8,184	*	*	2,310	2,522

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
End-to-end average response time to structural fires (minutes:seconds)	NA	NA	4:47	*	*	NA	NA
★ Average response time to structural fires (FDNY dispatch and travel time only) (minutes:seconds)	4:03	4:01	4:06	4:06	4:06	4:08	4:06
Average response time to all fire unit emergencies (FDNY dispatch and travel time only) (minutes:seconds)	4:40	4:35	4:46	*	*	4:47	4:40
Total fire unit runs	1,004,594	971,947	983,615	*	*	332,168	327,046

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Serious fires per 1,000 structural fires	105	106	103	↕	↕	99	93
★ Serious fires reaching second alarm or higher (%)	NA	6%	7%	↕	↕	6%	7%
★ Civilian fire fatalities	69	70	47	↕	↕	4	19
Civilian fire fatalities per 100,000 people	0.9	0.9	0.6	*	*	0.1	0.2
★ Firefighter burns	302	198	233	↕	↕	85	76
★ Firefighter injuries	11,210	10,738	9,273	↕	↕	3,403	3,191

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

### Service 2: Respond to medical emergencies.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
End-to-end average response time to life-threatening medical emergencies by ambulance units (minutes:seconds)	NA	NA	9:22	*	*	NA	NA
End-to-end average response time to life-threatening medical emergencies by fire units (minutes:seconds)	NA	NA	6:51	*	*	NA	NA
★ Average response time to life-threatening medical emergencies by ambulance units (FDNY dispatch and travel time only) (minutes:seconds)	7:00	6:25	6:45	7:00	7:00	6:31	6:39
★ Average response time to life-threatening medical emergencies by fire units (FDNY dispatch and travel time only) (minutes:seconds)	4:20	4:11	4:16	4:20	4:15	4:12	4:16
★ Combined response time to life-threatening medical emergencies by ambulance & fire units (FDNY dispatch and travel time only) (minutes:seconds)	6:05	5:32	5:47	6:05	6:05	5:33	5:37
Total emergency medical incidents (ambulance units)	1,263,345	1,277,985	1,310,770	*	*	443,440	446,680

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Cardiac arrest incidents	24,187	23,759	23,538	*	*	7,659	8,026
★ Cardiac arrest patients revived (%)	NA	NA	26%	⤴	⤴	29%	27%
★ - Witnessed cardiac arrest patients revived (%)	NA	NA	45%	⤴	⤴	48%	47%
Average cost of ambulance tour per day (\$)	\$1,731	\$1,799	\$1,809	*	*	\$1,796	\$1,880
Average ambulance tours per day (total 911 system)	956	989	993	*	*	997	1,013

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



## Agency-wide Management

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Apparatus accidents (fire unit)	543	439	447	*	*	164	142
Ambulance accidents	690	699	793	*	*	244	247
Fire workplace injuries reported (uniform and civilian)	NA	10,275	8,447	*	*	NA	2,758
EMS workplace injuries reported	NA	1,456	1,313	*	*	NA	423
Average annual cost of an engine company (\$000,000)	\$6.6	\$6.7	\$6.7	*	*	NA	NA
Average annual cost of a ladder company (\$000,000)	\$8.0	\$8.4	\$8.4	*	*	NA	NA
Average time from inspection request until inspection (days) - Fire alarm inspections	34	32	32	*	*	32	32
Average time from inspection request until inspection (days) - Rangehood inspections	1	5	5	*	*	5	5
Average time from inspection request until inspection (days) - Fire suppression system inspections	NA	NA	NA	*	*	NA	NA
Violations admitted to or upheld at the Environmental Control Board (%)	NA	92%	91%	*	*	91%	92%

## Agency Customer Service

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Customer Experience							
Letters responded to in 14 days (%)	80%	100%	66%	*	*	63%	90%
E-mails responded to in 14 days (%)	70%	79%	85%	*	*	80%	92%

## Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$1,733.6	\$1,757.2	\$1,833.3	\$1,771.7	\$1,964.5	\$1,763.7	\$600.9	\$623.0
Revenues (\$000,000)	\$82.0	\$89.1	\$90.4	\$89.0	\$86.7	\$86.0	\$29.5	\$35.3
Personnel (uniformed)	10,646	10,260	10,180	10,787	10,787	10,787	10,163	10,334
Personnel (civilian)	5,106	5,144	5,332	5,004	5,113	5,092	5,343	5,222
Overtime paid (\$000,000)	\$235.8	\$266.6	\$324.5	\$306.5	\$345.1	\$264.9	\$89.9	\$101.6
Capital commitments (\$000,000)	\$94.4	\$87.4	\$157.0	\$77.8	\$199.1	\$54.1	\$14.7	\$7.8
Work Experience Program (WEP) participants assigned	23	3	1	*	*	*	4	1

<sup>1</sup>February 2014 Financial Plan      <sup>2</sup>Expenditures include all funds.      "NA" - Not Available in this report

## Noteworthy Changes, Additions or Deletions

None.

For additional agency performance statistics, please visit:

- Citywide and by borough monthly statistics:  
<http://www.nyc.gov/html/fdny/html/stats/citywide.shtml>

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



## What We Do

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

## Our Services and Goals

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

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

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

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

## How We Performed

- During the first four months of Fiscal 2014 OEM was actively involved in 1,130 incidents that necessitated interagency coordination, a seven percent increase compared to the same period of Fiscal 2013. OEM also activated the City's [Emergency Operations Center \(EOC\)](#) once during this period for a summer heat wave, representing a decrease from four activations last year.
- OEM conducted nine tabletop and simulation exercises and two full-scale/functional exercises during the first four months of Fiscal 2014. These exercises included parts of OEM's Radiological Response and Recovery Exercise Series, which tested the City's capabilities to respond to a radiological incident.
- During the reporting period OEM held 63 emergency management training sessions with 1,045 participants, an increase compared to 46 training sessions and 599 participants last year. Additionally, OEM offered 340 hours of online training during the first four months of Fiscal 2014.
- OEM offered emergency management and preparedness education sessions to 12,450 New Yorkers through Ready New York presentations, educational fairs, and preparedness in the workplace presentations, double the previous year's 6,108 sessions. OEM also distributed 1.6 million printed Ready New York Guides, which included distribution efforts related to the City's new hurricane evacuation zones. An additional 126,531 [Ready New York Guides](#) were viewed online during the reporting period, representing a 14 percent increase compared to last year.
- OEM trained 58 new [Community Emergency Response Team \(CERT\)](#) members during the first four months of Fiscal 2014. CERT volunteers donated 3,885 hours of service during the first four months of Fiscal 2014, a 53 percent decrease compared to the same period last year when volunteers were helping their communities prepare for Hurricane Sandy.

- OEM issued 356 [Notify NYC](#) messages to New Yorkers during the first four months of Fiscal 2014, a 22 percent decrease that is most likely due to the fact that Hurricane Sandy occurred at the end of the four-month period of Fiscal 2013. As of October 2013 there were 185,264 subscribers to Notify NYC and 73,009 followers of Notify NYC on [Twitter](#).

**Service 1: Ensure that City government is prepared for emergencies.**

**Goal 1a: Efficiently coordinate emergency response and recovery.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Incidents	2,955	3,347	3,443	*	*	1,054	1,130
- Field responses	556	720	674	*	*	244	247
- Incidents monitored from Watch Command	2,399	2,627	2,769	*	*	810	884
Interagency meetings held during field responses	566	716	578	*	*	298	79
★Emergency Operations Center activations	14	8	6	*	*	4	1

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★Full-scale and functional exercises/drills	6	9	1	4	4	0	2
★Tabletop exercises and simulations	5	23	23	15	18	8	9
Participation in drills coordinated by other agencies or organizations	31	31	29	*	*	7	6
★Participants at instructor-led emergency management training sessions	1,990	2,815	1,596	1,500	1,800	599	1,045

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

**Service 2: Prepare New York City residents and private sector entities for emergencies.**

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★Total participants at emergency preparedness education sessions	25,733	32,078	35,921	25,000	28,000	6,108	12,450
Ready New York guides viewed online	272,877	891,964	290,931	*	*	110,772	126,531
Subscribers to Corpnets System	1,620	1,570	1,545	*	*	NA	NA

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

**Goal 2b: Increase disaster volunteerism through the Community Emergency Response Teams and Citizen Corps Council.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★Community Emergency Response Team (CERT) volunteer hours	24,636	22,415	25,913	*	*	8,229	3,885
CERT members trained	230	191	347	*	*	115	58

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

## Goal 2c: Collect and disseminate timely information.

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Notify NYC messages issued	NA	905	1,189	*	*	456	356
★ Average time from incident to issuing of Notify NYC message (minutes:seconds)	NA	NA	NA	↕	7:00	NA	7:00
Subscribers to Notify NYC, CorpNet, Advance Warning System, and Citizen Corps Newsletter	NA	NA	182,895	*	*	NA	186,834

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

## Agency Customer Service

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Customer Experience							
Letters responded to in 14 days (%)	100%	97%	99%	*	*	100%	100%
E-mails responded to in 14 days (%)	82%	81%	95%	*	*	100%	94%

## Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$33.8	\$23.4	\$41.5	\$15.3	\$59.7	\$8.3	\$12.1	\$20.9
Personnel	112	111	119	72	85	30	106	119
Overtime paid (\$000)	\$3,767	\$664	\$935	\$64	\$336	\$64	\$67	\$114

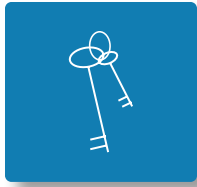
<sup>1</sup>February 2014 Financial Plan      <sup>2</sup>Expenditures include all funds.      "NA" - Not Available in this report

## Noteworthy Changes, Additions or Deletions

None.

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





## What We Do

The Department of Correction (DOC) provides for the care, custody and control of adults, persons 16 years of age and older, accused of crimes or convicted and sentenced to one year or less of incarceration. The Department operates 14 facilities, including 10 jails on Rikers Island, four borough houses of detention, one each in Brooklyn, the Bronx, Queens and Manhattan, court pens in each of the five boroughs, and two hospital prison wards, processes over 81,000 admissions and releases annually, and manages an average daily inmate population of approximately 11,800 individuals.

## Our Services and Goals

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

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

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

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

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

- Goal 3a: Provide timely notifications to crime victims.

## How We Performed

- The rate of uses of force resulting in serious injury increased 12 percent in Fiscal 2014 from 0.9 incidents per 1,000 average daily population (ADP) to 1.0 incident per 1,000 ADP. The rate of uses of force resulting in no injury increased 30 percent, from 10.0 per 1,000 ADP in Fiscal 2012 to 13.0 per 1,000 ADP in Fiscal 2013. Where force is warranted, the Department uses the least restrictive means possible to achieve compliance; notably, the use of handheld chemical agents (OC spray) continues to make up 48 percent of use of force incidents in Fiscal 2014.
- A slight rise in the number of inmate-on-inmate fights led to a slight rise in the overall rate of violent inmate-on-inmate incidents (from 29.3 to 30.9, a 5.5 percent increase). The rate of serious injuries to inmates as a result of a violent inmate-on-inmate incident increased from 1.4 per 1,000 ADP to 1.7, a 21 percent increase. The rate of serious injuries to staff as a result of inmate assaults increased from 0.25 per 1,000 ADP to 0.38 per 1,000 ADP. Assaults on staff encompass all physical contacts of any kind with a uniformed employee.
- The Department disciplines inmates who assault staff and pursues their arrest and prosecution by the district attorney. Arrests of inmates for jail-based criminal misconduct decreased 28 percent during the reporting period with 211 arrests in Fiscal 2014, down from 292 in Fiscal 2013. The most common reasons for jail-based arrests of inmates involved possession of contraband, assaults on staff and obstruction of government administration.

- The Department conducted 82,833 searches during the first four months of Fiscal 2014, five percent more than in Fiscal 2013. This increase in enforcement coupled with the acquisition of state-of-the-art full body imaging equipment to find weapons secreted on and in inmates has increased the number of jail-made weapons found; 834 weapons were recovered during the first four months of Fiscal 2014 versus 676 in the prior reporting period, a 23 percent increase.
- As of October 2013, 38 percent of DOC's average daily population had a mental health diagnosis, up from 35 percent in Fiscal 2013 and appreciably higher than the rate a few years ago. To address the needs of this growing proportion of the jail population, DOC and the Department of Health and Mental Hygiene developed two new programs for mentally ill inmates; the Clinical Alternative to Punitive Segregation (CAPS) is for seriously mentally ill inmates who incur infractions and new Restricted Housing Units (RHU) are for those with non-serious mental health diagnoses who incur infractions. During the first four months of Fiscal 2014, DOC established resource hubs in each of the five boroughs to divert eligible defendants from jail to treatment in the community.
- A smaller proportion of on-trial inmates were delivered to court on-time during the first four months of Fiscal 2014 compared to the same period last year. DOC has enacted a management plan to ensure on-time court arrivals going forward. Inmates are staged earlier, buses depart on schedule and additional buses are deployed when necessary to transport inmates outside of the existing schedule. DOC notifies judges any time it is anticipated that an inmate will be late for a scheduled court appearance to allow for other business to proceed before the inmate arrives.
- The Department continues its work to reduce recidivism. In February 2013, DOC introduced the Individualized Correction Achievement Network (I-CAN). I-CAN is a jail-based community reentry program for both pre-trial and sentenced inmates with the highest risk for readmission to the city jails. As of October 2013, there were 784 I-CAN enrollments in 497 workshops, which provide skill-building, cognitive behavioral therapy, job readiness training and family reunification support. The Department anticipates that this program will serve at least 2,270 inmates per year.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Admissions	87,515	84,754	81,758	*	*	29,011	27,258
Average daily population	12,790	12,287	11,827	*	*	12,101	11,726
Fight/assault infractions	7,431	7,552	7,622	*	*	2,804	2,756
Jail-based arrests of inmates	642	650	798	*	*	292	211
Searches	215,038	225,501	247,868	*	*	79,012	82,833
Weapons recovered	1,901	2,324	2,162	*	*	676	834
★ Violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	25.2	26.9	27.2	↓	↓	29.3	30.9
★ Serious injury to inmate(s) as a result of violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	1.2	1.3	1.4	↓	↓	1.4	1.7
★ Inmate assault on staff (monthly rate per 1,000 ADP)	3.5	4.0	4.7	↓	↓	4.3	5.1
★ Serious injury to staff as a result of inmate assault on staff (monthly rate per 1,000 ADP)	0.27	0.27	0.20	↓	↓	0.25	0.38
★ Escapes	0	0	1	↓	↓	0	0
★ Non-natural deaths of inmates in custody	NA	2	3	↓	↓	2	1

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Department use of force incidents with serious injury (rate per 1,000 ADP)	NA	1.00	0.92	↓	↓	0.83	0.98
Department use of force incidents with minor injury (rate per 1,000 ADP)	NA	8.15	10.95	*	*	11.38	11.39
Department use of force incidents with no injury (rate per 1,000 ADP)	NA	7.20	9.11	*	*	10.00	12.96
Incidents and allegations of use of force	2,272	2,837	3,413	*	*	1,213	1,361

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



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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Inmates with a mental health diagnosis (% ADP)	32.0%	34.0%	37.0%	*	*	35.0%	38.0%
Inmate health clinic visits	79,385	83,914	75,664	*	*	27,684	25,617
★ - Average clinic waiting time (minutes)	29	28	35	*	*	29	45

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Jail-cells unavailable (short-term repair) (%)	1.2%	1.8%	3.1%	1.0%	1.0%	2.9%	3.2%
★ Population as percent of capacity (%)	94%	92%	89%	96%	96%	89%	87%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ On-trial inmates delivered to court on time (%)	97.5%	96.9%	94.9%	95.0%	95.0%	95.3%	91.4%

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
I-CAN Referrals	NA	NA	1,420	*	*	NA	1,458
★ I-CAN Enrollments	NA	NA	634	*	*	NA	784
I-CAN Workshops	NA	NA	333	*	*	NA	497

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Average daily number of inmates in vocational skills training programs	161	148	204	*	*	170	173
Average daily attendance in school programs	782	713	693	*	*	682	576
★ Inmates participating in skills-building activities/discharge planning (%)	10.0%	10.0%	10.9%	10.0%	10.0%	10.0%	8.2%

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

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

#### Goal 3a: Provide timely notifications to crime victims.

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Victim Identification Notification Everyday (VINE) system registrations	20,558	16,111	14,929	*	*	5,128	5,015
VINE confirmed notifications	32,604	16,925	17,396	*	*	5,540	6,155

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

## Agency-wide Management

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Accidents involving city vehicles	NA	69	60	*	*	21	39
Workplace injuries reported	NA	NA	2,545	*	*	646	1,039
Accidents involving inmates	NA	38	43	*	*	13	15

## Agency Customer Service

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Customer Experience							
Letters responded to in 14 days (%)	76.2%	91.4%	82.7%	*	*	68.3%	100.0%
E-mails responded to in 14 days (%)	93.5%	100.0%	99.9%	*	*	99.9%	100.0%

## Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$1,045.1	\$1,078.8	\$1,090.9	\$1,065.1	\$1,070.5	\$1,062.7	\$351.5	\$342.0
Revenues (\$000,000)	\$22.8	\$24.4	\$22.5	\$23.7	\$21.8	\$22.2	\$6.9	\$7.0
Personnel (uniformed)	8,456	8,540	8,991	8,869	8,882	8,873	8,696	9,200
Personnel (civilian)	1,423	1,459	1,394	1,611	1,635	1,634	1,434	1,392
Overtime paid (\$000,000)	\$113.8	\$144.7	\$154.6	\$74.6	\$74.6	\$73.7	\$50.3	\$42.1
Capital commitments (\$000,000)	\$69.0	\$95.4	\$104.2	\$691.8	\$948.3	\$53.2	\$6.9	\$104.4

<sup>1</sup>February 2014 Financial Plan    <sup>2</sup>Expenditures include all funds.    "NA" - Not Available in this report

## Noteworthy Changes, Additions or Deletions

None.

For additional agency performance statistics, please visit:

- Select annual indicators: [http://www.nyc.gov/html/doc/html/stats/doc\\_stats.shtml](http://www.nyc.gov/html/doc/html/stats/doc_stats.shtml)

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



## What We Do

The Department of Probation (DOP) helps build stronger and safer communities by working with and supervising people on probation, fostering positive change in their decision-making and behavior, and expanding opportunities for them to move out of the criminal and juvenile justice systems through meaningful education, employment, health services, family engagement, and civic participation. The Department supplies information and recommendations to the courts on both adult and juvenile cases to help inform sentencing and disposition decisions. Presentence investigations are provided to the courts on convicted adults and adjudicated youthful offenders to aid in sentencing. Investigations and recommendations reports are prepared for the Family Court to aid in decision-making on delinquency, family offense, custody, child support, visitation, adoption, and guardianship cases. The Department provides intake services and investigations for more than 25,000 adults and 13,000 juveniles per year, and supervises approximately 24,000 adults and 1,800 juveniles on any given day.

## Our Services and Goals

### **Service 1: Improve public safety by motivating clients using evidence-based principles and practice.**

Goal 1a: Minimize clients' misconduct and non-compliance with the conditions of probation, based on risk level, to improve their chances of completing a probation supervision term successfully.

Goal 1b: Reduce the percent of probationers who re-offend.

### **Service 2: Assist all probationers in minimizing contact with the criminal and juvenile justice systems.**

Goal 2a: Establish individual achievement plans and promote early discharge for successful completion of probation conditions and programmatic objectives.

Goal 2b: Maximize the use of adjustment services at intake and alternatives-to-placement at disposition for juveniles.

## How We Performed

- The average monthly violation rate for adult probationers was unchanged at 0.9 percent. The average monthly violation rate for juveniles was 3.1 percent, compared to 2.4 percent during the first four months of Fiscal 2013. The Department introduced a new risk and needs instrument for juveniles during Fiscal 2013, resulting in an increased rate of high risk youth receiving a probation sentence via local, community-based alternative-to-placement programs, rather than being placed at a State Office of Children and Family Services facility. DOP continues to utilize a graduated response protocol to intervene before misconduct is referred to court, and more proactively reaches out to probationers in jeopardy of a violation. For youth involved in violation proceedings, the probation revocation rate as a percentage of all dispositions has decreased from 60 percent in Fiscal 2011 to 47 percent in Fiscal 2013; during the reporting period the revocation rate was 50 percent, compared to 51 percent in the first four months of Fiscal 2013.
- The average monthly re-arrest rate for adult probationers was 3.1 percent, compared to a rate of 3.3 percent during the first four months of Fiscal 2013. When viewed as a percentage of all NYPD arrests, adult re-arrests decreased to 2.7 percent, from 2.9 percent in Fiscal 2013. The juvenile probationer average monthly re-arrest rate was 3.4 percent, up from 2.6 percent in Fiscal 2013. Juvenile re-arrests as a percentage of NYPD arrests increased to 0.3 percent, from 0.2 percent in Fiscal 2013. DOP continues to focus its resources on individuals at highest risk of re-offending, providing specialized services for youth via community providers based on the risk and need characteristics identified through the agency's pre-dispositional assessment instrument.
- During the first four months of Fiscal 2014, early discharges represented 11 percent of all adult probation supervision case closings, compared to 13 percent the previous year. The decline was caused by a reduction in the

number of eligible probationers due to an increased focus on discharging qualified candidates during Fiscal Years 2011 through 2013.

- The juvenile intake adjustment rate was 30 percent during the first four months of Fiscal 2014, a reduction of four percentage points from the previous fiscal year. Adjustment rates are based in part on the risk characteristics of juveniles at the time of arrest; in the first four months of Fiscal 2013, 22 percent of youths arrested for low-level misdemeanor charges most often considered for adjustment scored as high risk, compared to nine percent during the same period in fiscal 2012. In addition, low-level misdemeanors decreased as a percent of all arrests at intake, compared to the first four months of Fiscal 2013.
- The number of youth served by the Enhanced Supervision Program (ESP) declined by 25 percent to 532, compared to 709 during the first four months of Fiscal 2013. The Department's new risk and needs instrument, combined with a wider array of alternative-to-placement programs citywide, resulted in more specialized utilization of intensive supervision programs. DOP continues to work with the local courts and service providers to identify youth appropriate for community supervision rather than placement.

**Service 1: Improve public safety by motivating clients using evidence-based principles and practice.**

**Goal 1a: Minimize clients' misconduct and non-compliance with the conditions of probation, based on risk level, to improve their chances of completing a probation supervision term successfully.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Average monthly violation rate for adult probationers (%)	1.0%	0.9%	0.9%	*	*	0.9%	0.9%
★ Average monthly violation rate for juvenile probationers (%)	2.1%	2.8%	2.7%	3.0%	3.0%	2.4%	3.1%
Successful completion rate for adult probationers (%)	62.0%	64.0%	58.0%	*	*	62.0%	64.0%
Successful completion rate for juvenile probationers (%)	64.0%	62.0%	63.0%	*	*	64.0%	62.0%
Probation violation proceedings ending in revocation for adult probationers (%)	46.0%	46.0%	45.0%	*	*	46.0%	45.0%
Probation violation proceedings ending in revocation for juvenile probationers (%)	60.0%	57.0%	47.0%	*	*	51.0%	50.0%

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

**Goal 1b: Reduce the percent of probationers who re-offend.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Adult probationer rearrest rate (monthly average) (%)	3.1%	3.0%	3.1%	3.0%	3.0%	3.3%	3.1%
★ Adult probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	2.6%	2.6%	2.8%	2.6%	2.6%	2.9%	2.7%
★ Juvenile probationer rearrest rate (monthly average) (%)	3.0%	2.9%	2.7%	2.6%	2.6%	2.6%	3.4%
★ Juvenile probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	0.3%	0.3%	0.2%	*	*	0.2%	0.3%

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

**Service 2: Assist all probationers in minimizing contact with the criminal and juvenile justice systems.**

**Goal 2a: Establish individual achievement plans and promote early discharge for successful completion of probation conditions and programmatic objectives.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Adult probationer early discharge rate (%)	19%	17%	12%	*	*	13%	11%

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

**Goal 2b: Maximize the use of adjustment services at intake and alternatives-to-placement at disposition for juveniles.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
New enrollments in alternative-to-placement (ATP) programs	NA	NA	NA	*	*	NA	60
Total probationers supervised in Enhanced Supervision Program (ESP)	1,287	1,158	977	*	*	709	532
★ Juvenile delinquency cases eligible for adjustment (%)	40.0%	37.0%	34.0%	32.0%	32.0%	34.0%	30.0%
- low-risk (%)	NA	NA	47.0%	*	*	NA	40.0%
- medium-risk (%)	NA	NA	16.0%	*	*	NA	16.0%
- high-risk (%)	NA	NA	8.0%	*	*	NA	7.0%

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

## Agency Customer Service

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Customer Experience							
Letters responded to in 14 days (%)	100%	100%	97%	*	*	100%	65%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%

## Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$81.9	\$79.7	\$81.7	\$83.3	\$87.7	\$81.7	\$30.7	\$33.6
Revenues (\$000)	\$198	\$266	\$268	\$1,021	\$302	\$302	\$86	\$89
Personnel	1,024	976	952	1,002	1,051	1,013	966	956
Overtime paid (\$000)	\$156	\$184	\$404	\$534	\$545	\$534	\$111	\$92

<sup>1</sup>February 2014 Financial Plan      <sup>2</sup>Expenditures include all funds.      "NA" - Not Available in this report

## Noteworthy Changes, Additions or Deletions

- The Department revised Fiscal 2014 targets for two indicators: 'Average monthly violation rate for juvenile probationers (%)' and 'Juvenile delinquency cases eligible for adjustment (%)', based on the increased risk / needs and criminal charge characteristics of juveniles being sentenced to probation. These changes are based on DOP's efforts to utilize community-based interventions for youth whenever appropriate.
- The Department added new performance indicators for adult and juvenile supervision. Successful completion rates measure the percentage of adult and juvenile clients who successfully complete their probation sentences. New probation revocation rates reflect the percentage of probation violation proceedings that result in a revocation, or removal of the client from probation supervision. The Department replaced the indicator 'Youth participating in Esperanza' with 'New Enrollments in Alternative-to-Placement (ATP) Programs.' This indicator includes enrollments in Esperanza, which has been an ATP program since 2003, and three additional ATP programs: Advocate, Intervene, Mentor (AIM); Every Child Has a Chance to Excel and Succeed (Echoes); and Pathways to Excellence, Achievement, & Knowledge (PEAK). All of these programs are designed to keep high risk youth safely in their communities, rather than be placed in a state facility, through intensive programming that will help them develop core life and educational skills, and maintain stable and positive personal relationships.

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





# CIVILIAN COMPLAINT REVIEW BOARD

## What We Do

The Civilian Complaint Review Board (CCRB) is an independent, non-police agency with the authority to investigate allegations of police misconduct and to recommend action directly to the police commissioner. The Board strives to resolve complaints efficiently through investigation and its mediation program.

## 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.

## How We Performed

- During the first four months of Fiscal 2014 the public filed 13 percent fewer complaints than in the same period of Fiscal 2013.
- The Board closed 17 percent more cases during the reporting period, an increase from 1,812 to 2,111 closures. However, the average number of case closures per investigator decreased from 25 to 21 cases.
- The size of CCRB's open docket decreased by 18 percent, from 3,278 at the end of October 2012 to 2,678 cases at the end of October 2013. The average age of the open docket decreased by eight percent to 133 days. Sixty-six percent of open cases were less than five months old.
- The average time to complete full investigations decreased by two percent during the reporting period, from 349 to 343 days. The average time to complete substantiated investigations remained stable. There was a slight decrease in the age of substantiated cases one year and older.
- The percentage of substantiated cases in which the statute of limitations expired remained unchanged at five percent. In response, the Board has instituted mandatory time-triggered reviews. CCRB also implemented a new intake process intended to expedite the handling of cases.
- The percentage of allegations with findings on the merits decreased by seven percentage points to 34 percent of fully investigated cases. The percentage of allegations that the Board closed as unsubstantiated and officer unidentified continued to increase, as the percentage of allegations closed as exonerated and unfounded decreased.
- The percentage of cases that were fully investigated decreased by six percentage points to 27 percent. Full investigations decreased as a result of an increase in the percentage of cases closed as complaint withdrawn, complainant unavailable or uncooperative. In response, CCRB created an intake unit to promptly schedule interviews with complainants.
- In the first four months of Fiscal 2014 the Board increased the use of mediation to resolve complaints. Mediation closures as a percentage of all case closures increased from seven percent to nine percent. However, the average time to mediate a case increased by 23 percent to 267 days due to a backlog of open cases resulting from a three-month long displacement from regular office space and the inability to access computer records for more than 60 days after Hurricane Sandy. CCRB has worked to reduce the backlog, from 352 open cases in March 2013 when mediations resumed, to 226 open cases at the end of the reporting period in October 2013.



**Service 1: Investigate, prosecute and resolve claims of police misconduct.**  
**Goal 1a: Improve the quality and timeliness of investigations.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Total civilian complaints against uniformed members of the New York City Police Department	6,259	5,724	5,455	*	*	2,310	2,007
Average age of open docket (days)	NA	NA	147	*	*	144	133
★ Average time to complete a full investigation (days)	282	293	386	280	280	349	343
★ Full investigations as a percentage of total cases closed (%)	30%	31%	32%	40%	40%	33%	27%
Cases closed	6,149	5,637	5,514	*	*	1,812	2,111
★ Closed allegations with findings on the merits (%)	49%	46%	42%	55%	55%	41%	34%
★ Average time to complete a substantiated investigation (days)	NA	384	438	310	300	409	410
★ Substantiated cases in which the statute of limitations expired (%)	0%	1%	10%	0%	0%	5%	5%
★ Officers disciplined (excluding pending and filed cases) (%)	74%	83%	62%	*	*	66%	51%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Cases with mutual agreement to mediate	417	315	244	*	*	134	204
Officers who accepted mediation (%)	NA	NA	79%	*	*	75%	83%
Civilians who accepted mediation (%)	NA	NA	57%	*	*	53%	50%
Cases successfully mediated	147	112	61	*	*	27	75
★ Average mediation case completion time (days)	179	181	284	150	150	217	267
★ Mediation satisfaction rate (%)	NA	NA	97%	94%	95%	96%	94%

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

## Agency Customer Service

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Customer Experience							
Letters responded to in 14 days (%)	89%	76%	70%	*	*	71%	78%
E-mails responded to in 14 days (%)	98%	93%	79%	*	*	92%	97%

## Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$9.6	\$8.7	\$10.6	\$11.9	\$11.9	\$12.2	\$3.0	\$3.4
Personnel	135	124	162	174	173	173	144	153
Overtime paid (\$000)	\$157	\$168	\$418	\$0	\$0	\$0	\$117	\$64

<sup>1</sup>February 2014 Financial Plan    <sup>2</sup>Expenditures include all funds.    "NA" - Not Available in this report

## Noteworthy Changes, Additions or Deletions

None.

For additional agency performance statistics, please visit:

- Monthly statistics:  
<http://www.nyc.gov/html/ccrb/html/news/news.shtml>

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





## What We Do

The Law Department is responsible for all of the legal affairs of 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, immigration, education, intellectual property, land use and environmental policy.

## Our Services and Goals

### **Service 1: Represent the government in litigation and other legal matters involving the City's interests.**

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

### **Service 2: Prosecute juvenile delinquency cases in Family Court.**

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

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

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

## How We Performed

- During the first four months of Fiscal 2014 the total citywide payout for judgments and claims brought against the City in state and federal court increased 25 percent compared to the same period of Fiscal 2013. This was primarily due to the settlement of multiple 20-year old cases regarding the former Pelham Landfill, as well as a medical malpractice case that settled after trial.
- Dismissals and discontinuances in federal court decreased by 15 percent, or 12 cases, during the reporting period. During the first four months of Fiscal 2013 dismissals and discontinuances were 4.7 percent of actions pending in federal court, compared with 4.0 percent of actions pending during the first four months of Fiscal 2014.
- During the reporting period the Department's juvenile conviction rate increased seven percentage points compared to the same period in Fiscal 2013. After remaining stable since Fiscal 2010, the percentage of referred cases filed for prosecution increased 10 percentage points during the reporting period.
- Crime victims assessed for community-based services increased 43 percent during the reporting period in part due to the Department's continuing efforts to make it known to attorneys that services for victims are available.

**Service 1: Represent the government in litigation and other legal matters involving the City's interests.**

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Total citywide payout for judgments and claims (\$000)	\$560,852	\$506,048	\$490,175	↕	↕	\$126,964	\$158,211
★ Total cases commenced against the City	9,030	9,695	9,528	*	*	3,149	3,053
- Cases commenced against the City in state court	6,838	7,682	7,745	*	*	2,518	2,449
- Cases commenced against the City in federal court	2,192	2,013	1,781	*	*	631	602

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Cases pending in state court	16,707	17,020	17,884	19,500	19,500	17,556	18,302
- Cases pending on trial calendar	NA	NA	2,256	*	*	2,189	2,202
Affirmative motions to dismiss or for summary judgment	NA	NA	1,798	*	*	564	635
★ Win rate on affirmative motions (%)	NA	NA	72%	70%	70%	71%	72%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Cases pending in federal court	NA	NA	1,711	1,700	1,700	1,683	1,666
Dismissals or discontinuances	NA	NA	264	*	*	79	67

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

**Service 2: Prosecute juvenile delinquency cases in Family Court.**

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Juveniles successfully referred to a diversion program with no new delinquency referral within one year (%)	NA	NA	90%	⬆	⬆	NA	86%
Referred cases filed for prosecution (%)	55%	55%	56%	55%	55%	48%	58%
Juvenile conviction rate (%)	71%	73%	73%	70%	70%	70%	77%
Crime victims assessed for community-based services (%)	46%	44%	36%	35%	35%	16%	59%

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Filing of enforcement referrals within 60 days of referral (%)	NA	NA	95%	*	*	100%	92%
★ Families entitled to a support order that get a support order (%)	NA	NA	65%	65%	65%	61%	64%

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

## Agency Customer Service

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Customer Experience							
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%

## Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$135.0	\$137.4	\$143.9	\$147.4	\$173.0	\$158.5	\$56.8	\$54.9
Revenues (\$000,000)	\$43.4	\$27.6	\$38.8	\$21.5	\$22.0	\$20.5	\$21.3	\$12.7
Personnel	1,307	1,399	1,445	1,432	1,441	1,414	1,380	1,427
Overtime paid (\$000)	\$763	\$969	\$1,374	\$1	\$1	\$1	\$283	\$547

<sup>1</sup>February 2014 Financial Plan

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

"NA" - Not Available in this report

## Noteworthy Changes, Additions or Deletions

None.

For additional agency performance statistics, please visit:

- Annual reports:  
<http://www.nyc.gov/html/law/html/reports/reports.shtml>

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







# DEPARTMENT OF INVESTIGATION

## What We Do

The Department of Investigation (DOI) promotes and maintains integrity and efficiency in City government operations by investigating City employees and contractors who may be engaged in corrupt activities or unethical conduct. It has oversight of more than 45 Mayoral agencies with 300,000 employees, as well as more than 200 City boards and commissions. The Department studies City agencies' vulnerabilities to determine if corrective action is necessary and recommends actions to prevent criminal misconduct and waste.

## Our Services and Goals

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

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

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

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

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

## How We Performed

- During the first four months of Fiscal 2014 complaints increased by 14 percent compared to the same period of Fiscal 2013. The Department attributes this increase to the agency's bus and subway public awareness campaign. The number of current investigations remained stable.
- Written policy and procedure recommendations to City agencies decreased by 61 percent primarily due to the large number of recommendations issued in Fiscal 2013 resulting from an initiative to update the New York City Marshals Handbook, as well as increased awareness of, and early attention to, correcting vulnerabilities by City agencies. During the reporting period, DOI's focus was on implementing previously issued recommendations. Accordingly, approximately 3,000 of the Department's policy and procedure recommendations have been implemented by City agencies since 2002.
- The Department's robust corruption lecture program resulted in an 80 percent increase in the number of corruption prevention and whistleblower lectures conducted during the reporting period. Similarly, the Department's continued focus on vendor integrity led to a seven percent increase in the number of integrity monitoring agreements.
- Continuing to prioritize the expeditious disposition of cases, the overall average time to complete an investigation decreased by 25 percent. Turnaround times for major and routine investigations decreased by 87 percent and 22 percent, respectively, while turnaround time for significant cases increased by 25 percent due to the Department's ongoing focus on closing major and routine cases during the period.
- Referrals for civil and administrative action decreased by five percent and referrals for criminal prosecution decreased by 16 percent. Arrests resulting from investigations remained steady. The Department attributes the decreases in referrals to prioritizing and completing a number of high profile prosecutions, such as the CityTime investigation, that made it necessary to focus agency resources on complex and labor-intensive trial preparation.

- During the reporting period financial recoveries to the City ordered/agreed decreased by 64 percent. Recoveries collected increased by 850 percent due to the large settlement agreement stemming from the CityTime investigation.
- The average time to complete a background investigation increased by three percent during the period due to the Department's continuing focus on completing its backlog of older cases. The number of background investigations closed within six months increased by one percentage point.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★Complaints	13,639	12,595	12,644	*	*	4,088	4,678
★Written policy and procedure recommendations to City agencies	310	374	557	300	300	103	40
★Corruption prevention and whistleblower lectures conducted	446	478	611	400	400	119	214
Integrity monitoring agreements	12	15	21	*	*	15	16
VENDEX checks completed within 30 days (%)	98%	98%	93%	95%	95%	97%	98%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★Average time to complete an investigation (days)	275	229	164	185	185	184	138
★Referrals for civil and administrative action	1,100	1,334	1,235	1,000	1,000	332	317
★Referrals for criminal prosecution	1,017	1,000	1,053	750	750	320	269
★Arrests resulting from DOI investigations	790	808	840	*	*	256	255
★Financial recoveries to the City ordered/agreed (\$000)	\$20,986	\$523,356	\$38,428	\$18,000	\$18,000	\$3,701	\$1,330
★Financial recoveries to the City collected (\$000)	\$9,974	\$477,784	\$6,041	\$10,000	\$10,000	\$3,033	\$28,804

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★Average time to complete a background investigation (days)	370	313	266	300	300	270	279
★Background investigations closed within six months (%)	60%	52%	59%	60%	60%	55%	56%
★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)	2	1	1	2	2	1	1
Time to notify agencies of arrest notifications for current childcare, home care and family care workers after receipt from State Division of Criminal Justice Services (days)	2	1	2	*	*	2	1

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

## Agency Customer Service

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Customer Experience							
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%

## Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$21.7	\$21.3	\$36.4	\$21.9	\$43.1	\$25.1	\$8.6	\$11.2
Revenues (\$000,000)	\$7.3	\$4.6	\$3.1	\$3.8	\$3.8	\$3.8	\$0.3	\$0.4
Personnel	197	192	199	228	269	259	204	205
Overtime paid (\$000)	\$104	\$37	\$212	\$46	\$46	\$46	\$29	\$84
<sup>1</sup> February 2014 Financial Plan <sup>2</sup> Expenditures include all funds.      "NA" - Not Available in this report								

## Noteworthy Changes, Additions or Deletions

- The Department revised 4-month Fiscal 2013 values for 'current investigations,' 'referrals for criminal prosecution,' 'arrests resulting from DOI investigations,' 'referrals for civil and administrative action,' 'written policy and procedure recommendations to City agencies,' 'average time to complete an investigation (days),' and 'average time to complete an investigation - routine investigations' to reflect updated data.

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





# CITY COMMISSION ON HUMAN RIGHTS

## What We Do

The City Commission on Human Rights (CCHR) investigates an average of 1,000 allegations per year of discrimination in employment, housing and public accommodations, as well as bias-related harassment. In addition, the Commission initiates investigations and prosecutions of systemic Human Rights Law violations. The Commission provides pre-complaint intervention and promotes positive intergroup relations through conferences, workshops and training sessions conducted by its Community Relations Bureau.

## Our Services and Goals

### **Service 1: Enforce the City's Human Rights Law.**

Goal 1a: Investigate, prosecute and resolve complaints of discrimination and bias-related harassment in a timely and efficient manner.

### **Service 2: Educate the community on the Human Rights Law.**

Goal 2a: Increase community awareness of the Human Rights Law.

## How We Performed

- At the start of Fiscal 2014, the Commission continued its effort to resolve older cases by reviewing all of its pending investigations, concentrating on the oldest. As a result, by the end of the first four months of Fiscal 2014 CCHR had achieved a 40 percent reduction in cases pending from one to three years, to 67 cases, compared to the 111 such cases it had at the end of Fiscal 2013. Pending cases of one to three years in age account for nearly all of the CCHR inventory of cases over one year old.
- At the end of the first four months of Fiscal 2014, 88 percent of the Commission's caseload was less than one year old, compared to 81 percent at the end of the same period a year earlier.
- CCHR closed a total of 215 cases in the first four months of Fiscal 2014, an increase of 36 percent over the 158 cases it closed in the same period of Fiscal 2013. Cases filed at the Commission increased by 12 percent to 182 during the reporting period, compared to 163 in the same period of the previous year.
- Although the Community Relations Bureau held 12 percent fewer conferences, workshops and school-based training sessions in the reporting period than in the previous year, instances of CCHR community-based technical assistance increased nearly 200 percent to 23,134 in the first four months of Fiscal 2014, compared to 7,728 in the same period of Fiscal 2013. This increase reflects the change in CCHR activities at federal courts during swearing-in ceremonies. Previously, CCHR faced the court attendees to give a presentation, which it counted toward its workshop data. The court then decided that only federal agencies should fill that presentation role. CCHR now hands out its newsletters at court openings, and speaks with each individual, which it counts as technical assistance to help court attendees understand the Human Rights Law.

## Service 1: Enforce the City's Human Rights Law.

### Goal 1a: Investigate, prosecute and resolve complaints of discrimination and bias-related harassment in a timely and efficient manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Cases successfully mediated	5	11	5	*	*	0	0
Pre-complaint resolutions	182	190	163	*	*	64	52
★ Cases filed	444	335	522	*	*	163	182
★ Cases closed	462	440	480	*	*	158	215
- Cases closed (%) - no probable cause determination	44%	45%	43%	*	*	56%	51%
★ - Cases closed (%) - probable cause determination	13%	5%	12%	*	*	4%	9%
- Cases closed (%) - administrative cause	25%	24%	25%	*	*	23%	22%
★ - Cases closed (%) - settlement	18%	26%	20%	23%	23%	17%	18%
Cases referred to the Office of Administrative Trials and Hearings	59	23	59	*	*	7	19
★ Average value of cash settlement for complainant (\$)	\$11,846	\$15,173	\$14,273	*	*	\$18,443	\$9,733
Modifications for accessibility for handicapped	187	193	156	*	*	58	54
★ Average age of complaint caseload (days)	306	335	314	330	300	338	299
Caseload	524	474	583	562	474	496	568
Cases pending by age - less than one year	438	358	467	450	400	404	499

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

## Service 2: Educate the community on the Human Rights Law.

### Goal 2a: Increase community awareness of the Human Rights Law.

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Conferences, workshops and training sessions	1,206	1,217	1,114	1,000	1,000	456	400
Community-based technical assistance	17,055	17,297	22,537	13,000	13,000	7,728	23,134
School-based training sessions conducted	327	401	392	325	325	119	35

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

## Agency Customer Service

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Customer Experience							
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%

## Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$6.1	\$6.0	\$6.1	\$6.3	\$6.5	\$6.5	\$2.1	\$2.0
Personnel	70	62	61	67	68	68	63	62
Overtime paid (\$000)	\$20	\$18	\$1	\$11	\$11	\$11	\$0	\$0

<sup>1</sup>February 2014 Financial Plan

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

"NA" - Not Available in this report

## Noteworthy Changes, Additions or Deletions

None.

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







# OFFICE OF ADMINISTRATIVE TRIALS AND HEARINGS

## What We Do

The Office of Administrative Trials and Hearings (OATH) is an independent, central court that consists of four tribunals: the OATH Tribunal, the Environmental Control Board (ECB), the OATH Taxi & Limousine Tribunal and the OATH Health Tribunal. The OATH Tribunal adjudicates or settles a wide range of issues referred by City agencies. Its caseload includes employee discipline, retention of seized vehicles, license and regulatory enforcement, real estate and loft law violations, contract disputes, and human rights violations. ECB conducts hearings on alleged quality-of-life violations, which can be filed by 13 City agencies. The OATH Taxi & Limousine Tribunal holds hearings on summonses issued by the Taxi and Limousine Commission (TLC), the Police Department and the Port Authority of New York and New Jersey for alleged violations of TLC and other City rules. The OATH Health Tribunal holds hearings on violations issued by the Department of Health and Mental Hygiene regarding alleged violations of the City's Health Code and other laws affecting health.

## Our Services and Goals

### **Service 1: Adjudicate the City's administrative matters.**

Goal 1a: Hear cases promptly and issue timely decisions at the OATH Tribunal.

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

Goal 2a: Hear cases promptly and issue timely decisions at the Environmental Control Board (ECB), the OATH Health Tribunal and the OATH Taxi & Limousine Tribunal.

## How We Performed

- During the first four months of Fiscal 2014, the Environmental Control Board (ECB) continued to provide prompt hearings, with an average time from hearing assignment to decision of seven days. This was an increase of two days from the same period of last fiscal year but well below the annual target of 20 days. The number of Notices of Violation received by the ECB tribunal increased by eight percent. The number of hearings it conducted decreased by 12 percent from the same period of Fiscal 2013.
- During the first four months of Fiscal 2014, the number of decisions rendered at the OATH Health Tribunal increased by six percent. The number of adjournments decreased by 47 percent, from 1,182 to 624, due to better trained Hearing Examiners who are now properly scrutinizing requests for adjournments. As a result, respondents are not inconvenienced by having to return to the tribunal to have their hearing on another day. The number of hearings dropped by four percent, mostly due to the decrease in the number of adjournments.
- The average turnaround time for Appeals cases - the time from when an appeal is received to when a decision is rendered - continued to improve at each of OATH's administrative tribunals in comparison to the previous year. The Appeals Unit at ECB reduced its turnaround time from 119 days to 84 days (a 29 percent decrease), despite a 24 percent increase in the number of appeal decisions it rendered in the first four months of Fiscal 2014. The OATH Health Tribunal Appeals Unit decreased its appeal turnaround time from 45 days to 40 days. The OATH Taxi & Limousine Tribunal had a four-month average turnaround time of less than 35 days for its appeals cases.
- The OATH Taxi & Limousine Tribunal's new electronic case management system that was deployed in February 2013 has streamlined its overall operations and business processes, and enabled more robust data management and reporting. This tribunal is now able to efficiently track and report information on summonses received from enforcement agencies, hearings held and decisions rendered, and any monetary penalties imposed.
- The OATH Tribunal's overall caseload increased in the first four months of Fiscal 2014, as did the proportion of complex cases to simpler ones received. In this period, the total number of cases filed at the OATH Tribunal increased by 12 percent compared to the same period of last fiscal year. The average time it took this tribunal to issue a decision after the record is closed

increased to 18.9 business days but remained below its annual target of 25 business days. This increase in the time it took to issue a decision can be attributed to the increase in the complex civil litigation cases the OATH Tribunal received, such as Loft Board matters and Human Rights cases.

**Service 1: Adjudicate the City’s administrative matters.**

**Goal 1a: Hear cases promptly and issue timely decisions at the OATH Tribunal.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Average time for the OATH Tribunal to issue decisions after records closed (business days)	12.8	13.4	13.9	25.0	25.0	13.7	18.9
OATH Tribunal cases with decisions issued within 45 business days (%)	96%	98%	98%	*	*	100%	88%
OATH Tribunal facts and conclusions adopted by agencies (%)	99%	98%	99%	96%	96%	100%	98%
★ Average adjournment time at the OATH Tribunal (business days)	14.6	14.8	16.6	20.0	20.0	14.0	16.4
OATH Tribunal settlement rate (%)	51%	59%	59%	55%	55%	65%	58%
Cases filed at the OATH Tribunal (total)	2,611	2,027	2,358	*	*	748	839
Cases closed at the OATH Tribunal (total)	2,588	2,001	2,326	*	*	NA	NA
Cases processed per ALJ (total)	188.7	179.3	183.0	*	*	NA	NA

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

**Service 2: Adjudicate alleged violations of the City’s local administrative laws.**

**Goal 2a: Hear cases promptly and issue timely decisions at the Environmental Control Board (ECB), the OATH Health Tribunal and the OATH Taxi & Limousine Tribunal.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Notices of Violation (NOV) received by ECB Tribunal	562,418	563,477	464,666	*	*	177,659	192,386
ECB Tribunal hearings conducted	252,371	255,718	208,922	*	*	76,416	66,901
★ Average time from ECB Tribunal hearing assignment to decision (days)	20	8	5	20	20	5	7
ECB Tribunal cases with decisions issued within 45 business days of hearing assignment (%)	NA	NA	99.7%	*	*	99.7%	100.0%
★ ECB Tribunal decisions rendered	178,872	172,409	141,371	*	*	50,963	52,677
Dockets received by the OATH Health Tribunal	NA	NA	41,772	*	*	14,341	14,129
OATH Health Tribunal hearings conducted	NA	NA	36,187	*	*	14,134	13,593
★ OATH Health Tribunal decisions rendered	NA	NA	23,787	*	*	8,940	9,515
Summonses received by the OATH Taxi Tribunal	NA	NA	NA	*	*	NA	41,929
OATH Taxi Tribunal hearings conducted	NA	NA	NA	*	*	NA	20,846
★ OATH Taxi Tribunal decisions rendered	NA	NA	NA	*	*	NA	17,718

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

**Agency Customer Service**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Customer Experience							
Letters responded to in 14 days (%)	82.7%	98%	99.7%	*	*	100%	100%

## Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$23.3	\$30.5	\$30.7	\$35.0	\$35.2	\$35.2	\$11.1	\$10.9
Revenues (\$000,000)	\$87.2	\$159.8	\$135.7	\$147.2	\$130.8	\$127.3	\$57.0	\$46.0
Personnel	270	372	368	451	458	458	353	362
Overtime paid (\$000)	\$29	\$0	\$39	\$40	\$40	\$40	\$17	\$9

<sup>1</sup>February 2014 Financial Plan      <sup>2</sup>Expenditures include all funds.      "NA" - Not Available in this report

## Noteworthy Changes, Additions or Deletions

None.

For additional agency performance statistics, please visit:

- Hearing data:  
<http://www.nyc.gov/html/oath/downloads/pdf/OATH.pdf>
- Health Tribunal data:  
[http://www.nyc.gov/html/oath/downloads/pdf/health\\_trib\\_stats/Health.pdf](http://www.nyc.gov/html/oath/downloads/pdf/health_trib_stats/Health.pdf)
- Taxi & Limousine Tribunal data:  
[http://www.nyc.gov/html/oath/downloads/pdf/tlc\\_trib\\_stats/Taxi.pdf](http://www.nyc.gov/html/oath/downloads/pdf/tlc_trib_stats/Taxi.pdf)
- Environmental Control Board data:  
[http://www.nyc.gov/html/oath/downloads/pdf/ecb\\_trib\\_stats/ECB.pdf](http://www.nyc.gov/html/oath/downloads/pdf/ecb_trib_stats/ECB.pdf)

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





# BUSINESS INTEGRITY COMMISSION

## 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 criminal behavior. BIC protects New York City consumers by ensuring that businesses in certain industries and markets act in an honest way. By fostering an open marketplace, BIC ensures that businesses in those industries and markets are protected from unfair competition. BIC also has the authority to regulate the shipboard gambling industry.

## 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 the first four months of Fiscal 2014, BIC improved its efficiency in waste hauling application processing, with a 32 percent decrease in the average time to approve registrations, compared to the same period of the previous fiscal year, and a three percent reduction in the average time to approve licenses. BIC had relatively stable backlog management during the first four months of Fiscal 2014, shown in a nine percent reduction in the average age of pending waste hauling applications to 176 days, compared to 194 days in the same period of Fiscal 2013, and a four percent increase in the number of such applications pending.
- In the first four months of Fiscal 2014, there were fewer approvals of waste hauling licenses and registrations by 21 percent and 19 percent, respectively, compared to the same period of Fiscal 2013. The license approvals decreased from 53 to 42 and the registration approvals decreased from 303 to 246. There were also 11 percent fewer waste hauling background investigations completed, 371 compared to 417 during the first four months of the prior fiscal year.
- In the enforcement area, BIC issued two more denials to trade waste firms in this period than in the same period of the prior fiscal year. Application denials are the strongest enforcement action the agency can take, reflecting investigative and legal effort, and they have the most impact in terms of maintaining a fair and competitive marketplace. Fiscal 2014 figures for violations issued to private waste haulers were not available for this report period due to the adoption of a new computer system, as noted below.
- During this period in Fiscal 2014, BIC approved 45 percent more applications for public wholesale market registrations and reduced the average application processing time for these applications by six percent compared to the same period in the prior fiscal year. Although BIC completed 20 percent fewer background checks for market firms than in the first four months of Fiscal 2013, the agency has engaged in an upgrade and streamlining of its photographic identification application system that it expects will improve customer service and processing of these eligibility checks going forward.

**Service 1: Regulate the City's commercial waste hauling industry.**

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★Violations issued to private waste haulers	1,280	1,601	1,145	*	*	639	NA
★Violations issued - Other (not licensees or registrants)	581	271	245	*	*	138	NA
Waste hauling background investigations completed	1,088	998	1,267	*	*	417	371
★Total waste hauling applications denied (%)	3.6%	3.6%	3.9%	*	*	3.6%	3.9%
Waste hauling complaints received	592	594	534	*	*	182	166

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★Average time to approve waste hauling licenses (days)	155	175	136	190	175	141	137
★Average time to approve waste hauling registrations (days)	99	112	100	120	105	116	79
★Average age of pending waste hauling applications (days)	167	168	198	190	180	194	176
★Waste hauling applications pending	363	419	331	300	300	337	351
Waste hauling licenses approved	95	103	146	*	*	53	42
Waste hauling registrations approved	860	747	960	*	*	303	246

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

**Service 2: Regulate businesses in and around the City's public wholesale markets.**

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Violations issued at public wholesale markets	345	323	134	*	*	55	32
Violations admitted to or upheld at the Environmental Control Board (%)	NA	93.8%	88.5%	*	*	88.4%	94.9%
★Public wholesale market applications denied (%)	1.9%	2.2%	3.0%	*	*	2.3%	3.2%
Public wholesale market background investigations completed	397	726	593	*	*	200	161

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★Average time to approve public wholesale market registrations (days)	221	221	151	200	175	121	114
Average age of pending public wholesale market applications (days)	267	243	246	*	*	264	227
Public wholesale market registrations approved	80	50	85	*	*	22	32

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

## Agency Customer Service

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Customer Experience							
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%

## Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$6.9	\$6.8	\$7.0	\$7.1	\$7.6	\$7.2	\$3.3	\$3.2
Revenues (\$000,000)	\$6.8	\$5.8	\$7.1	\$6.4	\$6.3	\$6.0	\$2.3	\$2.9
Personnel	72	72	72	82	83	81	70	73
Overtime paid (\$000)	\$70	\$57	\$48	\$24	\$42	\$24	\$16	\$14
<sup>1</sup> February 2014 Financial Plan <sup>2</sup> Expenditures include all funds.      "NA" - Not Available in this report								

## Noteworthy Changes, Additions or Deletions

- In October 2013, BIC launched NIMBUS, a fully integrated information processing system that combines the agency's previously disparate unit databases into one consolidated, cloud-based platform. The successful on-time and on-budget implementation of NIMBUS both reflects and supports continuing operational improvements that BIC expects will result in further performance and customer service gains.
- Due to the large-scale data migration required by the NIMBUS computer project, some BIC Fiscal 2014 data was unavailable at the time of this report. In particular, the agency did not have reliable figures to provide for the number of violations it issued to private waste haulers during the first four months of the fiscal year.

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





# BASIC SERVICE FOR ALL NEW YORKERS

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Department of Sanitation



Department of Parks & Recreation



Department of Cultural Affairs



Department of Consumer Affairs



311 Customer Service Center



Taxi and Limousine Commission





# DEPARTMENT OF SANITATION

## What We Do

The Department of Sanitation (DSNY) promotes a healthy environment through the efficient management of solid waste and the development of environmentally sound long-range planning for handling refuse, including recyclables. The Department operates 59 district garages and manages a fleet of 2,023 rear-loading and dual bin collection trucks, 444 mechanical brooms and 365 salt/sand spreaders. The Department clears litter, snow and ice from approximately 6,000 miles of City streets and removes debris from vacant lots as well as abandoned vehicles from City streets.

## Our Services and Goals

### Service 1: Clean streets, sidewalks and vacant lots.

Goal 1a: Increase street and sidewalk cleanliness.

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

### Service 2: Collect and dispose of refuse.

Goal 2a: Improve efficiency of refuse handling.

### Service 3: Recycle refuse.

Goal 3a: Increase the percentage of waste recycled.

### Service 4: Clear snow and ice from City streets and roadways.

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

## How We Performed

- During the first four months of Fiscal 2014 DSNY achieved a citywide average street cleanliness rating of 93.7 percent, a decrease compared to the same period of Fiscal 2013. DSNY achieved a citywide average sidewalk cleanliness rating of 95.6 percent, a slight decrease compared to last year.
- While the number of private lots cleaned by DSNY increased by nine percent, City-owned lot cleaning decreased by 30 percent during the reporting period. The number of vacant lot cleaning requests increased by 29 percent as DSNY received more requests to clean private lots from elected officials.
- During the first four months of Fiscal 2014 the tons of refuse collected per truck remained constant at 9.8. DSNY increased the percentage of refuse trucks that were dumped on shift from 48.7 percent to 50.2 percent during the reporting period despite the tons per day of refuse disposed increasing slightly.
- During the reporting period the outage rate for collection trucks increased slightly from 19 percent to 21 percent, but the percent of missed refuse collections declined.
- The curbside and containerized recycling diversion rate decreased slightly. The tonnage for metal, glass and plastic was up, likely due to the addition of rigid plastics, but paper tonnage declined. The tons of recycling collected per truck remained unchanged at 5.0.
- DSNY issued 39 percent more recycling summonses during the reporting period as the Department enforced the new rigid plastic recycling mandate. Recycling of rigid plastics became mandatory in the City in July 2013.

**Service 1: Clean streets, sidewalks and vacant lots.**  
**Goal 1a: Increase street and sidewalk cleanliness.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★Streets rated acceptably clean (%)	94.5%	95.5%	94.5%	92.0%	92.0%	95.4%	93.7%
Streets rated filthy (%)	0.3%	0.2%	0.2%	*	*	0.1%	0.2%
★Sidewalks rated acceptably clean (%)	96.7%	96.3%	96.1%	97.0%	97.0%	96.0%	95.6%
Sidewalks rated filthy (%)	0.3%	0.3%	0.4%	*	*	0.4%	0.4%
Violations issued for dirty sidewalks	NA	35,407	28,690	*	*	13,785	18,923
Violations issued for illegal posting	41,286	30,512	16,182	*	*	9,629	4,590

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★Vacant lot cleaning requests	NA	NA	3,056	*	2,500	1,049	1,354
★Lots cleaned citywide	4,233	4,544	3,607	3,700	3,700	1,469	1,176

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

**Service 2: Collect and dispose of refuse.**  
**Goal 2a: Improve efficiency of refuse handling.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★Tons of refuse disposed (000)	3,261.2	3,269.5	3,262.8	3,281.0	3,281.0	1,070.3	1,089.3
★Refuse tons per truck-shift	10.0	10.0	9.9	10.7	10.7	9.8	9.8
★Trucks dumped on shift (%)	45.9%	48.1%	47.2%	46.8%	46.8%	48.7%	50.2%
Tons per day disposed	10,835	10,826	10,876	10,864	*	10,493	10,576
Average outage rate for all collection trucks (%)	NA	17%	19%	*	*	19%	21%
Missed refuse collections (%)	1.8%	0.1%	1.1%	*	*	0.2%	0.0%

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

**Service 3: Recycle refuse.**  
**Goal 3a: Increase the percentage of waste recycled.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★Curbside and containerized recycling diversion rate (%)	15.4%	15.1%	15.1%	18.0%	19.0%	14.8%	14.7%
Curbside and containerized recycled tons (000)	554.4	541.9	539.2	*	*	NA	NA
★Recycled tons per day	3,944	2,065	2,058	2,270	2,608	NA	NA
★Recycling tons per truck-shift	5.2	5.1	5.1	6.2	6.2	5.0	5.0
Missed recycling collections (%)	1.3%	0.0%	3.3%	*	*	2.2%	0.0%
Recycling trucks dumped on shift (%)	25.6%	29.7%	29.2%	*	*	30.8%	30.8%
Recycling summonses issued	65,578	75,216	65,017	*	*	24,343	33,913

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

**Service 4: Clear snow and ice from City streets and roadways.**

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Snowfall (total inches)	61.5	6.8	24.0	*	*	0.0	0.0
Salt used (tons)	353,769	59,274	183,597	*	*	0	0

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

**Agency-wide Management**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Cases commenced against the City in state and federal court	421	573	309	*	*	105	107
Payout (\$000)	\$24,405	\$31,763	\$26,944	*	*	\$9,196	\$14,877
Private transfer station permits	59	60	59	*	*	60	59
Private transfer station inspections performed	5,168	4,967	5,047	*	*	1,673	2,075
Health and administrative code violations issued	284,136	259,220	194,892	*	*	82,501	84,778
Total ECB violations issued	349,714	334,436	259,909	*	*	106,844	118,691
Violations admitted to or upheld at the Environmental Control Board (%)	NA	84%	84%	*	*	87%	83%
Refuse collection cost per ton (\$)	\$261	\$251	\$252	*	*	NA	NA
Refuse cost per ton (fully loaded) (\$)	\$413	\$394	\$392	*	*	NA	NA
Disposal cost per ton (\$)	\$152	\$143	\$140	*	*	NA	NA
Recycling cost per ton (fully loaded) (\$)	\$642	\$657	\$656	*	*	NA	NA
Recycling collection cost per ton (\$)	\$615	\$629	\$627	*	*	NA	NA
Paper recycling revenue per ton (\$)	\$12	\$25	\$11	*	*	\$13	\$11
Removal cost per inch of snow (\$)	NA	\$4,300	\$1,602	*	*	NA	NA
Accidents involving City vehicles	NA	1,580	1,801	*	*	515	515
Workplace injuries reported (uniform and civilian)	NA	NA	1,572	*	*	560	518

**Agency Customer Service**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Customer Experience							
Letters responded to in 14 days (%)	71%	65%	52%	*	*	42%	57%
E-mails responded to in 14 days (%)	83%	75%	69%	*	*	66%	44%

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Response to 311 Service Requests (SRs)							
Percent meeting time to action (close) – Sanitation Condition - Street Cond/Dump-Out/Drop-Off (5 days)	94	96	95	*	*	96	97
Percent meeting time to action (close) – Literature Request - Blue Recycling Decals (7 days)	100	100	100	*	*	100	100
Percent meeting time to action (close) – Literature Request - Green Mixed Paper Recycling Decals (7 days)	100	100	100	*	*	100	100
Percent meeting time to action (close) – Dirty Conditions - Illegal Postering (7 days)	95	95	71	*	*	88	77

## Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$1,408.4	\$1,281.2	\$1,369.8	\$1,429.5	\$1,420.3	\$1,478.9	\$630.0	\$617.7
Revenues (\$000,000)	\$17.6	\$22.5	\$17.7	\$19.2	\$15.6	\$19.2	\$6.1	\$6.2
Personnel (uniformed)	6,954	6,991	7,121	7,311	7,235	7,289	7,325	7,281
Personnel (civilian)	2,068	2,007	1,976	2,236	2,210	2,241	2,017	1,983
Overtime paid (\$000,000)	\$119.5	\$55.0	\$108.1	\$80.9	\$83.0	\$74.3	\$12.6	\$12.6
Capital commitments (\$000,000)	\$319.9	\$221.9	\$399.9	\$537.1	\$818.8	\$119.4	\$62.9	\$18.6
Work Experience Program (WEP) participants assigned	1,727	830	1,346	*	*	*	914	1,023
<sup>1</sup> February 2014 Financial Plan	<sup>2</sup> Expenditures include all funds.		"NA" - Not Available in this report					

## Noteworthy Changes, Additions or Deletions

None.

For additional agency performance statistics, please visit:

- Scorecard – monthly street and sidewalk cleanliness ratings:  
[http://www.nyc.gov/html/ops/html/data/street\\_scorecard.shtml](http://www.nyc.gov/html/ops/html/data/street_scorecard.shtml)
- Annual reports:  
[http://www.nyc.gov/html/dsny/html/Pub\\_Info/pub\\_info.shtml](http://www.nyc.gov/html/dsny/html/Pub_Info/pub_info.shtml)

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



# DEPARTMENT OF PARKS & RECREATION

## What We Do

The Department of Parks & Recreation (DPR) maintains a municipal park system of more than 29,000 acres, including more than 1,900 parks, nearly 1,000 playgrounds, over 600,000 street trees and two million park trees. DPR facilities range from community and recreation centers to golf courses and swimming pools throughout the five boroughs. Through its capital program, DPR constructs and restores the City's infrastructure by developing and improving its parks, playgrounds, pools, and recreational facilities.

## Our Services and Goals

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

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

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

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

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

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

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

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

## How We Performed

- Based on the criteria of the agency's internal inspection program, park ratings for both overall condition and cleanliness in the first four months of Fiscal 2013 were better than a year ago and exceeded performance targets by two percentage points. Overall condition ratings improved to 87 percent from 83 percent and cleanliness ratings rose to 92 percent from 89 percent. Improvements in small park ratings accounted for much of these increases, with overall condition increasing by six points to 85 percent and cleanliness by five points to 91 percent. To further improve park maintenance and identify efficiencies, the Department is currently evaluating how it allocates and mobilizes staff and other resources.
- Ratings for two playground features also increased. Play equipment improved by two percentage points to 93 percent, just below target, and safety surfaces increased by four points to 95 percent, meeting the target.
- In-service ratings for comfort stations and spray showers met or exceeded the 95 percent targets, while 94 percent of drinking fountains were found in service, just one percentage point below target.
- Fewer crimes against persons were reported by the Police Department in the 30 largest parks, 42 compared to 52 during the same four-month period a year ago. However, the number of reported property crimes increased from 52 to 81.



- DPR removed nearly 4,300 street trees in response to a service request, with 98 percent of these trees removed within 30 days of the request, above the 95 percent performance goal. Due largely to an accelerated pruning schedule, the Department pruned 22,420 trees under the block pruning program, 70 percent more than during the first four months of Fiscal 2013.
- Under the MillionTreesNYC initiative, the Department and its partners planted more than 29,400 trees, an increase of nine percent from last year. In October 2013 DPR hosted its largest tree planting event to date at Rockaway Community Park, where the Department worked with over 1,100 volunteers to plant 20,713 trees in a single day. This effort was also part of the Department's commitment to restore the Rockaway community after Hurricane Sandy.
- The Department completed 39 capital projects during the first four months of Fiscal 2014. At 69 percent and 67 percent, respectively, both the percentage of projects completed on time and within budget decreased and remained below the targets of 80 and 85 percent.
- Total membership at the City's recreation centers was up by 12.5 percent compared to October 2012. Overall, more than 1.1 million people visited a recreation center this reporting period, a 20 percent increase. The re-opening of two renovated centers in June 2013, Gertrude Ederle in Manhattan and Owen Dolen in the Bronx, contributed to the increased activity as did the July 2013 introduction of a new \$25 annual membership category for young adults in the 18-24 year old age group.
- The percent of emails and letters responded to within the 14-day standard declined significantly due, in large part, to a 14 percent net increase in the volume of correspondence handled during the first four months of Fiscal 2014 and an above average backlog of correspondence that existed at the beginning of the reporting period. By September 2013 the Department had added staff to address these issues and expects response times to improve by year-end.
- The percentage of forestry service requests (SRs) that were responded to within agreed to service levels decreased considerably for three of the five request types principally due to administrative delays in updating the status of the SR. As a result of a quality control exercise initiated by DPR during the reporting period, the Department identified a large volume of considerably older SRs whose status had not been updated in its forestry work management system even though in many cases the SR had long been resolved.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★Parks rated acceptable for overall condition (%)	84%	82%	85%	85%	85%	83%	87%
- Overall condition of small parks and playgrounds (%)	83%	79%	83%	*	*	79%	85%
- Overall condition of large parks (%)	70%	69%	74%	*	*	77%	80%
- Overall condition of greenstreets (%)	96%	96%	96%	*	*	94%	96%
★Parks rated acceptable for cleanliness (%)	88%	88%	90%	90%	90%	89%	92%
- Cleanliness of small parks and playgrounds (%)	88%	87%	89%	*	*	86%	91%
- Cleanliness of large parks (%)	75%	77%	84%	*	*	82%	86%
- Cleanliness of greenstreets (%)	97%	97%	98%	*	*	97%	99%
★Play equipment rated acceptable (%)	91%	92%	93%	95%	95%	91%	93%
★Safety surfaces rated acceptable (%)	92%	92%	93%	95%	95%	91%	95%
★Comfort stations in service (in season only) (%)	92%	93%	94%	95%	95%	94%	95%
★Spray showers in service (in season only) (%)	91%	97%	92%	95%	95%	92%	96%
★Drinking fountains in service (in season only) (%)	93%	93%	95%	95%	95%	95%	94%
★Recreation centers rated acceptable for cleanliness (%)	94%	100%	100%	93%	93%	NA	NA
★Recreation centers rated acceptable for overall condition (%)	87%	87%	85%	85%	85%	NA	NA
Monuments receiving annual maintenance (%)	67%	75%	63%	*	*	27%	32%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Major felonies in 30 largest parks (excludes Central Park) - Crimes against persons	113	93	127	↓	↓	52	42
★ - Crimes against property	113	136	155	↓	↓	52	81
Summons issued	17,071	15,795	11,809	*	*	5,430	5,331
Violations admitted to or upheld at the Environmental Control Board (%)	NA	79.8%	81.1%	*	*	NA	75.3%

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Street trees pruned - Block program	30,776	29,497	46,697	50,000	50,000	13,196	22,420
- Annual pruning goal completed (%)	114%	109%	173%	*	*	49%	45%
- Trees pruned as a percent of pruning eligible trees	6%	6%	10%	*	*	NA	NA
Trees removed	14,117	16,248	22,920	*	*	6,092	6,564
- Street trees removed (in response to service request)	8,935	8,688	9,765	*	*	3,335	4,293
★ - Removed within 30 days of service request (%)	93%	94%	91%	95%	95%	99%	98%

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

**Goal 2b: Resolve tree-related emergencies promptly.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Public service requests received - Forestry (Total)	112,786	108,633	118,166	*	*	NA	NA
- Tree emergencies	27,529	31,561	50,775	*	*	NA	NA
★ Average time to close - Tree emergency service requests (days)	NA	NA	10.4	↓	↓	NA	21.4
- Down trees	NA	NA	8.3	*	*	NA	16.6
- Hanging tree limbs	NA	NA	13.2	*	*	NA	27.9
- Down tree limbs	NA	NA	11.9	*	*	NA	19.6

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ MillionTreesNYC							
- Trees planted - Parks	99,244	78,748	82,959	70,000	70,000	19,543	26,124
- Trees planted - Other	26,194	33,180	26,716	30,000	30,000	7,555	3,298

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Capital projects completed	165	132	123	110	110	36	39
★ Capital projects completed on time or early (%)	56%	49%	76%	80%	80%	72%	69%
Capital projects completed within budget (%)	85%	80%	77%	85%	85%	75%	67%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Greenstreets	2,535	2,582	2,640	*	*	NA	NA
New Yorkers living within 1/4 mile of a park (%)	74.0%	75.6%	76.4%	*	*	NA	NA

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Recreation center memberships - Total	158,215	111,747	131,824	⬆	⬆	121,744	137,005
★ Recreation center attendance	3,163,028	3,098,257	3,016,412	⬆	⬆	929,233	1,113,810
★ Attendance at outdoor Olympic and intermediate pools (calendar year)	1,728,318	1,725,257	1,450,145	*	*	NA	NA
Attendance at historic house museums	797,259	834,208	677,493	*	*	398,738	358,049
Attendance at skating rinks	527,313	528,511	530,299	*	*	NA	NA
Attendance at non-recreation center programs	375,549	282,041	528,980	*	*	NA	431,514

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Parks with an affiliated volunteer group (%)	60%	63%	63%	*	*	63%	63%
Volunteer turnout	30,711	28,783	37,754	*	*	NA	13,948

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

**Agency-wide Management**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Cases commenced against the City in state and federal court	285	301	270	*	*	76	109
Payout (\$000)	\$16,248	\$17,708	\$24,342	*	*	\$13,519	\$3,680
Accidents involving City vehicles	462	390	442	*	*	NA	170
Workplace injuries reported	353	344	358	*	*	NA	149

## Agency Customer Service

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Customer Experience							
Emails responded to in 14 days (%)	57%	58%	45%	60%	*	54%	26%
Letters responded to in 14 days (%)	55%	54%	37%	60%	*	42%	23%

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - Damaged Tree - Branch or Limb Has Fallen Down (8 days)	97	94	94	95	*	97	80
Percent meeting time to first action - Dead Tree - Dead/Dying Tree (7 days)	94	87	87	90	*	95	66
Percent meeting time to first action - New Tree Request - For One Address (180 days)	87	80	98	90	*	98	97
Percent meeting time to first action - Overgrown Tree/Branches - Hitting Building (30 days)	96	93	92	95	*	92	90
Percent meeting time to first action - Root/Sewer/Sidewalk Condition - Trees and Sidewalks Program (30 days)	92	74	82	85	*	89	56

## Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$393.7	\$361.3	\$426.3	\$380.4	\$433.7	\$385.0	\$141.3	\$169.8
Revenues (\$000,000)	\$63.9	\$63.4	\$63.0	\$77.6	\$70.8	\$68.9	\$25.3	\$27.2
Personnel (Total FT and FTE)	6,364	5,598	6,983	6,491	7,063	6,742	5,533	7,047
Full-time personnel	3,354	3,095	3,448	3,762	3,898	3,803	3,085	3,534
Full-time equivalent (FTE) personnel	3,010	2,503	3,535	2,729	3,165	2,939	2,448	3,513
- Parks Opportunity Program (POP) participants <sup>3</sup>	1,742	1,405	1,640	1,751	1,751	1,770	1,321	1,574
Overtime paid (\$000,000)	\$7.5	\$8.7	\$15.4	\$3.6	\$3.8	\$3.6	\$3.3	\$4.6
Capital commitments (\$000,000)	\$395.9	\$290.4	\$532.8	\$457.1	\$1,768.9	\$329.5	\$123.3	\$55.4
Work Experience Program (WEP) participants assigned	87	787	688	*	*	*	728	586

<sup>1</sup>February 2014 Financial Plan

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

"NA" - Not Available in this report

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

## Noteworthy Changes, Additions or Deletions

- All previously reported data for the overall number of forestry-related service requests (SRs) has been corrected to include tree emergency SRs which had been inadvertently excluded.
- Four-month and annual Fiscal 2013 data for trees planted as part of the MillionTreesNYC initiative were revised. Fiscal year data for 2011 and 2012 were also corrected. In total, the data reconciliation resulted in a net decrease of 22,410 trees planted.

For additional agency performance statistics, please visit:

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

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





## What We Do

The Department of Cultural Affairs (DCLA) provides financial support and technical assistance to the City’s cultural community, including the 33 City-owned cultural institutions comprising the Cultural Institutions Group (CIG) and more than 1,100 other non-profit organizations serving constituencies in all neighborhoods of the City. DCLA also provides donated materials for arts programs offered by the public schools and cultural and social service groups, and commissions works of public art at City-funded construction projects throughout the five boroughs.

## 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

- All operating support payments to the City’s cultural institutions were made within the five-day performance standard.
- On average, DCLA issued initial Cultural Development Fund payments in four days, one day faster than during the same period a year ago.
- Over 1,000 schools, non-profits and public agencies were served through the Materials for the Arts program, and transactions by these member organizations were relatively stable at 1,895. The value of contributed materials and donations saw a marked increase from last year, topping \$3.3 million.

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

**Goal 1a: Process grant payments promptly.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Operating support payments made to Cultural Institutions Group by the 5th day of each month (%)	100%	100%	100%	100%	100%	100%	100%
★ Average days to issue initial Cultural Development Fund (CDF) payments after complying with all City requirements	7	6	6	7	7	5	4
★ Average days to issue final CDF payments	4	4	4	5	5	NA	NA
Total financial support provided to qualifying organizations (\$000,000)	\$137.2	\$140.3	\$139.3	*	*	NA	NA

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Capital projects authorized to proceed	71	69	69	*	*	NA	NA
★ Capital projects initiated (%)	99%	67%	63%	66%	66%	NA	NA

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Schools, non-profits and City/State agencies served by Materials for the Arts (MFTA)	1,851	1,901	1,884	*	*	1,029	1,040
★ MFTA transactions	5,276	5,550	5,653	5,300	5,300	1,934	1,895

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Events listed on NYCulture Calendar	6,120	6,425	6,445	*	*	1,606	1,531
Total visitors to the Cultural Institutions Group (000)	18,743	20,188	20,264	*	*	NA	NA
- Visitors using free admission and/or tickets (%)	16%	21%	22%	*	*	NA	NA

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

## Agency Customer Service

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Customer Experience							
Emails responded to in 14 days (%)	NA	88%	86%	88%	*	80%	88%
Letters responded to in 14 days (%)	NA	61%	87%	61%	*	100%	100%

## Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$144.1	\$147.7	\$146.5	\$156.8	\$162.2	\$149.2	\$82.1	\$77.2
Personnel	56	57	59	59	65	60	55	60
Overtime paid (\$000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital commitments (\$000,000)	\$161.3	\$134.7	\$176.3	\$129.2	\$872.2	\$24.4	\$23.7	\$39.2

<sup>1</sup>February 2014 Financial Plan    <sup>2</sup>Expenditures include all funds.    "NA" - Not Available in this report

## **Noteworthy Changes, Additions or Deletions**

None.

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







# DEPARTMENT OF CONSUMER AFFAIRS

## What We Do

The Department of Consumer Affairs (DCA) empowers consumers and businesses to ensure a fair and vibrant marketplace. DCA enforces the Consumer Protection Law and other related business laws throughout New York City. The agency licenses and regulates more than 78,000 businesses in 55 different industries. Through targeted outreach, partnerships with community and trade associations and informational materials, DCA educates consumers and businesses alike about their rights and responsibilities. DCA performs onsite inspections of businesses to ensure compliance with license regulations, weights and measures regulations, and provisions of the New York City Consumer Protection Law. The agency also mediates consumer complaints against businesses.

The Office of Financial Empowerment (OFE) educates, empowers and protects New Yorkers with low incomes so that they can build assets and make the most of their financial resources. DCA provides free, one-on-one financial counseling through its network of more than 20 Financial Empowerment Centers, improves access to income-boosting tax credits, connects individuals to safe and affordable banking and asset-building products and services, and enforces and improves consumer protections to enhance financial stability.

## Our Services and Goals

### Service 1: Protect consumers in the marketplace.

- 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: Adjudicate violations in a timely manner and ensure compliance with penalties.

### Service 2: Help businesses do right by their customers.

- Goal 2a: Ensure that business licensing is easy.
- Goal 2b: Ensure that businesses understand their responsibilities toward consumers.

### Service 3: Educate and empower New Yorkers with low incomes.

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

## How We Performed

- In prior years DCA has reported on compliance with the Consumer Protection Law (CPL) for a group of industries, such as clothing and electronics stores, that it routinely inspected for compliance with the CPL's refund and receipt requirements. As of Fiscal 2013, compliance in these industries had reached 94 percent. To ensure that all consumers are afforded the same level of protection, over the past several years DCA has increased the range of business types it routinely checks for these requirements. Data reported in the Preliminary Mayor's Management report now reflects this broader set of businesses and inspections. For the first four months of Fiscal 2014, CPL compliance among this broader group averaged 78 percent, slightly better than during the same period in Fiscal 2013. DCA also added additional business categories to the Licensing Law compliance metric, but the difference in this case was minimal.
- In October 2013 DCA implemented the City's new Enterprise Licensing System (Accela), which will have significant long-term benefits for agency operations and the public. The system expands online functionality for businesses and consumers, while allowing DCA to work more effectively through enhanced process management and data collection. As expected with any systemic organizational transformation, some DCA performance metrics have been adversely affected in the short-term by the preparation for and the initial transition to Accela. In the Licensing Center average customer wait times increased from six minutes to 21 minutes during the first four months of Fiscal 2014, as staff was diverted from their regular assignments to focus on Accela training and as they adjusted to the new system. On the other hand, DCA continued to process basic license applications in an average of only two days, even as application volume more than doubled during a busy renewal cycle. DCA expects customer service levels to normalize as employees become acclimated to the new system.
- During the first four months of Fiscal 2014, 2,773 clients visited the City's financial empowerment centers, up four percent from the same period last year. More than 25,000 New Yorkers have now visited financial empowerment

centers since the program began in 2008. Clients have cumulatively paid down more than \$14.7 million in debt and built more than \$2.4 million in savings. More than half of these clients are single (57 percent), women (64 percent), and have at least one dependent (53 percent).

**Service 1: Protect consumers in the marketplace.**

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Total docketed complaints	4,580	4,610	3,907	*	*	1,418	1,449
Resolved consumer complaints	4,697	4,622	3,800	*	*	1,387	1,458
Complaints processed - Within 0-20 days (%)	64%	60%	50%	40%	40%	55%	47%
- Within 21-50 days (%)	32%	40%	50%	50%	50%	45%	53%
- Within 51-90 days (%)	3%	0%	0%	5%	5%	0%	0%
★ Median complaint processing time (days)	15	17	21	22	22	19	21
★ Mediated complaints resolved to the satisfaction of the business and consumer (%)	56%	55%	53%	55%	55%	55%	52%
Restitution awarded (\$000)	\$5,424	\$5,486	\$7,223	\$4,500	\$4,500	\$1,122	\$1,644

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Licensing Law compliance rate (%)	NA	94%	93%	90%	90%	93%	92%
★ Consumer Protection Law - refund and receipt compliance rate (%)	NA	80%	80%	80%	80%	76%	78%
Weights and Measures Law compliance rate - gasoline pumps (%)	96%	95%	97%	98%	98%	96%	99%
Weights and Measures Law compliance rate - fuel trucks (%)	70%	73%	80%	80%	80%	84%	81%
★ Inspected stores complying with tobacco regulations (%)	90%	91%	91%	86%	86%	93%	93%

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

**Goal 1c: Adjudicate violations in a timely manner and ensure compliance with penalties.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Decisions issued in 30 days or less (%)	96%	99%	94%	90%	90%	97%	97%
Total settlements (\$000)	\$7,336	\$8,707	\$9,270	*	*	\$3,818	\$3,534
★ Number of fines collected within 45 days of assessment (%)	84%	82%	84%	80%	80%	86%	80%

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

**Service 2: Help businesses do right by their customers.**

**Goal 2a: Ensure that business licensing is easy.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Basic license application - Average processing time (days)	3	5	2	5	5	3	2
License applications received online (%)	23%	23%	27%	*	*	27%	26%
★ Licensing Center wait time (minutes)	11	13	11	15	15	6	21

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

**Goal 2b: Ensure that businesses understand their responsibilities toward consumers.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Businesses educated through direct outreach	NA	NA	11,217	*	*	NA	NA

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

**Service 3: Educate and empower New Yorkers with low incomes.**

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Clients achieving measurable success (%)	NA	NA	37.0%	*	*	NA	NA
Total debt reduced by clients (\$000) (cumulative)	NA	\$7,049	\$12,409	*	*	NA	\$14,713
Total savings accumulated (\$) (cumulative)	NA	\$870,297	\$2,217,807	*	*	NA	\$2,409,094

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

**Agency Customer Service**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Customer Experience							
Emails responded to in 14 days (%)	93%	93%	93%	87%	*	91%	95%

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - Consumer Complaint - Exchange/Refund/Return (4 days)	100	100	97	98	*	98	95
Percent meeting time to first action - Consumer Complaint - False Advertising (4 days)	99	99	97	98	*	97	92
Percent meeting time to first action - Consumer Complaint - Non-Delivery Goods/Services (4 days)	100	99	96	98	*	97	94
Percent meeting time to first action - Consumer Complaint - Overcharge (4 days)	99	98	96	98	*	98	95
Percent meeting time to first action - DCA / DOHMH New License Application Request - General Street Vendor License (7 days)	100	100	92	98	*	100	91

**Agency Resources**

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$21.8	\$26.3	\$27.3	\$28.0	\$37.6	\$32.2	\$9.7	\$10.4
Revenues (\$000,000)	\$29.8	\$36.4	\$37.1	\$31.6	\$32.6	\$31.0	\$10.4	\$11.7
Personnel	286	327	331	361	410	410	322	339
Overtime paid (\$000)	\$426	\$607	\$724	\$127	\$525	\$147	\$180	\$256

<sup>1</sup>February 2014 Financial Plan      <sup>2</sup>Expenditures include all funds.      "NA" - Not Available in this report

## Noteworthy Changes, Additions or Deletions

- The Department replaced the indicators that reported on inspection activity and compliance with the Licensing Law and the Consumer Protection Law's (CPL) refund and receipt requirements with similarly named metrics. Data for the replacement metrics is calculated based on an expanded number of business categories as referenced in the performance highlights. The Fiscal 2014 target for the CPL compliance rate was adjusted from 90% to 80% to reflect revised expectations based on this broader metric and the past two years' performance.
- DCA updated four-month Fiscal 2013 data for the amount of restitution awarded.

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



# 311 CUSTOMER SERVICE CENTER

## 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 Facebook](#), [311 on Twitter](#), and text messaging at [311-NYC\(692\)](#). Information and assistance is available 24 hours a day, seven days a week in more than 180 languages.

## Our Services and Goals

### Service 1: Provide public access to City government.

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

## How We Performed

- During the first four months of Fiscal 2014, 311 received approximately 5.9 million calls.
- During the reporting period 311 introduced a natural language Interactive Voice Response (IVR) system that provides quick and easy access to information, frequently asked questions and status updates on previously filed complaints without having to wait to speak with a representative. In addition, 311 Online was more deeply integrated into the City's redesigned NYC.gov website that launched in September 2013.
- Due to a temporary and unexpected disabling of a portion of the tracking of NYC.gov web traffic that occurred at the end of September 2013, data for 311 Online site visits are only available for the first three months of Fiscal 2014. During that three-month period, 311 online received 994,850 visits.
- During the reporting period the average wait time to speak to a 311 representative decreased from 37 seconds to 20 seconds. During the first four months of Fiscal 2014, 83 percent of all calls were answered within 30 seconds.
- During the reporting period the results of the 311 customer satisfaction survey, which was conducted and published by CFI Group Inc., evaluated the experiences of 900 callers. The total composite score of 83 is up four percentage points from the baseline set in 2008. As part of the survey, CFI compared 311 performance with other government and private sector industries and determined "311 continues to outperform all recent government measures and is on par with the top scoring private industry-wide mark" in customer satisfaction.

**Service 1: Provide public access to City government.**

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★311 calls (000)	21,730	18,957	19,917	*	*	6,371	5,881
★311 Online site visits (000)	1,329	2,117	3,998	↑	↑	1,203	NA
Calls handled in languages other than English (%)	2.7%	2.2%	2.1%	*	*	2.4%	2.0%
★Average wait time (tier 1 calls) (minutes:seconds)	0:31	0:45	0:38	0:30	0:30	0:37	0:20
Complaints about 311 per million calls	24.9	30.0	26.0	*	*	27.0	29.0

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

## Agency Customer Service

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Customer Experience							
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%

## Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$45.0	\$42.1	\$39.2	\$40.4	\$42.2	\$41.5	\$15.9	\$18.5
Personnel	347	280	276	327	326	326	290	269
Overtime paid (\$000)	\$297	\$297	\$239	\$239	\$239	\$239	\$82	\$76

<sup>1</sup>February 2014 Financial Plan

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

"NA" - Not Available in this report

The figures shown in the table above are subtotals of the Department of Information Technology and Telecommunications totals that appear in the DoITT chapter of this Report.

## Noteworthy Changes, Additions or Deletions

None.

For more information on the agency, please visit: [www.nyc.gov/311](http://www.nyc.gov/311).



# TAXI AND LIMOUSINE COMMISSION

## What We Do

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

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

## How We Performed

- During the first four months of Fiscal 2014, TLC conducted 13,746 safety and emissions inspections of for-hire vehicles (FHVs), an increase of nearly 21 percent. The increase was driven by additional inspections that were required to put new specially-licensed street hail livery vehicles, also known as Boro Taxis, into service. Boro Taxis can legally pick up street hails outside of the Manhattan core and the airports. The first Boro Taxis entered service in August 2013, with additional taxis going into service on a rolling basis. By year-end TLC anticipates the number of Boro Taxis providing service will reach 6,000.
- The percent of FHVs that failed initial inspections continued to improve, declining from 46.9 percent to 41.4 percent. Safety and emissions inspections of medallion taxis were in line with the prior year as was the inspection failure rate.
- TLC issued fewer administrative summonses, a total of 3,556 compared to 5,674 for the comparable period in Fiscal 2013. Much of the decrease is attributable to an increase in the number of both medallion and FHV drivers who are accepting settlement offers in lieu of an administrative summons for noncompliance with TLC rules and regulations. For yellow taxis, better compliance with rules requiring the use of EZ-Pass and fewer incidences of overcharging passengers was also a factor.
- Patrol summonses issued to FHVs for illegal street hails and unlicensed activity rose by 3.8 percent to 6,624, but the number of vehicles seized grew by almost three-fourths to 3,479. Vehicle seizures are an important enforcement tool and have been on the rise since TLC expanded storage capacity last year. Patrol summonses issued to medallions decreased by almost one-third to 1,675 as TLC focused its enforcement resources on FHV patrol during the launch of the Boro Taxi program.
- Wait time at TLC's licensing facility averaged 21 minutes, up from 15 minutes a year ago, but remained better than the 25 minute target. The average number of days to receive an FHV driver's license from initial application also increased during this period, from just 16 days to 37 days. These increases in processing and wait times were driven by increases in transaction volumes in the Licensing Division. In June 2013 TLC began processing Boro Taxi permits and base endorsements resulting in the issuance of more than 6,000



new related TLC permits for this program. TLC also issued 683 more medallion driver's licenses and 1,658 more FHV driver's licenses during the reporting period compared to a year ago.

- The average time to conduct an FHV inspection decreased from 60 minutes to 49 minutes. The quicker turnaround time is attributable to extended operating hours at TLC's inspection facility to expedite Boro Taxi inspections.
- TLC received 13 percent fewer complaints from consumers about licensees, a total of 6,646, but resolution times increased significantly -- by 21 days for yellow taxi complaints and almost 39 days for FHV complaints. Two factors contributed to the longer resolution times: a month long backlog of open cases that needed to be processed, and a 35.5 percent increase in the volume of cases resolved through the settlement program. Overall, while the settlement program has resulted in longer complaint resolution times due to process changes, including a 30 day period allotted to licensees to respond to settlement offers, it has enabled TLC to resolve a considerably higher volume of complaints.
- Largely as a result of the addition of a dedicated staff person to handle correspondence, the percent of emails responded to within 14 days improved from 51 percent to 95 percent.

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

**Goal 1a: Ensure that all licensed vehicles meet safety and emissions standards.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Medallion safety and emissions inspections conducted	53,362	51,582	51,786	*	*	16,957	17,226
★ Medallion safety and emissions failure rate - Initial inspection (%)	38.4%	33.5%	32.7%	35.0%	35.0%	31.8%	31.2%
- Re-inspection (%)	9.7%	9.1%	8.1%	*	*	8.4%	8.0%
Medallion summonses issued for non-inspection	1,929	1,815	1,675	*	*	595	508
Medallion safety and emissions inspections completed on time (%)	94.4%	95.9%	94.9%	*	*	95.3%	96.4%
For-hire vehicle (FHV) safety and emissions inspections conducted at TLC facility	38,929	37,373	39,634	*	*	11,387	13,746
★ FHV safety and emissions failure rate - Initial inspection (%)	49.4%	45.5%	44.9%	45.0%	45.0%	46.9%	41.4%
- Re-Inspection (%)	17.8%	15.6%	15.1%	*	*	15.9%	15.2%
FHV safety and emissions inspections completed on time (%)	97.7%	99.9%	99.8%	*	*	99.7%	100.0%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Medallion patrol summonses issued - Total	5,192	3,574	7,240	*	*	2,480	1,675
Administrative summonses issued to medallions	3,760	15,460	14,877	*	*	2,873	2,106
FHV patrol summonses issued	27,726	41,254	32,633	*	*	13,326	13,353
★ - Summonses issued for illegal street hails and unlicensed activity	NA	20,547	17,258	*	*	6,381	6,624
Administrative summonses issued to FHV's	3,721	3,945	5,861	*	*	2,801	1,450
Violations admitted to or upheld at the Taxi and Limousine Tribunal at the Office of Administrative Trials and Hearings (%)	NA	NA	83.0%	*	*	NA	83.2%
Medallion enforcement: Operation Refusal compliance rate (%)	NA	83.5%	86.8%	*	*	82.6%	84.3%
Medallion and FHV vehicles with active insurance (%)	89.4%	90.4%	85.9%	*	*	88.9%	79.6%

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

### Goal 1c: Provide excellent customer service to licensees.

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Average wait time at Long Island City licensing facility (hours: minutes)	0:18	0:23	0:14	0:25	0:25	0:15	0:21
Medallion driver's licenses issued	26,949	27,816	28,057	*	*	9,707	10,390
FHV driver's licenses issued	33,010	33,374	34,229	*	*	11,317	12,975
Average days to receive a medallion driver's license from initial application	55.2	50.9	49.6	*	*	48.0	50.0
Average days to receive a FHV driver's license from initial application	16.5	21.5	19.9	*	*	16.0	37.1
★ Average time to conduct a safety and emissions inspection of a medallion taxi (hours:minutes)	1:11	1:18	0:55	1:00	1:00	0:50	0:52
★ Average time to conduct a safety and emissions inspection of a FHV (hours:minutes)	0:57	1:22	0:56	1:00	1:00	1:00	0:49

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

### Goal 1d: Promote excellent customer service for passengers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Average time to close a consumer complaint (calendar days): Medallion	44.0	38.0	47.0	55.0	55.0	32.0	61.0
Medallion driver complaints received	20,686	19,161	18,109	*	*	6,662	5,762
★ Average time to close a consumer complaint (calendar days): FHV	44.3	54.4	56.1	55.0	55.0	32.3	71.0
FHV driver complaints received	2,562	2,761	3,002	*	*	973	884

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

## Agency Customer Service

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Customer Experience							
Emails responded to in 14 days (%)	42%	78%	75%	60%	*	51%	95%
Letters responded to in 14 days (%)	94%	97%	94%	90%	*	91%	95%
Calls answered in 30 seconds (%)	19%	12%	18%	15%	*	19%	32%

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - For-hire Vehicle Complaint (14 days)	99	90	88	90	*	71	93
Percent meeting time to first action - Lost Property (7 days)	92	94	94	90	*	97	88
Percent meeting time to first action - Miscellaneous Comments (14 days)	28	63	67	60	*	44	70
Percent meeting time to first action - Request for Information (14 days)	24	76	72	60	*	52	85
Percent meeting time to first action - Taxi Complaint (14 days)	99	93	82	90	*	74	90

## Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$30.2	\$31.7	\$36.7	\$64.0	\$65.3	61.0	\$12.5	\$15.5
Revenues (\$000,000)	\$43.3	\$42.8	\$54.4	\$359.4	\$420.9	\$545.6	\$10.3	\$24.5
Personnel	436	461	514	642	621	656	480	516
Overtime paid (\$000)	\$687	\$819	\$891	\$650	\$1,230	\$1,230	\$218	\$362
<sup>1</sup> February 2014 Financial Plan	<sup>2</sup> Expenditures include all funds.		"NA" - Not Available in this report					

## Noteworthy Changes, Additions or Deletions

- To reflect changes which have led to longer times to close consumer complaints, TLC revised its Fiscal 2014 targets for both medallion and FHV complaints from 35 to 55 days.

For additional agency performance statistics, please visit:

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

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

# HEALTH AND HUMAN SERVICES

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Department of Health and Mental Hygiene  
Office of Chief Medical Examiner



Health and Hospitals Corporation



Human Resources Administration



Administration for Children's Services



Department of Homeless Services



Department for the Aging





## What We Do

The Department of Health and Mental Hygiene (DOHMH) protects and promotes the physical and mental health of all New Yorkers. It does much of its work indirectly, by providing information and recommendations to other policy-makers, health care providers, and New Yorkers in general, who in turn take actions to promote health, but it also provides direct health services and enforces health regulations. DOHMH makes reducing deaths from chronic diseases such as heart disease and cancer a priority by reducing smoking, consumption of unhealthy food, and other risk factors. The Department contracts for mental health services, developmental disability services, and alcohol and substance abuse treatment services. DOHMH works with health care providers to improve the use of preventive health services, including immunizations, and works with both health care providers and nonprofit organizations to prevent and treat HIV infection. The Department oversees the City's Early Intervention Program for infants and toddlers with developmental delays. DOHMH's community-based services include: three District Public Health Offices; four tuberculosis clinics; eight STD clinics; health services at more than 1,200 public school sites; and health and mental health services in the City's correctional facilities. DOHMH also issues birth and death certificates; works to create a healthier and safer environment by conducting inspections of restaurants, child care centers, homes and other entities; and protects public safety through immediate response to emergent public health threats.

## Our Services and Goals

### **Service 1: Detect and control infectious diseases.**

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

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

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

### **Service 3: Promote a safe environment.**

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

### **Service 4: Prevent and address mental illness, developmental delays and disabilities, and substance abuse.**

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

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

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

## How We Performed

- The Department distributed 14.4 percent more male condoms during the first four months of Fiscal 2014 compared to the same period last year. The increase is due to more partner agencies ordering condoms. The Department's concerted efforts to participate in more Pride events contributed to its increased engagement with young gay and bisexual men of color, a population that is at greater risk of acquiring HIV.
- The Department promotes HIV testing, conducts multimedia campaigns to raise awareness and help prevent infection. DOHMH also supports medical case management to ensure that persons living with HIV are engaged and retained in care and adhere to their medication, so that they can remain healthy and are less likely to infect their partners. Based on preliminary data, the Department is projecting a decrease in the number of new HIV diagnoses from the first three months of Calendar 2013 as compared to Calendar 2012, but the drop of 15.6 percent during the first quarter is most likely an overestimate due to data reporting lags.
- The preliminary number of reported syphilis cases during the first four months of Fiscal 2014 increased 18.1 percent to 392 cases. This increase

is attributed to continued unprotected sex among some men who have sex with men. The Department continues to monitor reports of syphilis and works to prevent disease transmission, including notifying, testing and treating the partners of individuals diagnosed with syphilis.

- The percent of children 19-35 months old who are up to date for immunizations increased by 6.2 percent for the first three months of Fiscal 2014, when compared with the same period in Fiscal 2013. The Department conducts activities to increase pediatric immunization rates including distributing vaccines, providing facility and provider-specific immunization rates and a list of patients needing immunizations.
- During the first four months of Fiscal 2014, new cases among children younger than six with blood lead levels greater than or equal to 10 micrograms per deciliter decreased by 9.8 percent compared to the same period in Fiscal 2013. Performance reflects the continued success of the Department's lead poisoning prevention activities and the reduction of environmental lead hazards citywide.
- There was a 13.2 percent decrease in the number of initial pest control inspections in the first four months of Fiscal 2014 compared to the same period in Fiscal 2013. At the same time, the percentage of inspections finding active rat signs (ARS) increased two percentage points to 11 percent, and compliance inspections found to be rat free increased five percentage points to 53 percent. Inspections in rat indexing zones were reduced in all boroughs to concentrate on neighborhoods with more severe rat problems, resulting in more active rodent signs being identified.
- Call volume to LifeNet increased more than 35 percent in the first four months of Fiscal 2014 compared to the same period in Fiscal 2013. The increase was due to Hurricane Sandy and the new protocol to centralize all mobile crisis calls through LifeNet since January 2013.
- Average response time for requests for birth certificates decreased from 5.4 days in the first four months of Fiscal 2013 to 2.4 days in Fiscal 2014 due to enhanced productivity measures. At the same time, average response time for requests for death certificates improved from 4.7 days in the first four months of Fiscal 2013 to 1.1 days in Fiscal 2014. The decrease was due to the inclusion of funeral director requests in the calculation, which are fulfilled in one day and make up the majority of the requests.

**Service 1: Detect and control infectious diseases.**

**Goal 1a: Reduce new cases of HIV and sexually transmitted diseases.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Male condoms distributed (000)	36,309	36,108	37,506	37,000	37,000	11,711	13,399
★ New HIV diagnoses (CY Preliminary)	3,532	3,404	3,092	↓	↓	819	691
★ Patients enrolled in Ryan White with current antiretroviral (ARV) prescription at last assessment (%)	NA	NA	87.2%	85.0%	85.0%	82.5%	87.9%
★ Syphilis cases	966	903	1,100	↓	↓	332	392

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

**Goal 1b: Prevent the spread of other infectious diseases.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ New tuberculosis cases (CY)	711	689	651	↓	↓	234	233
Seniors, aged 65+, who reported receiving a flu shot in the last 12 months (CY)	62.3%	67.4%	61.8%	65.0%	68.0%	NA	NA
★ Children aged 19-35 months with up-to-date immunizations (%)	65.1%	66.4%	70.1%	71.5%	73.0%	66.6%	70.7%
★ Children in the public schools who are in compliance with required immunizations (%)	98.8%	99.1%	99.1%	99.0%	99.0%	94.9%	96.3%

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

**Service 2: Prevent chronic diseases by promoting healthy behaviors and preventive health care.**  
**Goal 2a: Reduce tobacco use and promote physical activity and healthy eating.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Adults who smoke %(CY)	14.0%	14.8%	15.5%	15.1%	14.7%	NA	NA
Adults who are obese (%)	23.4%	23.7%	24.2%	23.9%	23.6%	NA	NA
Adults who consume an average of one or more sugar-sweetened beverages per day %(CY)	30.3%	29.9%	28.2%	27.1%	26.0%	NA	NA

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

**Goal 2b: Improve preventive health care.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Adult New Yorkers without a regular doctor %(CY)	16.7%	16.9%	18.3%	*	*	NA	NA
Adults, aged 50+, who received a colonoscopy in the past ten years %(CY)	67.5%	68.6%	68.5%	73.0%	73.0%	NA	NA
★ Hospitalization rate for asthma among children ages 0-14 (per 1,000 children)(CY)	5.1	4.9	NA	4.7	4.7	NA	NA
Total correctional health clinical visits (includes intake exams, sick calls, follow-up, mental health, and dental)	803,871	877,270	858,172	*	*	300,739	280,509
★ Infant mortality rate (per 1,000 live births)(CY)	4.9	4.7	4.7	4.4	4.2	NA	NA

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

**Service 3: Promote a safe environment.**

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Childhood blood lead levels - new cases among children younger than six with blood lead levels greater than or equal to 10 micrograms per deciliter	1,319	1,049	844	↕	↕	367	331
Day care initial site inspections	21,610	22,219	23,024	*	*	7,077	7,019
★ Child care inspections that do not require a compliance inspection (%)	72.0%	70.0%	63.0%	*	*	66.0%	65.0%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Restaurants inspected (%)	99.8%	99.4%	99.6%	100.0%	100.0%	52.0%	51.0%
★ Restaurants scoring an 'A' grade (%)	81.7%	85.6%	87.0%	*	*	86.0%	86.0%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Initial pest control inspections (000)	114	124	95	*	*	38	33
Initial inspections with active rat signs (ARS) (%)	9.8%	11.0%	11.0%	*	*	9.0%	11.0%
★ Compliance inspections found to be rat free (%)	47.1%	51.0%	51.0%	*	*	48.0%	53.0%
Dog licenses issued (000)	98	93	83	105	105	33	34

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



**Service 4: Prevent and address mental illness, developmental delays and disabilities, and substance abuse.**  
**Goal 4a: Reduce the adverse health consequences of substance abuse.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
NYC jail inmates who complete 45-day substance use program ('A Road Not Taken')	NA	579	635	450	450	NA	253
New buprenorphine patients (CY)	7,757	9,913	9,635	8,000	8,000	2,408	TBD
★Deaths from unintentional drug overdose (CY)	555	651	725	↓	↓	NA	NA

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

**Goal 4b: Facilitate access to services for New Yorkers with or at risk of developing mental illnesses or developmental disabilities.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Individuals in the assisted outpatient mental health treatment program	1,315	1,245	1,289	*	*	1,236	1,355
Units of supportive housing available to persons with serious mental illness (000)	4.7	5.0	5.2	5.4	5.4	5.0	5.3
New children receiving services from the Early Intervention Program (000)	15.4	13.8	13.8	*	*	NA	4.7
Calls to LifeNet (000)	92.9	85.8	92.0	*	*	26.5	35.9

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

**Service 5: Provide high quality and timely service to the public.**  
**Goal 5a: Provide birth and death certificates to the public quickly and efficiently.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★Average response time for birth certificates by mail/online (days)	4.4	3.0	4.3	5.0	5.0	5.4	2.4
★Average response time for death certificates by mail/online (days)	7.1	4.1	5.2	5.0	5.0	4.7	1.1

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

## Agency-wide Management

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Workplace injuries reported	NA	NA	145	*	*	35	50
Accidents involving City vehicles	NA	NA	23	*	*	NA	NA
All summonses issued	NA	77,949	67,203	*	*	22,828	25,273
Violations admitted to or upheld at ECB (%)	NA	70.1%	64.4%	*	*	66.1%	53.6%

## Agency Customer Service

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Customer Experience							
Letters responded to in 14 days (%)	28%	31%	21%	*	*	22%	19%
E-mails responded to in 14 days (%)	63%	39%	42%	*	*	40%	66%
Calls answered in 30 seconds (%)	35%	65%	69%	*	*	67%	75%

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - Rodent (14 days)	73	72	74	*	*	61	78
Percent meeting time to first action - Food Establishment (14 days)	97	94	97	*	*	99	99
Percent meeting time to first action - Food Poisoning (3 days)	97	96	96	*	*	97	99
Percent meeting time to first action - Indoor Air Quality (14 days)	96	99	97	*	*	96	99
Percent meeting time to first action - Smoking complaint (14 days)	44	77	81	*	*	87	92

## Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$1,564.3	\$1,508.6	\$1,441.2	\$1,312.9	\$1,367.8	\$1,284.1	\$772.5	\$715.6
Revenues (\$000,000)	\$79.0	\$36.8	\$34.2	\$36.7	\$33.4	\$33.4	\$11.9	\$10.7
Personnel	5,270	5,179	5,070	5,209	5,568	5,237	4,994	4,949
Overtime paid (\$000,000)	\$5.4	\$5.7	\$6.3	\$4.1	\$4.6	\$3.4	\$1.3	\$1.4
Capital commitments (\$000,000)	\$138.9	\$25.5	\$7.4	\$108.7	\$320.2	\$68.0	\$0.0	\$8.6
Human services contract budget (\$000,000)	\$900.9	\$836.3	\$775.8	\$687.4	\$687.4	\$683.1	\$220.0	\$217.6
Work Experience Program (WEP) participants assigned	38	113	94	*	*	*	117	78

<sup>1</sup>February 2014 Financial Plan      <sup>2</sup>Expenditures include all funds.      "NA" - Not Available in this report

## Noteworthy Changes, Additions or Deletions

- Due to a new Early Intervention (EI) data system, which has greatly eliminated reporting lags, the Department will now report the number of new children receiving EI services on a fiscal year basis, instead of on a Calendar year basis.
- The number of new buprenorphine patients for the first 4 months of Calendar 2013 (Fiscal 2014) is not yet available due to data reporting lags from State Department of Health.
- Data for the indicator 'Hospitalization rate for asthma among children ages 0-14' is available for calendar years only (Fiscal 2012=Calendar 2011). Data for Calendar 2012 is not yet available.
- The Department revised its calculation method for the indicator 'Average response time for death certificates by mail/online (days)' to better reflect actual workload. The calculation includes funeral director orders, which are fulfilled in one day and which represent the majority of death certificate orders. Previously, only legacy death certificate orders (deaths more than a year prior) from the general public were included.
- The following indicators are reported quarterly and reflect the first 3 months of the year: 'New HIV diagnoses (CY)'; 'Patients enrolled in Ryan White with current antiretroviral prescription at last assessment'; 'Children aged 19-35 months with up-to-date immunization'.
- As of January 2013, immunization rate calculations for 19-35 month-olds include 4 doses of pneumococcal conjugate vaccine (PCV) in order to maintain consistency with the National Immunization Survey and Healthy People 2020 goals.

For additional agency performance statistics, please visit:

- Data & statistics:

<http://www.nyc.gov/html/doh/html/data/data.shtml>

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



# DEPARTMENT OF HEALTH AND MENTAL HYGIENE

## OFFICE OF CHIEF MEDICAL EXAMINER

### What We Do

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

### Our Services and Goals

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

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

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

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

#### **Service 2: Provide mortuary services to the City.**

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

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

Goal 3a: Provide rapid response and safe fatality management services to the City.

Goal 3b: Identify victims of disasters and return their remains to families in a timely manner.

#### **Service 4: Provide DNA services to the City for forensic purposes.**

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

### How We Performed

- The number of autopsies performed rose to 1,751 for the first four months of Fiscal 2014, from 1,677 during the same period the prior year. OCME maintained the time it took to complete the autopsy reports at the Fiscal 2013 annual rate of 50 days, down from 68 days during the first four months that year.
- There was an eight percent rise in cremation request investigations in the first four months but the time to complete them rose from two to three hours. OCME attributed this to the introduction of a new case management system for this area, and expects improvement once that is fully implemented.
- To take decedents to City mortuary facilities, from non-hospital investigation scenes, OCME maintained its improved annual response time at within 43 minutes for the first four months of Fiscal 2014. This was nearly 20 percent less than in the same period of Fiscal 2013, when it took the OCME transport vehicle almost 53 minutes to arrive at these sites.
- OCME reduced its time to complete homicide DNA cases by 20 percent to 127 days, compared to 156 days during the first four months of Fiscal 2013, as DNA services worked with the new director and management team there. Most backlogged work was completed, which OCME expects to allow it to institute a flow-through process for this DNA work, replacing the batching system that contributed to past delays.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Median time for scene arrivals by medicolegal investigators (MLIs) (hours)	1.7	1.8	1.9	1.7	1.7	1.8	1.8
Deaths reported	26,503	25,941	27,265	*	*	8,573	8,903
Cases where Chief Medical Examiner takes jurisdiction	7,114	7,152	7,095	*	*	2,401	2,388

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Median time to complete autopsy reports (days)	61.5	69.5	50.0	51.0	51.0	68.0	50.2
★ Median time to complete toxicology cases (days)	40.5	60.0	55.0	28.0	25.0	66.0	23.0
Median time to complete toxicology DUI (driving under the influence) cases (days)	16.0	15.0	14.0	10.0	10.0	18.0	19.0
Median time to complete toxicology sexual assault cases (days)	21.0	30.5	27.0	17.0	17.0	38.0	21.0

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Median time to process cremation requests (hours)	1.2	1.3	2.1	1.5	1.5	1.4	3.2

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

**Service 2: Provide mortuary services to the City.**

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Number of decedents' remains transported and stored by OCME	9,714	9,558	7,803	*	*	3,212	2,344
Median time to remove decedents from scene (non-hospital) after investigation (hours)	0.9	0.9	0.7	*	*	0.9	0.7

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

**Service 3: Respond to disasters and emergencies when fatalities are involved.**

**Goal 3a: Provide rapid response and safe fatality management services to the City.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Remains recovered following a disaster or mass fatality incident (cumulative)	21,818	21,818	21,906	*	*	21,817	21,906

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

**Goal 3b: Identify victims of disasters and return their remains to families in a timely manner.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Remains identified following a disaster (cumulative)	12,810	13,024	13,639	*	*	13,270	13,747

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

**Service 4: Provide DNA services to the City for forensic purposes.**

**Goal 4a: Provide timely and accurate DNA laboratory services for criminal justice purposes.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Median days to complete analysis of a DNA case	83.0	88.0	138.0	75.0	75.0	109.0	121.0
★ Median time to complete DNA homicide cases, from evidence submission to report (days)	114.0	111.0	161.0	90.0	90.0	156.0	127.0
★ Median time to complete DNA sexual assault cases, from evidence submission to report (days)	27.0	46.0	89.0	50.0	50.0	63.0	69.0
★ Median time to complete DNA property crime cases, from evidence submission to report (days)	65.0	68.0	139.0	70.0	70.0	86.0	97.0
DNA matches with profiles in database	1,629	1,791	1,618	*	*	533	730

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

## Agency Customer Service

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Customer Experience							
Letters responded to in 14 days (%)	100%	100%	98%	*	*	95%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%

## Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$62.6	\$60.9	\$64.8	\$56.8	\$68.0	\$59.0	\$21.8	\$13.2
Revenues (\$000)	\$39	\$92	\$67	\$503	\$100	\$100	\$29	\$41
Personnel	606	582	583	636	674	649	572	579
Overtime paid (\$000,000)	\$1.9	\$2.5	\$3.0	\$1.8	2.0	\$1.8	\$0.6	\$0.6

<sup>1</sup>February 2014 Financial Plan      <sup>2</sup>Expenditures include all funds.      "NA" - Not Available in this report

## Noteworthy Changes, Additions or Deletions

None.

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





## What We Do

The Health and Hospitals Corporation (HHC), the largest municipal hospital and health care system in the country, is a \$7 billion public benefit corporation. It provides medical, mental health and substance abuse services through its 11 acute care hospitals, four skilled nursing facilities, six large diagnostic and treatment centers and more than 70 community and school-based clinics. HHC also provides specialized services such as trauma, high risk neonatal and obstetric care and burn care. HHC acute care hospitals serve as major teaching hospitals. HHC operates a certified home health agency and a health maintenance organization, MetroPlus. HHC is the single largest provider of health care to uninsured New Yorkers. One in every six New Yorkers receives health services at an HHC facility.

## 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: Improve access to outpatient services.
- Goal 1b: Expand enrollment in insurance programs.
- Goal 1c: Achieve/surpass local and national performance standards for specific health interventions and efficient delivery of health services.
- Goal 1d: Reduce unnecessary emergency room visits and re-hospitalizations.

## How We Performed

- The percentage of prenatal patients retained in care through delivery decreased from 89.8 percent in the first quarter of Fiscal 2013 to 84.2 percent in the first quarter of Fiscal 2014. Some of the largest decreases were at Bellevue and Coney Island hospitals; both facilities were closed or offered only limited services for three months following Hurricane Sandy. All HHC facilities continue to promote prenatal patient education and patient-centered birthing environments.
- At the end of the first four months of Fiscal 2013, the average cycle time for adult medicine, pediatric medicine, and women's health were above the Corporate target of 60 minutes. Average cycle times were 72 minutes for adult medicine, 64 minutes for pediatric medicine, and 70 minutes for women's health. Women's health saw the greatest improvement in cycle time from the same time period last year, decreasing from 81 minutes in Fiscal 2013 to 70 minutes in Fiscal 2014. In February 2013, HHC began a 24-month, system-wide effort to improve outpatient access. In-depth analysis revealed that staffing levels, fulfillment of optimal care team roles and responsibilities, and scheduling practices play a large role in cycle time variations. Trial workflow changes have been initiated in 17 clinics, and cycle times are being monitored regularly. HHC's system-wide efforts include improvements to Call Centers, technological advancements to increase capacity, alignment with MetroPlus, and the development of automated performance dashboards.
- The total Medicaid Managed Care, Child Health Plus and Family Health Plus enrollees increased slightly from 524,635 in Fiscal 2013 to 524,833 in the first quarter of Fiscal 2014. The MetroPlus enrollees for these insurance companies decreased from 420,555 to 412,647 in the same period.
- At the end of the first quarter of Fiscal 2014, the percentage of eligible women ages 40 to 70 receiving a mammogram increased to 74.2 percent as compared to 72.2 percent in the first quarter of last year. Overall, HHC facilities continued to surpass the Corporate target of 70 percent. HHC's Cancer Screening Initiative promotes cancer awareness and education at all HHC facilities and conduct outreach at health fairs in the communities they serve.



- During the first quarter of Fiscal 2014, the general care average length of stay decreased to 4.7 days from 4.8 days in the first quarter of Fiscal 2013, meeting the Corporate target. HHC continues to enhance process improvements in admissions and discharge planning to sustain operational efficiencies which contribute to length of stay reductions.
- HHC encourages asthma patients to use primary care clinics to reduce the need for emergency care. Emergency room revisits for pediatric asthma patients decreased from 3.5 percent in the first quarter of Fiscal 2013 to just below three percent in the same period of Fiscal 2014, surpassing the Corporate target of 3.2 percent. Emergency room revisits for adult asthma patients increased from 5.8 percent in the first quarter of Fiscal 2013 to 7.1 percent during this same period. HHC continues its work with adult patients, referring them to home care services and social workers to encourage patients to adhere to an Asthma Action Plan, which includes instructions on how to assess breathing, take their medications regularly, and maintain contact with their health care provider.
- The percentage of adult patients discharged with principal psychiatry diagnoses who were readmitted within 15 days increased from 3.9 percent in the first quarter of Fiscal 2013 to 4.4 percent in the first quarter of Fiscal 2014. Despite this increase, HHC remains below the Corporate target of five percent. HHC provides a post-hospitalization treatment and discharge plan for each psychiatric patient, and relies on linkages with community support and housing programs to help psychiatric patients remain engaged in outpatient care within their communities.

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

**Goal 1a: Improve access to outpatient services.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Prenatal patients retained in care through delivery (%)	86.4%	85.8%	83.0%	90.0%	90.0%	89.8%	84.2%
★ HIV patients retained in care (%)	87.4%	87.4%	84.3%	85.0%	85.0%	NA	NA
★ Average time spent by patient for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Adult medicine	61.0	75.0	69.0	60.0	60.0	72.0	72.0
★ Average time spent by patient for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Pediatric medicine	60.0	59.0	61.0	60.0	60.0	63.0	64.0
★ Average time spent by patient for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Women's health	61.0	75.0	67.0	60.0	60.0	81.0	70.0

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

**Goal 1b: Expand enrollment in insurance programs.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Uninsured patients served	477,957	478,731	475,627	↓	↓	NA	NA
Total Medicaid Managed Care, Child Health Plus and Family Health Plus enrollees	498,324	521,434	525,804	513,400	513,400	524,635	524,883
- MetroPlus Medicaid, Child Health Plus and Family Health Plus enrollees	401,967	420,459	413,893	446,932	446,932	420,555	412,647

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

**Goal 1c: Achieve/surpass local and national performance standards for specific health interventions and efficient delivery of health services.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Two-year olds immunized (%)	97.0%	97.0%	97.0%	98.0%	98.0%	NA	NA
★ Eligible women, aged 40-70, receiving a mammogram screening from HHC (%)	72.0%	73.0%	73.9%	70.0%	70.0%	72.2%	74.2%
★ General care average length of stay (days)	4.6	4.7	5.0	4.7	4.7	4.8	4.7
★ Net days of revenue for accounts receivable	52.3	56.4	NA	56.0	56.0	59.4	59.4

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

## Goal 1d: Reduce unnecessary emergency room visits and re-hospitalizations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Emergency room revisits for adult asthma patients (%)	5.1%	5.4%	6.0%	5.0%	5.0%	5.8%	7.1%
★ Emergency room revisits for pediatric asthma patients (%)	2.7%	3.7%	3.8%	3.2%	3.2%	3.5%	3.0%
Adult patients discharged with a principal psychiatry diagnosis who are readmitted within 15 days (%)	4.8%	4.6%	4.0%	5.0%	5.0%	3.9%	4.4%

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

## Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$6,294.7	\$6,554.7	\$6,279.2	\$7,190.8	\$7,150.0	\$6,878.6	\$1,950.1	\$1,904.0
Revenues (\$000,000)	\$6,847.9	\$7,015.2	\$6,602.4	\$6,992.4	\$7,590.1	\$6,949.0	\$2,608.6	\$2,149.0
Personnel	38,898	38,387	37,435	37,949	37,949	37,949	37,902	37,709
Overtime paid (\$000,000)	\$125.9	\$128.5	\$133.0	\$121.8	\$129.9	\$129.9	\$42.4	\$48.3
Capital commitments (\$000,000)	\$147.4	\$272.7	\$307.9	\$508.6	\$1,067.0	\$78.0	\$100.1	\$130.1

<sup>1</sup>Expense, Revenue, Overtime Plans are consistent with HHC November 2013 Plan; Personnel and Capital with NYC February 2014 Plan      <sup>2</sup>Expenditures include all funds.  
 "NA" - Not Available in this report

## Noteworthy Changes, Additions or Deletions

None.

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





# HUMAN RESOURCES ADMINISTRATION

## What We Do

The Human Resources Administration (HRA) assists individuals and families to achieve and sustain their maximum degree of self-sufficiency. HRA provides cash assistance and access to employment services at 24 Job Centers, the Family Services Call Center and its satellites, and the Special Project Center. Currently, 16 of these sites are Model Offices designed to streamline workflow and enhance access to services. Supplemental Nutrition Assistance Program (SNAP) benefits are provided at 16 home centers and two special population centers. HRA offers public health insurance at 13 Medicaid Community Model Offices. HRA provides HIV/AIDS Services Administration (HASA) support services to medically eligible individuals at 12 centers (nine of which are Model Offices) and Adult Protective Services through seven HRA borough offices and six contracted programs. HRA determines the personal care eligibility of disabled or frail Medicaid recipients through six Community Alternative Systems Agency (CASA) offices and contracts for services with 51 vendors. HRA offers services to victims of domestic violence at 52 State-licensed shelters, 15 community-based programs, 57 school-based programs, and an alternative to shelter program, as well as providing services in coordination with other City agencies and in Job Centers. HRA assists New York City families to obtain child support orders and to collect child support payments at four borough and five Family Court offices.

## Our Services and Goals

**Service 1: Provide access to services that increase self-sufficiency, including job search, job placement, work experience, education, wellness and skills enhancement.**

Goal 1a: Increase the proportion of cash assistance recipients moving from dependence to self-sufficiency through obtaining and retaining employment.

Goal 1b: Provide wellness, rehabilitation and employment (WeCARE) services to all eligible cash assistance recipients to assist them to become healthy enough to work, or, where appropriate, to obtain federal disability benefits if they are unable to work.

**Service 2: Provide work supports and basic assistance to eligible individuals and families.**

Goal 2a: Provide access to cash assistance benefits for all eligible individuals and families.

Goal 2b: Provide access to Supplemental Nutrition Assistance Program benefits for all eligible households.

Goal 2c: Provide access to public health insurance coverage for eligible individuals and families.

**Service 3: Provide services for custodial parents seeking child support.**

Goal 3a: Ensure that child support orders are obtained and payments are made and disbursed to custodial parents.

**Service 4: Provide necessary and appropriate support services for eligible vulnerable, frail and/or disabled residents.**

Goal 4a: Ensure that all eligible vulnerable, frail and/or disabled residents receive services to resolve immediate risk and provide ongoing assistance to enhance their safety and independence.

## How We Performed

- HRA assisted over 32,700 clients obtain jobs during the first four months of Fiscal 2014, an increase of 8.7 percent compared to the same period in the previous year. As of October 2013, HRA was on track to meet or exceed the calendar 2013 annual goal of 88,000 job placements for HRA clients.
- For the federal fiscal year ending September 2013, the City's official federal family work participation rate was 34.1 percent, which was above HRA's 34 percent work participation target rate. Under the federal Temporary Assistance for Needy Families (TANF) rules, the statutory participation rate is 50 percent for all families, but this rate is reduced for states that achieve caseload reductions and maintain state funding for cash assistance and other TANF programs. Because New York State qualifies for the reduction credit, the City's official rate exceeded the actual federal requirements for New York State. The City work participation rate is higher than the most recent federal fiscal year work participation rate of 29 percent for all states according to United States Department of Health and Human Services.

- In October 2013, there were 30,839 clients in HRA's Wellness, Comprehensive Assessment, Rehabilitation and Employment (WeCARE) contract program, which assists cash assistance clients with barriers to employment to achieve self-sufficiency in the work force and assists those who are disabled to apply for Federal Disability Assistance. Beginning in Fiscal 2013, the methodology for counting the WeCARE caseload changed and now includes all participants in WeCARE and concurrently in a substance abuse assignment, employment or fair hearing process. As a result, the number of WeCARE program participants reported increased by 19.9 percent between October 2012 and October 2013. During this same period, however, the number of disability awards declined 24.2 percent. In the last two years, there has been a decrease in Federal disability applications because WeCARE has identified fewer clients who are potentially eligible for Federal disability benefits.
- As of October 2013, HRA provided cash assistance benefits to 350,373 individuals in 188,000 households. The number of individuals receiving assistance was 1.9 percent lower than last year at the same time. Both Safety Net, comprised primarily of single individuals and the family caseload, which includes both TANF and 60-month converted to Safety Net, declined. TANF and 60-month converted cases should be compared in total for comparison to prior years, due to changes in reporting methodologies.
- In October 2013, HRA's Supplemental Nutrition Assistance Program (SNAP) caseload was 1,850,432 persons; an increase of 0.6 percent since last year, and the number of non-cash assistance and non-SSI persons receiving SNAP benefits increased by 0.5 percent. HRA has streamlined the SNAP application process by increasing self-service options for applicants. As of October 2013, HRA has placed computer banks in six SNAP centers, allowing clients to apply online at their own pace in these centers rather than waiting to see an HRA worker.
- The total number of Public Health Insurance enrollees was 3,102,667, a 1.5 percent increase from October 2012. The Public Health Insurance Medicaid-only enrollees were 2,341,200, a 2.2 percent increase from last year.
- In the first four months of Fiscal 2014, the number of new child support orders obtained for all clients increased by 15.6 percent and the amount of child support collected increased by 0.2 percent over the same period. The rate of current child support obligations collected on behalf of cash assistance and non-cash assistance custodial parents was higher during the first four months of Fiscal 2014 compared to the same period in the previous year due to the closing of cases where HRA no longer had the authority to collect support.
- In the first four months of Fiscal 2014, there were 318 additional referrals to Adult Protective Services (APS), an increase of 4.2 percent, compared to the same period in the previous year, with nearly all of these cases visited within three days, as mandated by the State. The number of APS undercare cases (eligible for services) declined during 2013. This is partially due to a recategorization of some cases as assessment cases, an administrative change to better reflect the actual services that clients receive..
- For the first four months of Fiscal 2014, the average non-residential domestic violence (DV) caseload increased by 3.8 percent compared to the same period in the previous year, while the average number of families served in emergency domestic violence shelters stayed constant. The number of families with DV shelter eligibility who were found eligible at the Prevention Assistance & Temporary Housing (PATH) intake center and who were placed in an HRA DV shelter decreased 0.5 percentage points in the first four months of 2014, compared to the same period in 2013.
- The total number of New York City residents receiving home care services increased by 9.1 percent in the first four months of Fiscal 2013 compared to the same period in the previous year. New York State policy mandates that most home care clients participate in managed long-term care (MLTC). As of October 2013, 106,440, or 93.3 percent, of the total 114,052 home care cases were in MLTC plans, a 76.4 percent increase when compared to the 60,330 MLTC cases in October 2012. Between October 2012 and October 2013, the average number of days to initiate home attendant and housekeeper services was well below the State target of 30 days and it decreased by 13.3 days, or 52 percent.
- The HIV/AIDS Services Administration (HASA) caseload remained about the same in October 2013 as it was in October 2012. During the first four months of Fiscal 2014, ongoing enhanced benefits were issued to eligible clients in 14.1 days - one day sooner and 6.6 percent faster than last year.
- During the first four months of Fiscal 2014, HRA saved \$121.6 million in Medicaid recoveries and cost avoidance related to fraud, waste or abuse. HRA focused its efforts on Medicaid prescription drug fraud investigations and

increased its efforts to recover monies owed from collection activities such as Supplemental Needs Trusts, property and negligence liens. Medicaid cost avoidance and recoveries during the first four months of Fiscal 2014 are not comparable to the same period last year due to a change in the reporting methodology.

- Cash assistance collections and cost avoidance increased by 7 percent during the first four months of Fiscal 2014 compared to the same period in the previous year. Cash assistance collections and cost avoidance are the result of HRA efforts to secure repayments from clients who received settlements of various kinds while on assistance or who concealed income while receiving assistance.
- The number of motor vehicle accident reports filed by HRA drivers during the first four months of Fiscal 2014 was the same as for the same period in Fiscal 2013. HRA began holding defensive driver classes during Fiscal 2010 in an effort to reduce accidents. These classes are geared for the drivers who drive at least once a week and these same drivers take these classes at least once every three years. HRA also has an accident review committee that meets several times per year to review accidents and individual accident history and to make corrective action recommendations. These actions include additional driver training, suspension of driving privileges, or termination of driving privileges.
- During the first four months of Fiscal 2014, 68 workers' compensation reports were filed, 12.8 percent fewer than were filed during the first four months of Fiscal 2013. To reduce injuries of all types, HRA conducts annual workshops on workplace safety, and places a strong emphasis on how to reduce injuries resulting from workplace violence. In order to reduce client on worker assault-related injuries, HRA led the City's efforts to advocate strongly for State legislation to increase the penalties for assault on city workers and this legislation was enacted in August 2012.

**Service 1: Provide access to services that increase self-sufficiency, including job search, job placement, work experience, education, wellness and skills enhancement.**

**Goal 1a: Increase the proportion of cash assistance recipients moving from dependence to self-sufficiency through obtaining and retaining employment.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Clients whom HRA helped to obtain employment (000)	78.4	91.5	87.2	*	*	30.1	32.7
★ Percent of HRA clients whom HRA helped to obtain employment compared to monthly goal (calendar year-to-date) (%)	96.4%	101.0%	98.2%	100.0%	100.0%	103.1%	103.5%
★ Current and former cash assistance cases that retained employment income 180 days after being placed in a job (calendar year-to-date average) (%)	80.0%	80.8%	81.4%	80.0%	80.0%	81.1%	81.8%
★ Family cases engaged in training or education in accordance with New York City guidelines (%)	NA	NA	23.7%	*	*	NA	24.8%
★ Safety Net Assistance (SNA) cases engaged in training or education in accordance with New York City guidelines (%)	NA	NA	16.2%	*	*	NA	17.9%
★ Cash assistance family cases participating in work or work-related activities per federal guidelines (official federal fiscal year-to-date average) (%)	36.2%	34.2%	34.1%	34.0%	34.0%	NA	NA

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

**Goal 1b: Provide wellness, rehabilitation and employment (WeCARE) services to all eligible cash assistance recipients to assist them to become healthy enough to work, or, where appropriate, to obtain federal disability benefits if they are unable to work.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Total WeCARE cases	24,395	25,454	33,280	*	*	25,729	30,839
★ Number of WeCARE federal disability awards	6,305	4,957	3,739	*	*	1,428	1,083

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

**Service 2: Provide work supports and basic assistance to eligible individuals and families.**  
**Goal 2a: Provide access to cash assistance benefits for all eligible individuals and families.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★Persons receiving cash assistance (000)	355.6	353.3	357.2	*	*	357.3	350.4
Temporary Assistance for Needy Families (TANF) recipients (000)	151.9	143.9	150.8	*	*	148.6	149.5
60-month converted to SNA recipients (000)	84.6	88.7	79.4	*	*	84.5	78.2
SNA recipients (000)	119.0	120.7	126.9	*	*	124.1	122.8
★Cash assistance caseload (000)	191.6	190.3	193.1	*	*	191.4	188.0
★Cash assistance fair hearing win rate (%)	89.3%	90.3%	90.1%	92.0%	92.0%	89.9%	92.9%
★Cash assistance application timeliness rate (%)	94.4%	94.5%	93.6%	96.0%	96.0%	93.3%	93.2%

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

**Goal 2b: Provide access to Supplemental Nutrition Assistance Program benefits for all eligible households.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★Persons receiving Supplemental Nutrition Assistance Program (SNAP) benefits (000)	1,830.9	1,834.2	1,873.5	*	*	1,838.9	1,850.4
- Cash assistance persons receiving SNAP benefits (000)	408.9	404.4	408.6	*	*	398.1	403.3
- Non-cash assistance persons receiving SNAP benefits (000)	1,159.1	1,159.4	1,189.0	*	*	1,165.7	1,171.9
- SSI persons receiving SNAP benefits (000)	262.9	274.4	275.9	*	*	275.2	275.3
Total SNAP households (000)	1,006.6	1,009.9	1,035.2	*	*	1,012.9	1,020.0
- Cash assistance households receiving SNAP benefits (000)	198.3	194.4	196.7	*	*	192.7	192.7
- Non-cash assistance households receiving SNAP benefits (000)	568.4	565.3	585.7	*	*	569.2	575.3
- SSI households receiving SNAP benefits (000)	239.8	250.2	252.7	*	*	251.1	252.0
★SNAP estimated payment error rate (%)	4.37%	6.10%	NA	6.00%	6.00%	8.69%	TBD
★SNAP application timeliness rate (%)	96.8%	95.7%	94.6%	90.6%	90.6%	94.7%	93.9%

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

**Goal 2c: Provide access to public health insurance coverage for eligible individuals and families.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★Public health insurance enrollees (000)	2,912.7	3,006.5	3,085.6	*	*	3,055.6	3,102.6
- Public health insurance Medicaid-only enrollees (000)	2,150.9	2,241.6	2,317.8	*	*	2,291.9	2,341.2
★Public health insurance fair hearing win rate (%)	88.8%	91.3%	86.1%	91.3%	91.3%	87.5%	86.7%
★Public health Insurance application timeliness rate (%)	98.9%	99.4%	98.3%	99.4%	99.4%	99.6%	96.4%

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



**Service 3: Provide services for custodial parents seeking child support.**

**Goal 3a: Ensure that child support orders are obtained and payments are made and disbursed to custodial parents.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Total new Support Orders obtained	14,236	14,988	17,981	*	*	5,584	6,453
★ Child support cases with orders of support (%)	69.7%	70.1%	70.1%	74.0%	74.0%	70.7%	71.4%
★ Current obligations collected (%)	67.7%	69.8%	70.9%	71.0%	71.0%	73.0%	98.4%
Child support collected (\$000,000)	\$718.3	\$748.8	\$735.6	\$757.5	\$765.1	\$234.7	\$235.1

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

**Service 4: Provide necessary and appropriate support services for eligible vulnerable, frail and/or disabled residents.**

**Goal 4a: Ensure that all eligible vulnerable, frail and/or disabled residents receive services to resolve immediate risk and provide ongoing assistance to enhance their safety and independence.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Adult Protective Services (APS) assessment cases	3,159	3,050	3,419	*	*	3,580	3,770
★ Individuals referred to an APS field office visited within three working days (%)	99.7%	99.7%	99.8%	85.0%	85.0%	99.7%	99.8%
APS assessment cases accepted or denied for undercare within State-mandated 60 days (%)	98.4%	98.5%	98.8%	*	*	98.7%	97.8%
★ APS cases eligible for services	6,113	6,227	6,098	*	*	6,393	5,438
Total referrals received for APS	19,525	20,791	22,055	*	*	7,630	7,948
★ Eligible families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered HRA's domestic violence shelters (%)	79.8%	83.5%	80.8%	*	*	77.9%	77.4%
Domestic violence non-residential services programs active caseload	2,849	3,065	3,279	*	*	3,172	3,294
★ Individuals and families at imminent risk diverted from becoming homeless (%)	90.1%	92.0%	93.9%	95.0%	95.0%	94.0%	96.0%
Average number of families served per day in the domestic violence shelter program	773	766	755	*	*	789	790
Number of domestic violence emergency beds (capacity)	2,228	2,228	2,228	*	*	2,228	2,228
★ Personal care services - average weekly billable hours	47.8	48.4	49.9	*	*	48.7	52.5
★ Serious personal care complaints resolved in 24 hours (%)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
★ Average days to initiate home attendant and housekeeper services for all cases	NA	33.1	27.5	30.0	30.0	25.6	12.3
Cases receiving home care services	88,722	99,716	116,883	*	*	104,553	114,052
New applicants for HIV/AIDS Services Administration (HASA) services	5,800	5,797	5,491	*	*	1,686	1,863
★ Individuals receiving HASA services	32,618	32,427	32,442	*	*	32,666	32,621
HASA clients receiving ongoing enhanced housing benefits (%)	81.4%	83.7%	84.3%	*	*	84.0%	83.9%
★ 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	6.0	7.9	7.0	7.9	8.0	6.9	8.6
★ Average number of days from submission of a completed application to issuance of enhanced housing benefits to HASA clients	16.6	17.3	14.5	17.3	15.5	15.1	14.1

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



## Agency-wide Management

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Medicaid recoveries and cost avoidance for fraud, waste & abuse (\$000,000)	NA	\$214.3	\$246.23	↑	↑	\$76.52	\$121.6
Cash Assistance recoveries and cost avoidance for fraud, waste and abuse (\$000,000)	NA	NA	\$351.3	*	*	\$115.6	\$123.7
Supplemental Nutritional Assistance Program (SNAP) cost avoidance for fraud and abuse (\$000,000)	NA	NA	\$29.6	*	*	\$10.2	\$9.2
Billed revenue as a percentage of budgeted revenue (%)	80.2%	78.3%	71.9%	*	*	16.0%	0.8%
Claims filed within 60 days of the close of the expenditure month (%)	100.0%	100.0%	99.0%	*	*	100.0%	100.0%
Calls resolved within 48 hours to the customer service call line for vendors (%)	70.0%	71.3%	67.7%	*	*	71.9%	64.3%
Accidents involving city vehicles	43	53	43	*	*	20	20
Workplace injuries reported	203	195	194	*	*	78	68

## Agency Customer Service

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Customer Experience							
Letters responded to in 14 days (%)	67.9%	76.2%	77.8%	*	*	75.57%	84.4%
E-mails responded to in 14 days (%)	89.4%	93.3%	95.5%	*	*	94.6%	96.7%
Calls answered in 30 seconds (%)	45.7%	56.6%	63.6%	*	*	60.4%	74.5%

## Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$8,068.8	\$9,391.2	\$9,513.8	\$9,455.7	\$9,588.8	\$9,551.5	\$3,602.1	\$3,274.8
Revenues (\$000,000)	\$26.9	\$39.8	\$47.0	\$43.7	\$42.8	\$41.8	\$7.7	\$12.9
Personnel	13,840	13,948	13,808	14,129	14,100	13,547	14,089	13,707
Overtime paid (\$000,000)	\$21.9	\$18.6	\$20.8	\$16.7	\$18.1	\$18.1	\$5.3	\$5.8
Capital commitments (\$000,000)	\$23.7	\$22.7	\$14.3	\$143.5	\$204.7	\$24.2	\$5.4	\$2.9
Human services contract budget (\$000,000)	\$599.3	\$636.6	\$548.3	\$613.0	\$705.3	\$619.6	\$166.5	\$88.2
Work Experience Program (WEP) participants assigned	1,213	901	547	*	*	*	915	483

<sup>1</sup>February 2014 Financial Plan      <sup>2</sup>Expenditures include all funds.      "NA" - Not Available in this report

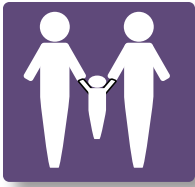
## Noteworthy Changes, Additions or Deletions

- Fiscal 2013 data for the indicator 'Cash assistance family cases participating in work or work-related activities per federal guidelines (official federal fiscal year-to-date average) (%)' was updated to reflect current figures. Historical data for the indicator 'Current obligations collected (%)' was updated.

For additional agency performance statistics, please visit:

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

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



## What We Do

The Administration for Children's Services (ACS) is responsible for protecting and strengthening the City's children, youth, and families by providing quality child welfare, juvenile justice, and early child care and education services. Each year, ACS conducts 54,000 investigations of abuse or neglect of New York City children and youth. For those children, youth and families involved in the child welfare system, ACS provides preventive and foster care services through contracts with nonprofit private providers. ACS also provides quality early care and education services, which prepare our youngest residents for success in school and beyond. Services are available for children from low income working families, families receiving child welfare services and for children whose parents are entering the work force from public assistance. These services are purchased from private agencies or informal private providers. In addition, ACS delivers a range of juvenile justice services to young people and their families from detention to placement, as well as intensive community-based programs that ACS employs at all stages of the juvenile justice process while always remaining focused on public safety. ACS' community-based alternatives programs help families whose youth are having behavioral problems by using evidence-based services that address family functioning.

## Our Services and Goals

### Service 1: Protect children from child abuse.

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

- Investigations of child abuse and/or neglect have declined steadily in recent years, but there was a 3.8 percent increase in the number of investigations during the first four months of the fiscal year, from 15,352 in Fiscal 2013 to 15,931 in Fiscal 2014. During the first four months of Fiscal 2014 93.4 percent of abuse and neglect investigations were initiated within 24 hours, a 5.7 percentage point improvement compared to performance during the same period in Fiscal 2013. During this period, the percent of children with completed investigations with repeat investigations within a year decreased from 24.6 to 23.5 percent, and the rate of repeat substantiated investigations increased slightly from 15.3 percent to 15.5 percent.
- Fewer children entered foster care during the reporting period, continuing a five-year trend. During the first four months of Fiscal 2013, 1,657 children entered foster care, compared to 1,508 during the same period this year. The percent of children placed within their home communities increased during the first four months of Fiscal 2013 as compared to Fiscal 2014; however the proportion of siblings who were placed together in the same foster home declined during this period. The in-community placement rate rose from 30.1 percent to 33.1 percent while the sibling placement rate declined from 90.3

percent to 88.2 percent. To address this ACS is developing a new placement matching and referral system which will facilitate matches at the individual foster home level, allowing children to be placed in the best-suited foster home to meet their unique needs.

- The foster care census, which has been declining since 2008, declined 9.5 percent from 13,458 during the first four months of Fiscal 2013 to 12,179 during the same period in Fiscal 2014. During this period the number of children in kinship and non-relative foster homes decreased by 13.5 percent and 7.4 percent, respectively, and the number in residential facilities declined 7.7 percent.
- Both the number of reports of abuse and/or neglect of children in foster care received by ACS and the percent of those reports that were substantiated fell during the first four months of the fiscal year. Abuse neglect reports decreased 4.4 percent from 657 during the first four months of Fiscal 2013 to 628 during the same period in Fiscal 2014. During this period the percent of these reports that were substantiated fell from 31.1 to 29.0.
- While re-entry into foster care decreased during the first four months of the fiscal year from 10.6 percent in Fiscal 2013 to 10.4 percent in Fiscal 2014, the percent of children reunified with their parents within twelve months of placement declined from 62.5 percent in Fiscal 2013 to 55 percent in Fiscal 2014. Changes on the front end of the protective system have helped to prevent children who are able to safely receive services at home from entering foster care instead of short foster care placements. Families of children who are removed from their homes often have more intensive service needs, necessitating slightly longer stays in care before safe reunification.
- Beginning October 1, 2012 ACS converted its contracted early care and education system to a new model, EarlyLearn NYC. New performance measures were introduced in the winter of Fiscal 2013 for this new contracted system. As a result, comparative values for these new measures are not available for the first four months of Fiscal 2013. In addition, due to federal Head Start Grant re-competition at the beginning of Fiscal 2014, 17 EarlyLearn providers received independent Head Start grants, seven providers stayed in the EarlyLearn system with Child Care funding and ten left the EarlyLearn system entirely, thereby reducing overall capacity. The changes in capacity are evident in the recent enrollment statistics. Average EarlyLearn contract enrollment decreased 3.0 percent from 30,096 in Fiscal 2013 to 29,182 in the first four months of Fiscal 2014. While average center-based enrollment declined 8.6 percent from 25,548 to 23,359 children, family child care enrollment increased 28.0 percent from 4,549 to 5,823. Average EarlyLearn contract utilization increased from 71.4 percent in Fiscal 2013 to 78.5 percent in Fiscal 2014. During this period average center-based utilization increased from 76.2 percent to 81.7 percent and family childcare utilization rose from 52.9 percent to 67.7 percent.
- Average childcare voucher enrollment declined three percent from 71,756 children in Fiscal 2013 to 69,604 during July-October Fiscal 2014. This decline was driven by a 7.8 percent decrease in legally exempt (informal child care) voucher enrollment from 22,700 children to 20,941 children.
- While the number of reports of abuse and/or neglect of children in child care received by ACS increased, the percent of those reports that were substantiated fell during the first four months of the fiscal year. Abuse and/or neglect reports rose 10.9 percent from 128 during the first four months of Fiscal 2013 to 142 during the same period in Fiscal 2014. The percent of these reports that were substantiated fell from 28.9 to 21.1.
- Since Fiscal 2009, the average daily population in detention has decreased steadily. This trend continued as the average daily population decreased 8.1 percent from 277 during the first four months of Fiscal 2013 to 254 during the same period in Fiscal 2014. This decline was largely driven by a reduction in admissions which fell 4.6 percent from 1,119 in July-October Fiscal 2013 to 1,068 in Fiscal 2014. During this period the average length of stay in detention decreased by 9.4 percent from 32 days in Fiscal 2013 to 29 days in Fiscal 2014.
- During the first four months of Fiscal 2014 the rate of youth on staff assaults with injury in detention declined 16.7 percent from 0.06 per 100 average daily population in Fiscal 2013 to 0.05 in Fiscal 2014. However, the youth on youth assault with injury rate rose 21.9 percent from 0.32 to 0.39. Through the implementation of the detention risk assessment instrument and the use of alternative to detention programs to divert low-risk youth from detention, the detained youth population includes a larger percentage of higher-risk and -needs youth. Similarly, there has been an increase in gang activity within the facilities, including gang or youth on youth violence. With the assistance of the NYPD's School Safety Division and Gang Division, detention staff are receiving recurring training to more readily identify and address gang-related violence within the facilities. Furthermore, trauma-informed screening of youth is

being implemented to more effectively understand the issues that affect many higher-risk youth. Trauma-informed training for staff is being implemented to empower and equip staff with the necessary skill sets and tools to address the needs of the changing youth population.

- There were no escapes from secure detention, but the abscond rate in non-secure detention increased from 0.04 per 100 average daily population during the first four months of Fiscal 2013 to 0.06 during the same period in Fiscal 2014. While there was an increase in absconds from non-secure detention, the overall rate remains low, despite the less-restrictive features of the non-secure detention environment.
- While the rate of weapon recovery in detention declined during the first four months of the Fiscal year, the rate of recovery of illegal substances/prescription or over-the-counter (OTC) medication increased. The weapon recovery rate fell from 0.13 per 100 average daily population to 0.09 and the illegal substance/prescription or OTC medications recovery rate increased from 0.10 to 0.16. ACS continues efforts to increase detection and removal of all contraband items by increasing the number of random facility searches. In addition, improvements to search techniques informed by best practices guidelines for searches of youth contributed to increased seizure of illegal substances/prescription or OTC medication, which are often more readily concealable to evade magnetometer and wand detection.
- While the percent of young people in detention who were referred for mental health services declined from 42 percent during the first four months of Fiscal 2013 to 38 percent during the same period in Fiscal 2014, the percent referred for and receiving mental health services rose from 52 percent to 56 percent.
- With the introduction of ACS' Close to Home initiative, ACS non-secure placement facilities began accepting youth on September 1, 2012. During the first four months of Fiscal 2014 there were 114 admissions to ACS non-secure placement with an average census of 188 young people. During this period 74 young people were released to aftercare in their communities with an average aftercare census of 92 and 85 young people successfully completed the program.
- The youth on youth assault and altercation with injury rate in non-secure placement was 0.6 per 100 care days from July-October of Fiscal 2014. The youth on staff assault with injury rate during this period was 0.1 and the AWOL rate was 0.8 per 100 care days. When Close to Home began accepting youth from state-operated placement facilities, ACS-contracted providers experienced initial challenges related to a large increase in the number of youth in care. ACS closely monitors each provider's performance regarding assaults and AWOLs and works with struggling providers to improve performance as necessary.

**Service 1: Protect children from child abuse.**

**Goal 1a: Respond quickly to every allegation of abuse and neglect and perform thorough assessments of safety and risk.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Number of State Central Register consolidated investigations	59,982	57,453	54,039	*	*	15,352	15,931
★ Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Register (%)	93.5%	92.1%	92.9%	100.0%	100.0%	87.7%	93.4%
Substantiation rate	40.1%	39.6%	39.8%	*	*	40.1%	39.1%
★ Children in substantiated investigations with repeat substantiated investigations within a year (%) (preliminary)	17.1%	16.2%	16.0%	14.0%	14.0%	15.3%	15.5%
Children in complete investigations with repeat investigations within a year (%)	24.2%	23.8%	23.9%	*	*	24.6%	23.5%
★ Average child protective specialist caseload	9.4	8.7	8.2	12.0	12.0	6.7	7.6

★ Critical Indicator \*NA\* - means Not Available in this report ↕ ↗ shows desired direction

**Goal 1b: Reduce the risk of child maltreatment occurring in at-risk families through the provision of high-quality preventive services.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Families entering purchased preventive services	7,865	10,124	10,510	12,000	12,000	3,372	3,447

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

**Goal 1c: Provide safe and stable foster care placements for children who cannot remain safely at home.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Children who re-enter foster care within a year of discharge to family (%)(preliminary)	11.2%	10.4%	10.2%	10.0%	10.0%	10.6%	10.4%
★ Children placed in foster care in their community	35.1%	33.5%	33.4%	33.0%	33.0%	30.1%	33.1%
★ Children in foster care (average)	14,843	14,013	13,112	*	*	13,458	12,179
- Children in foster kinship homes	5,178	4,843	4,461	*	*	4,657	4,028
- Children in nonrelative foster boarding homes	8,144	7,896	7,398	*	*	7,573	7,015
- Children in residential care	1,521	1,274	1,253	*	*	1,229	1,134
All children entering foster care (preliminary)	6,356	5,698	4,779	*	*	1,657	1,508
Abuse and/or neglect reports for children in foster care	2,040	1,902	2,165	*	*	657	628
Abuse and/or neglect reports for children in foster care that are substantiated (%)	34.7%	31.0%	31.5%	*	*	31.1%	29.0%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Siblings placed simultaneously in the same foster home (%)(preliminary)	85.0%	86.3%	87.9%	*	*	90.3%	88.2%
★ Children entering foster care who are placed with relatives (%)(preliminary)	27.0%	27.1%	26.6%	30.0%	30.0%	28.8%	28.4%

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

**Goal 1e: Reduce time to reunification and/or adoption and maintain strong family connections for children.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Children adopted	1,186	1,295	1,310	*	*	369	339
Median length of stay in foster care before child is adopted (months)	52.9	53.2	54.1	50.0	50.0	NA	NA
Median length of stay for children entering foster care for the first time who are returned to parent (months)	6.4	5.5	6.8	6.0	6.0	NA	NA
Children returned to parent(s) within 12 months (%)(preliminary)	61.5%	62.2%	59.8%	64.0%	64.0%	62.5%	55.0%
Children eligible for adoption (average)	1,697	1,675	1,446	*	*	1,566	1,278
★ Children eligible for adoption who are adopted (%)	69.9%	77.3%	90.6%	90.0%	90.0%	NA	NA
Average time to complete adoption (years)	3.0	3.1	3.1	3.0	3.0	3.0	3.0

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Average EarlyLearn contract enrollment	48,584	45,310	30,096	42,130	37,100	NA	29,182
★ EarlyLearn - Average center-based enrollment	NA	NA	25,548	33,530	28,500	NA	23,359
★ EarlyLearn - Average family child care enrollment	NA	NA	4,549	8,600	8,600	NA	5,823
★ Average EarlyLearn Utilization (%)	NA	NA	71.4%	100.0%	100.0%	NA	78.5%
★ Average EarlyLearn Utilization - Center-based (%)	NA	NA	76.2%	100.0%	100.0%	NA	81.7%
★ Average EarlyLearn Utilization - Family child care (%)	NA	NA	52.9%	100.0%	100.0%	NA	67.7%
Average child care voucher enrollment	68,484	69,020	71,756	*	*	NA	69,604
★ Average mandated children voucher enrollment	NA	NA	56,649	*	*	NA	56,183
★ Average other eligible children voucher enrollment	NA	NA	15,107	*	*	NA	13,422
★ Average center-based child care voucher enrollment	NA	NA	27,552	*	*	NA	26,790
★ Average family child care voucher enrollment	NA	NA	21,503	*	*	NA	21,873
★ Average legally exempt (informal child care) voucher enrollment	NA	NA	22,700	*	*	NA	20,941
EarlyLearn - Fiscal year spending per child based on average enrollment in Contract Family Child Care	NA	NA	\$9,084	*	*	NA	NA
EarlyLearn - Budget per slot in contract family child care	NA	NA	\$9,329	*	*	NA	NA
EarlyLearn - Fiscal year spending per child based on average enrollment in Contract Family Child Care	NA	NA	\$14,568	*	*	NA	NA
Fiscal year spending per child - Center-based child care vouchers	NA	NA	\$8,478	*	*	NA	NA
Fiscal year spending per child - Family child care vouchers	NA	NA	\$7,385	*	*	NA	NA
Fiscal year spending per child - Legally exempt (informal child care) vouchers	NA	NA	\$4,169	*	*	NA	NA
Abuse and/or neglect reports for children in child care	375	322	357	*	*	128	142
Abuse and/or neglect reports for children in child care that are substantiated (%)	29.7%	24.8%	23.5%	*	*	28.9%	21.1%

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

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

**Goal 3a: Assure that detention and placement facilities are safe and secure.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Total admissions to detention	4,868	4,416	3,419	*	*	1,119	1,068
★ Average daily population (ADP), detention	337.4	326.5	266.0	300.0	300.0	276.8	254.4
Secure detention - ADP	210.3	188.4	150.1	*	*	158.5	148.9
Non-secure detention - ADP	127.1	188.4	115.9	*	*	118.3	105.6
★ Average length of stay, detention (days)	26	27	29	*	*	32	29
★ Escapes from secure detention	0	0	0	0	0	0	0
★ Abscond rate in non-secure detention (average per 100 total ADP in non-secure)	0.02	0.02	0.05	0.02	0.02	0.04	0.06
★ Youth on youth assaults and altercations with injury rate (per 100 total ADP), detention	0.36	0.44	0.34	0.35	0.35	0.32	0.39
★ Youth on staff assault w/injury rate (per 100 total ADP), detention	0.03	0.04	0.06	0.03	0.03	0.06	0.05
★ Weapon recovery rate (average per 100 total ADP), detention	0.04	0.10	0.09	*	*	0.13	0.09
★ Illegal substance/prescription or OTC medication recovery rate (average per 100 total ADP), detention	0.04	0.08	0.08	*	*	0.10	0.16
★ Child abuse and/or neglect allegation rate (internal) (average per 100 total ADP), detention	0.09	0.09	0.11	0.09	0.09	0.08	0.08

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



Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Child abuse/neglect allegations cases (internal) reported as substantiated, detention	13.0	5.0	17.0	*	*	4.0	1.0
★ Average daily cost per youth per day (\$)	\$705	\$634	\$777	*	*	NA	NA
Admissions to non-secure placement	NA	NA	NA	*	*	NA	114
★ Number in non-secure placement	NA	NA	NA	*	*	NA	188
Youth on youth assault and altercation rate, non-secure placement	NA	NA	NA	0.5	0.5	NA	0.6
Youth on staff assault rate, non-secure placement	NA	NA	NA	0.1	0.1	NA	0.1
AWOL rate, non-secure placement	NA	NA	NA	0.7	0.6	NA	0.8
Discharges from non-secure placement (dispositional order complete)	NA	NA	NA	*	*	NA	85.0

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

### Goal 3b: Provide youth in detention and placement with appropriate health and mental health services.

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Residents seen within 24 hours of sick call report (%)	100%	100%	100%	100%	100%	100%	100%
★ General health care cost per youth per day (\$)	\$47	\$52	\$64	*	*	NA	NA
★ In-care youth who were referred for and received mental health services (%)	48%	55%	58%	*	*	52%	56%
★ In-care youth who were referred for mental health services (%)	44%	43%	51%	*	*	42%	38%

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

### Goal 3c: Provide services to prevent youth from returning to the juvenile justice system.

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Youth with previous admission(s) to detention (%)	54.0%	59.5%	60.5%	*	*	NA	NA
Number of releases to Close to Home aftercare	NA	NA	NA	*	*	NA	74
★ Number in Close to Home aftercare	NA	NA	NA	*	*	NA	92.0

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

## Agency-wide Management

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Accidents involving city vehicles	17	22	16	*	*	10	7
Workplace injuries reported	NA	NA	191	*	*	53	99

## Agency Customer Service

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Customer Experience							
Letters responded to in 14 days (%)	45.8%	73.6%	92.3%	*	*	83.5%	93.7%
E-mails responded to in 14 days (%)	44.9%	92.9%	95.6%	*	*	91.0%	96.8%

## Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$2,964.2	\$2,854.5	\$2,805.0	\$2,782.9	\$2,839.7	\$2,935.6	\$1,477.1	\$1,519.3
Revenues (\$000,000)	\$2.8	\$3.8	\$3.4	\$3.4	\$3.4	\$3.4	\$2.3	\$0.7
Personnel	6,213	6,196	6,082	6,629	6,628	6,627	6,144	5,986
Overtime paid (\$000,000)	\$20.8	\$21.2	\$20.6	\$13.3	\$15.3	\$15.3	\$5.3	\$5.9
Capital commitments (\$000,000)	\$10.1	\$13.5	\$11.1	\$37.7	\$102.1	\$9.0	\$7.2	\$6.1
Human services contract budget (\$000,000)	\$1,614.7	\$1,568.9	\$1,630.0	\$1,533.2	\$1,612.3	\$1,666.1	\$470.7	\$530.4
Work Experience Program (WEP) participants assigned	143	96	73	*	*	*	41	50
<sup>1</sup> February 2014 Financial Plan <sup>2</sup> Expenditures include all funds.      "NA" - Not Available in this report								

## Noteworthy Changes, Additions or Deletions

- ACS revised Fiscal 2014 targets for three EarlyLearn indicators: 'Average EarlyLearn contract enrollment;' 'EarlyLearn - Average center-based enrollment;' and 'EarlyLearn - Average family child care enrollment.'
- ACS added new indicators for non-secure placement and aftercare services.

For additional agency performance statistics, please visit:

- Statistics:  
[http://www.nyc.gov/html/acs/html/statistics/statistics\\_links.shtml](http://www.nyc.gov/html/acs/html/statistics/statistics_links.shtml)
- Monthly flash report:  
[http://www.nyc.gov/html/acs/downloads/pdf/Flash\\_July\\_2013.pdf](http://www.nyc.gov/html/acs/downloads/pdf/Flash_July_2013.pdf)

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







# DEPARTMENT OF HOMELESS SERVICES

## What We Do

The Department of Homeless Services (DHS) manages nine City-run and 230 provider-run shelter facilities, consisting of 68 adult facilities, 19 adult family facilities and 152 facilities for families with children. DHS also provides homeless prevention services through community-based programs known as Homebase, as well as street outreach services available 24 hours a day, seven days a week, with options for placement into safe havens and stabilization beds.

## Our Services and Goals

### **Service 1: Help prevent at-risk individuals and families from becoming homeless.**

Goal 1a: Provide effective interventions to households most at risk of homelessness.

### **Service 2: Provide temporary emergency housing to homeless individuals and families.**

Goal 2a: Ensure that individuals and families have access to emergency shelter and are immediately connected to appropriate mainstream resources.

Goal 2b: Ensure that all temporary shelters for homeless individuals and families are clean, safe, and well-run.

### **Service 3: Coordinate and/or provide support services to help individuals and families who are homeless exit shelter as quickly as possible.**

Goal 3a: Maximize exits and minimize clients' length of stay in shelters.

Goal 3b: Minimize re-entries into the shelter services system.

### **Service 4: Help chronically unsheltered homeless individuals find stable, safe living situations.**

Goal 4a: Reduce the number of unsheltered homeless individuals.

## How We Performed

- DHS' community-based homelessness prevention program, Homebase, continued to exceed its prevention target for families with children, adult families, and single adults by helping more than 90 percent of clients in all three populations receiving prevention services to stay in their communities and avoid shelter entry. The success rate for all three populations ranged from 94 to 98 percent.
- DHS connects individuals and families in shelter to employment and mainstream benefits that will assist them in exiting shelter and moving toward independent living in the community. In the first four months of Fiscal 2014, an average of 93 percent of families with children in shelter were applying for or receiving Cash Assistance. In the first four months of Fiscal 2014, 2,851 employment placements for homeless individuals and families were made through HRA's East River Job Center. This is 129 percent of the four-month goal and 43 percent of the Fiscal 2014 goal.
- As compared to the first four months of Fiscal 2013, the number of families with children entering shelter decreased by nine percent, while single adult and adult family entrants increased by four percent and 21 percent respectively. The average number of families with children, adult families, and single adults in shelter per day also increased by eight to ten percent between Fiscal 2013 through October and Fiscal 2014 through October.

- During the first four months of Fiscal 2014, the number of critical incidents per 1,000 adult family residents decreased by three percent as compared to Fiscal 2013 through October. The incidents rate increased by one-third in single adult facilities and more than three-quarters in the families with children shelter system as compared to Fiscal 2013 through October. DHS improved access to the DHS case management system (CARES) and the process for reporting incidents in CARES, as well as increased the emphasis for providers to report all incidents. These efforts contributed to a higher number of incidents reported.
- Shelter exit performance improved for all three populations. During the first four months of Fiscal 2014, DHS exceeded its monthly goal of families with children and adult families exiting shelter, achieving 110 percent of the families with children exit goal and 120 percent of the adult families exit goal. The number of single adults who exited to permanent housing increased by almost a third compared to the first four months in Fiscal 2013. Seven percent more single adults exited to supportive housing between the first four months of Fiscal 2013, increasing from 667 exits to supportive housing to 714. Supportive housing enables clients with disabilities to exit shelter to stable housing in the community.
- During the first four months of Fiscal 2014, the average length of stay in shelter increased across all populations: single adults' length of stay increased by five percent, adult families' by 13 percent and families with children by 15 percent compared to the same period last year. The average length of stay has been increasing since the loss of a rental assistance supplement in Fiscal 2011. DHS holds shelter providers accountable through measuring their performance against a range of key agency goals including clients' length of stay in shelter and success in moving people from the shelter system into permanent housing. Single adult and adult family provider performance has an impact on their budgets. Without the necessary State approval, DHS cannot move forward on a plan to implement a similar performance program for families with children shelters.
- To minimize shelter returns, DHS focuses on connecting clients to mainstream resources in the community including aftercare services to clients who are in jeopardy of losing their housing after exiting shelter. The rate of single adults who returned to shelter within one year of exiting to permanent housing remained stable near four percent during the first four months of Fiscal 2014, similar to prior years. The rates remained about the same among adult families and increased slightly for families with children due to a shift in the type of shelter exits from primarily subsidized to unsubsidized exits. Historically, unsubsidized exits have a higher recidivism rate than subsidized exits.
- DHS and its outreach providers work to engage chronically homeless individuals and connect them to support services. During the reporting period, DHS providers placed 178 chronically homeless individuals into permanent and temporary housing. DHS and its outreach providers reached out to 100 percent of citizens who called 311 to assist a street homeless individual and requested a call back. In the first four months of Fiscal 2014, street outreach teams returned 232 phone calls from citizens who saw an individual on the street in need of assistance and alerted DHS by calling 311. Public involvement is essential to reducing the number of street homeless individuals in New York City.

**Service 1: Help prevent at-risk individuals and families from becoming homeless.**

**Goal 1a: Provide effective interventions to households most at risk of homelessness.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Adults receiving preventive services who did not reside 21 days or more in the shelter system (%)	91.4%	91.4%	96.7%	70.0%	70.0%	96.6%	94.9%
★ Adult families receiving preventive services who did not enter the shelter system (%)	95.5%	97.0%	95.5%	70.0%	70.0%	95.8%	98.3%
★ Families with children receiving preventive services who did not enter the shelter system (%)	90.7%	93.9%	93.0%	70.0%	70.0%	91.9%	93.7%

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

**Service 2: Provide temporary emergency housing to homeless individuals and families.**

**Goal 2a: Ensure that individuals and families have access to emergency shelter and are immediately connected to appropriate mainstream resources.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Adult families entering the DHS shelter services system	1,096	1,109	1,156	↓	↓	386	466
★ Families with children entering the DHS shelter services system	12,444	10,878	12,306	↓	↓	4,721	4,281
★ Single adults entering the DHS shelter services system	NA	17,872	16,448	↓	↓	5,721	5,975
★ Average number of adult families in shelters per day	1,315	1,450	1,723	1,870	1,870	1,665	1,820
★ Average number of families with children in shelters per day	8,165	8,445	9,840	10,690	10,690	9,429	10,336
★ Average number of single adults in shelters per day	8,387	8,622	9,536	10,000	10,000	9,176	9,891
Families with children applying for or receiving public assistance (average) (%)	NA	NA	94.0%	*	*	95.0%	93.0%
Average school attendance rate for children in the DHS shelter services system (%)	82.0%	82.7%	83.6%	*	*	86.1%	85.8%
Families placed in the shelter services system according to their youngest school-aged child's school address (%)	83.3%	76.5%	70.5%	85.0%	85.0%	69.8%	69.4%
East River Job Center cash assistance applicants and recipients placed into jobs as compared to monthly goal (%)	125.0%	80.0%	100.0%	*	*	87.0%	129.0%

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

**Goal 2b: Ensure that all temporary shelters for homeless individuals and families are clean, safe, and well-run.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Adult shelter inspections with safety, maintenance or cleanliness deficiencies per 1,000 beds	1.7	0.3	0.2	↓	↓	NA	NA
★ Critical incidents in the adult shelter system, per 1,000 residents	0.2	1.1	2.2	↓	↓	0.9	1.2
★ Critical incidents in the adult family shelter system, per 1,000 residents	8.2	4.5	14.9	↓	↓	8.8	8.5
★ Critical incidents in the families with children shelter system, per 1,000 residents	1.7	6.5	7.6	↓	↓	2.9	5.2
Cost per day for shelter facilities - Single adult facilities (\$)	\$73.58	\$77.58	\$74.80	*	*	NA	NA
- Family facilities (\$)	\$100.12	\$100.82	\$102.74	*	*	NA	NA
Evaluations for human services contracts completed on time, as compared to the goal (%)	93.6%	97.8%	97.2%	*	*	NA	NA

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

**Service 3: Coordinate and/or provide support services to help individuals and families who are homeless exit shelter as quickly as possible.**

**Goal 3a: Maximize exits and minimize clients' length of stay in shelters.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Single adults exiting to permanent housing	8,825	7,541	8,526	8,000	8,000	2,612	3,422
Exits from the adult family shelter system, as compared to monthly goal (%)	NA	70	104	*	*	101	120
Exits from the families with children shelter system, as compared to monthly goal (%)	NA	99	103	*	*	94	110
★ Average length of stay for single adults in shelter (days)	250	275	293	↓	↓	285	299
★ Average length of stay for adult families in shelter (days)	349	416	469	↓	↓	443	502
★ Average length of stay for families with children in shelter (days)	258	337	375	↓	↓	355	409

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

### Goal 3b: Minimize re-entries into the shelter services system.

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Single adults who exited to permanent housing and returned to the DHS shelter services system within one year (%)	4.0%	3.9%	4.5%	4.3%	4.3%	4.0%	4.3%
★ Adult families who exited to permanent housing and returned to the DHS shelter services system within one year (%)	8.3%	5.6%	15.0%	15.1%	15.1%	14.9%	15.1%
★ Families with children who exited to permanent housing and returned to the DHS shelter services system within one year (%)	2.8%	4.4%	9.5%	11.2%	11.2%	7.7%	11.2%

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

### Service 4: Help chronically unsheltered homeless individuals find stable, safe living situations.

#### Goal 4a: Reduce the number of unsheltered homeless individuals.

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ 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	2,648	3,262	3,180	3,085	↓	NA	NA
Number of chronically homeless individuals placed into permanent and temporary housing by outreach teams	577	545	720	*	*	247	178
Response rate to 311 calls for homeless person assistance from constituents requesting a call back	100.0%	100.0%	100.0%	*	*	100.0%	100.0%

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

## Agency-wide Management

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Accidents involving city vehicles	NA	NA	48	*	*	NA	NA
Workplace injuries reported	NA	NA	119	*	*	32	23

## Agency Customer Service

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Customer Experience							
Letters responded to in 14 days (%)	73%	70%	67.4%	*	*	70%	76%
E-mails responded to in 14 days (%)	71%	88%	66.7%	*	*	66%	74.8%

## Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$1,019.2	\$900.5	\$984.3	\$905.9	\$1,043.3	\$981.7	\$638.5	\$715.6
Personnel	1,838	1,819	1,848	1,960	2,075	1,949	1,814	1,965
Overtime paid (\$000,000)	\$8.0	\$7.4	\$9.6	\$6.9	\$7.1	\$7.0	\$2.5	\$2.9
Capital commitments (\$000,000)	\$19.1	\$24.2	\$14.4	\$51.2	\$87.6	\$15.3	\$8.4	\$12.8
Human services contract budget (\$000,000)	\$811.3	\$698.8	\$769.2	\$695.7	\$812.6	\$765.8	\$239.2	\$280.7
<sup>1</sup> February 2014 Financial Plan <sup>2</sup> Expenditures include all funds.      "NA" - Not Available in this report								

## Noteworthy Changes, Additions or Deletions

- DHS revised targets for Fiscal 2014 and 2015 to reflect recent performance for indicators related to shelter census and return to shelter.

For additional agency performance statistics, please visit:

- Stats & Reports:  
<http://www.nyc.gov/html/dhs/html/communications/stats.shtml>
- Homeless Outreach Population Estimate (HOPE) count results:  
<https://a071-hope.nyc.gov/hope/statistics.aspx>
- DHS daily report, including census & intake statistics:  
<http://www.nyc.gov/html/dhs/downloads/pdf/dailyreport.pdf>

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





# DEPARTMENT FOR THE AGING

## 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. The Department supports a broad range of services, both directly and through approximately 721 contracts which include discretionary funds with community-based organizations, including the administration of 247 contracted senior centers. DFTA-contracted organizations provide over 1.5 million meals annually, both home-delivered and at senior centers.

## Our Services and Goals

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

Goal 1a: Increase utilization of nutrition programs.

Goal 1b: Increase utilization of senior centers.

### Service 2: Provide supportive services for seniors.

Goal 2a: Increase supportive services to caregivers.

Goal 2b: Increase supportive services to the homebound.

## How We Performed

- During the first four months of Fiscal 2014 about 24,900 older New Yorkers were served a meal at DFTA's 247 senior centers (237 Neighborhood Centers and 10 Innovative Senior Centers) each day. The number of congregate meals (breakfast, lunch, and dinner) served at senior centers remained stable during the reporting period at 2.6 million. Seniors also received 1.45 million home delivered meals, 4.1 percent fewer than during the same period last year.
- DFTA continues to support homebound older New Yorkers through its home delivered meal, case management, and home care programs. During the reporting period, homebound older New Yorkers received 139,613 hours of case management, an increase of 2.3 percent and 346,692 hours of home care services, an increase of 20.8 percent compared to the prior period.

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

#### Goal 1a: Increase utilization of nutrition programs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Total meals served (000)	NA	11,276	11,521	*	*	4,077	4,024

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

#### Goal 1b: Increase utilization of senior centers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Senior center utilization rate (%)	88.0%	93.0%	86.0%	95.0%	95.0%	NA	NA

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



**Service 2: Provide supportive services for seniors.**  
**Goal 2a: Increase supportive services to caregivers.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★Caregivers who received casework services or training through DFTA's In-house Alzheimer's and Long-Term Care Unit and Grandparent Resource Center	NA	NA	3,692	3,700	3,700	3,333	NA
★Caregivers who received supportive services through DFTA's contracted providers	NA	NA	7,737	8,783	8,783	4,484	NA

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

**Goal 2b: Increase supportive services to the homebound.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★Hours of home care services provided	1,033,407	823,831	890,232	1,039,003	958,000	286,946	346,692
★Total recipients of home care services (annual)	3,012	2,861	2,835	2,861	2,900	NA	NA
Hours of case management services provided	499,867	398,013	443,404	444,000	444,000	NA	139,613
Total annual recipients of case management services	NA	16,899	17,499	*	*	NA	NA

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

**Agency Customer Service**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Customer Experience							
Letters responded to in 14 days (%)	65.3%	72.9%	52.8%	*	*	78.3%	54.7%
E-mails responded to in 14 days (%)	83.2%	89.6%	83.7%	*	*	87.9%	97.1%

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Response to 311 Service Requests (SRs)							
SLA - Housing Options-% of SRs Meeting Time to Action	96.0	96.0	95.0	*	*	93.0	99.0
SLA - Elder Abuse-% of SRs Meeting Time to Action	88	82	74	*	*	79	67
SLA - Home Repair-% of SRs Meeting Time to Action	100	99	NA	*	*	100	NA
SLA - Weatherization-% of SRs Meeting Time to Action	100	100	NA	*	*	100	NA

**Agency Resources**

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$263.7	\$257.8	\$262.2	\$258.0	\$262.3	\$251.2	\$183.1	\$206.4
Revenues (\$000,000)	\$2.1	\$0.7	\$1.0	\$1.0	\$1.0	\$1.0	\$0.2	\$0.3
Personnel	1,034	833	772	704	678	542	627	699
Overtime paid (\$000)	\$14	\$38	\$82	\$3	\$1	\$0	\$2	\$6
Capital commitments (\$000,000)	\$1.1	\$4.3	\$4.5	\$7.4	\$38.2	\$1.7	\$1.9	\$0.6
Human services contract budget (\$000,000)	\$194.5	\$191.9	\$221.1	\$213.1	220,0	\$207.8	\$72.1	\$84.6
Work Experience Program (WEP) participants assigned	795	704	63	*	*	*	731	23

<sup>1</sup>February 2014 Financial Plan    <sup>2</sup>Expenditures include all funds.    "NA" - Not Available in this report

## Noteworthy Changes, Additions or Deletions

- The calculation method for the indicator 'Congregate meals served' has been revised to include all meals served at senior centers (breakfast, lunch, and dinner) and cannot be compared to data from prior periods, which only included lunch.
- The unduplicated number of caregivers who received supportive services through DFTA's Long Term Care Unit, Grandparent Resource Center, and contracted providers is not yet available and will be reported in the full-year Fiscal 2014 Mayor's Management Report.

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



# BUILDING HUMAN POTENTIAL

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Department of Education  
School Construction Authority



Department of Youth and Community Development



Public Libraries\*



City University of New York\*



Department of Small Business Services

*\*Non-Mayoral Agencies*





## What We Do

The Department of Education (DOE) provides primary and secondary education to over one million prekindergarten to grade 12 students in 32 school districts over 1,800 schools, and employs approximately 75,000 teachers. DOE prepares students to meet grade level standards in reading, writing and math, and prepares high school students to pass Regents exams and to meet graduation requirements. 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.

## 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 students graduating college and career ready.
- 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

- Overall enrollment decreased by 0.2 percent reflecting the increase in charter school enrollment. The district plus charter school number increased by 0.9 percent, from 1,094,945 in October 2013 to 1,104,479 in October 2014.
- Average daily attendance rates improved from the reporting period of September-October 2013 to the reporting period of September-October 2014. High school attendance increased from 87.1 percent to 88.1 percent, and elementary/middle attendance increased from 95.3 percent to 95.7 percent.
- All of the parental involvement indicators were higher compared to this time last year. These increases were due in part to additional efforts to engage parents in the instructional shifts of the Common Core and the 2013 NYS Common Core aligned math and ELA assessments. The increases were also the result of a two year effort to improve data collection across all of our parental involvement indicators. This is the second year the DOE is using the Parent Coordinator Activity report to capture parent engagement data, and the quality of the data has improved, resulting in better reporting of school level engagement. Additionally, regular communication to Parent Coordinators and the use of Principals Weekly and School Support Weekly have also contributed to increased participation in reporting of data.
- The Department is completing the 3-year migration to a new data system that manages information for students with disabilities. During the system migration, reporting lags led to underreported counts of students with disabilities in the Preliminary Mayor's Management Report. The new data

system enables timelier reporting, although data for the first four months of prior fiscal years is not comparable. Full-fiscal year totals were not affected and neither services for students nor the fair student funding budget distribution are impacted during the system transition.

**Service 1: Educate New York City's children.**  
**Goal 1a: Improve academic achievement.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Schools with scores of Well Developed on Quality Reviews (%)	14.3%	9.0%	6.9%	9.0%	9.0%	NA	NA
★ Schools with scores of Proficient on Quality Reviews (%)	45.3%	47.0%	51.4%	*	*	NA	NA
★ Schools with scores of Developing on Quality Reviews (%)	35.4%	41.0%	40.3%	41.0%	41.0%	NA	NA
★ Schools with scores of Underdeveloped on Quality Reviews (%)	5.0%	2.0%	1.5%	2.0%	2.0%	NA	NA
★ Schools receiving an A on school Progress Report (%)	27.2%	27.7%	27.5%	27.7%	27.7%	NA	NA
★ Schools receiving a B on school Progress Report (%)	34.2%	36.0%	35.8%	36.0%	36.0%	NA	NA
★ Schools receiving a C on school Progress Report (%)	28.6%	38.1%	28.1%	*	*	NA	NA
★ Schools receiving a D on school Progress Report (%)	7.1%	6.3%	5.9%	6.3%	6.3%	NA	NA
★ Schools receiving an F on school Progress Report (%)	2.9%	2.0%	2.8%	2.0%	2.0%	NA	NA
Student enrollment as of October 31 in grades pre-kindergarten to 12 (000) (preliminary unaudited)	1,043.8	1,041.5	1,036.1	*	*	1,004.0	1,002.0
★ Average daily attendance (%)	90.5%	91.6%	91.3%	90.0%	90.0%	92.7%	93.3%
- Elementary/middle (%)	93.1%	93.8%	93.6%	92.0%	92.0%	95.3%	95.7%
- High school (%)	86.5%	86.7%	87.2%	83.0%	83.0%	87.1%	88.1%
Students with 90% or better attendance rate (%)	73.9%	77.3%	75.0%	72.0%	72.0%	82.1%	81.4%
★ Students in grades 3 to 8 meeting or exceeding standards - English language arts (%)	43.9%	46.9%	26.4%	29.1%	29.1%	NA	NA
★ - Math (%)	57.3%	60.0%	29.6%	32.6%	32.6%	NA	NA
Students in grades 3 to 8 scoring below standards progressing into a higher level - English language arts (%)	50.3%	46.2%	7.7%	*	*	NA	NA
- Math (%)	54.9%	52.1%	7.4%	*	*	NA	NA
Students in grades 3 to 8 progressing from below standards to meeting standards - English language arts (%)	18.4%	17.7%	2.9%	*	*	NA	NA
- Math (%)	24.3%	24.8%	1.7%	*	*	NA	NA
Students in grades 1 to 9 promoted (%)	93.7%	94.6%	94.5%	98.0%	98.0%	NA	NA
Students in the graduating class taking required Regents examinations	58,396	60,204	NA	45,000	45,000	NA	NA
Students passing required Regents examinations (%)	70.3%	68.7%	NA	66.0%	66.0%	NA	NA
Students in graduating class with a 65 to 100 passing score on the Regents Examination - English (%)	89.8%	89.8%	NA	82.0%	82.0%	NA	NA
- Math (%)	84.6%	87.2%	NA	79.0%	79.0%	NA	NA
- United States history and government (%)	86.4%	88.0%	NA	76.0%	76.0%	NA	NA
- Global history (%)	82.6%	85.0%	NA	71.0%	71.0%	NA	NA
- Science (%)	86.6%	88.4%	NA	76.0%	76.0%	NA	NA
Students in graduating class with a 55 to 100 passing score on the Regents Examination - English (%)	94.2%	93.8%	NA	93.0%	93.0%	NA	NA
- Math (%)	93.3%	93.9%	NA	96.0%	96.0%	NA	NA
- United States history and government (%)	93.2%	92.7%	NA	96.0%	96.0%	NA	NA
- Global history (%)	90.6%	90.5%	NA	90.0%	90.0%	NA	NA
- Science (%)	93.9%	93.9%	NA	92.0%	92.0%	NA	NA
★ Students in cohort graduating from high school in 4 years (%) (NYSEd)	65.5%	64.7%	NA	64.7%	64.7%	NA	NA
★ Students in cohort graduating from high school in 6 years (%) (NYSEd)	NA	NA	NA	↑	↑	NA	NA
★ Students in cohort dropping out from high school in 4 years (%) (NYSEd)	12.1%	11.4%	NA	11.4%	11.4%	NA	NA
Students in cohort dropping out from high school in 6 years (%) (NYSEd)	NA	NA	NA	*	*	NA	NA

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Average class size - Kindergarten (end of October)(preliminary unaudited)	22.1	22.8	23.1	22.8	22.8	23.1	23.1
★ - Grade 1	22.9	23.9	24.6	23.9	23.9	24.8	25.3
★ - Grade 2	23.2	24.2	24.7	24.2	24.2	24.7	25.5
★ - Grade 3	23.7	24.5	25.2	24.5	24.5	25.2	25.6
★ - Grade 4	25.0	25.3	25.5	25.3	25.3	25.5	26.0
★ - Grade 5	25.4	25.8	25.9	25.8	25.8	25.8	26.0
★ - Grade 6	26.2	27.0	26.8	27.0	27.0	26.8	26.8
★ - Grade 7	27.1	27.2	27.6	27.2	27.2	27.6	27.4
★ - Grade 8	27.3	27.4	27.6	27.4	27.4	27.7	27.9

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

### Goal 1b: Promote parental involvement in education.

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Phone calls responded to by parent coordinator or parent engagement designee (000)	1,613	1,792	3,682	1,500	1,500	444	828
In-person consultations with parents by PC or parent engagement designee (000)	735	698	1,129	759	759	232	348
School-based workshops offered to parents (000)	34	20	33	25	25	5	6
Parents attending school-based workshops (000)	459	461	793	600	600	164	239
Parents attending Fall and Spring Parent-Teacher Conferences	639	849	1,415	1,282	1,285	93	151

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

### Service 2: Support children with special needs.

#### Goal 2a: Improve the ability of English Language Learners to learn English and improve academic progress.

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Students enrolled as English Language Learners (000)	164	159	160	*	*	NA	NA
English language learners testing out of ELL Programs (%)	16.4%	16.5%	16.3%	17.0%	17.0%	NA	NA
★ English language learners testing out of ELL programs within 3 years (%)	51.5%	54.6%	54.0%	55.0%	55.0%	NA	NA

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



**Goal 2b: Improve the ability of students with disabilities to progress academically and socially.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Students with disabilities in cohort graduating from high school in 4 years (%) (NYSED)	31.0%	30.5%	NA	30.5%	30.5%	NA	NA
★ Students with disabilities in cohort graduating from high school in 6 years (%) (NYSED)	NA	NA	NA	↑	↑	NA	NA
★ Students with disabilities in cohort dropping out from high school in 4 years (%) (NYSED)	20.8%	19.9%	NA	19.9%	19.9%	NA	NA
Students with disabilities in cohort dropping out from high school in 6 years (%) (NYSED)	NA	NA	NA	*	*	NA	NA
Students receiving special education services (preliminary unaudited)	220,289	221,661	225,325	*	*	NA	230,284
Special education enrollment - School-age	194,503	194,073	199,302	*	*	NA	205,874
- Public school	169,948	169,503	176,360	*	*	NA	187,874
- Non-public school	25,253	24,570	22,942	*	*	NA	18,000
Special education enrollment - Pre-school	25,786	27,588	26,023	*	*	NA	24,410
- Public school	699	703	648	*	*	NA	1,149
- Non-public school	25,087	26,885	25,375	*	*	NA	23,261
Students recommended for special education services	15,528	15,653	15,259	*	*	4,229	3,906
Students no longer in need of special education services	6,438	6,689	7,119	*	*	2,557	2,462
★ Students in special education scoring below standards progressing into a higher level - English Language Arts (%)	36.4%	32.0%	3.4%	20.0%	20.0%	NA	NA
★ - Math (%)	42.0%	38.2%	3.6%	23.2%	23.2%	NA	NA

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

**Service 3: Prepare children to become productive, engaged adults.**

**Goal 3a: Increase the percentage of high school graduates enrolling in post-secondary education or training.**

Performance indicators under development.

**Goal 3b: Increase the percentage of elementary, middle and high school students taking coursework that prepares them for future success.**

Performance indicators under development.

**Service 4: Maintain and enhance the City's educational facilities.**

**Goal 4a: Work with the School Construction Authority to design, construct, modernize and repair durable, functional and attractive educational facilities, on schedule and within budget.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Schools that exceed capacity - Elementary schools (%)	32.0%	33.0%	NA	*	*	NA	NA
- Middle schools (%)	12.0%	12.0%	NA	*	*	NA	NA
- High schools (%)	37.0%	32.0%	NA	*	*	NA	NA
Students in schools that exceed capacity - Elementary/middle schools (%)	26.0%	28.0%	NA	*	*	NA	NA
- High schools (%)	55.0%	48.0%	NA	*	*	NA	NA
Total new seats created	5,593	10,766	9,356	3,885	3,885	0	0
Hazardous building violations total backlog	108	103	123	*	*	102	105
★ School building ratings - Good condition (%)	1.3%	1.1%	NA	1.3%	1.3%	NA	NA
★ - Fair to good condition (%)	50.0%	49.2%	NA	50.0%	50.0%	NA	NA
★ - Fair condition (%)	48.5%	48.9%	NA	*	*	NA	NA
★ - Fair to poor condition (%)	0.1%	0.3%	NA	0.1%	0.1%	NA	NA
- Poor condition (%)	0.0%	0.0%	NA	0.0%	0.0%	NA	NA

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

## Agency-wide Management

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ School safety - Seven major felony crimes	801	812	699	↓	↓	151	171
★ - Other criminal categories	3,089	3,295	2,626	↓	↓	511	571
★ - Other incidents	5,119	5,365	4,350	↓	↓	806	855
Average lunches served daily	648,141	661,102	625,231	*	*	NA	NA
Average breakfasts served daily	224,623	224,641	221,519	*	*	NA	NA
- Elementary school (\$)	\$18,272	NA	NA	*	*	NA	NA
- Middle school (\$)	\$17,716	NA	NA	*	*	NA	NA
- High school (\$)	\$17,182	NA	NA	*	*	NA	NA
- Full-time special education (District 75) (\$)	\$74,686	NA	NA	*	*	NA	NA
Average direct services to schools expenditure per student (\$)	\$16,557	NA	NA	*	*	NA	NA
Teachers	74,958	72,787	73,844	*	*	73,844	74,320
Teachers with 5 or more years teaching experience (%)	72.2%	75.0%	75.8%	*	*	75.8%	75.4%
Teachers hired to fill projected vacancies (%)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Principals with more than 3 years experience as principal (%)	61.3%	61.6%	61.0%	*	*	NA	NA
Teachers absent more than 10 days (%)	12.8%	11.4%	11.8%	*	*	1.0%	1.4%
Accidents involving city vehicles	NA	NA	64	*	*	NA	NA
Workplace injuries reported	NA	2,942	2,981	*	*	NA	NA
Accidents in schools - students	36,954	39,947	40,526	*	*	NA	NA
Accidents in schools - public	476	493	513	*	*	NA	NA
Average expenditure per student (\$)	\$18,598	NA	NA	*	*	NA	NA

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

## Agency Customer Service

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Customer Experience							
Letters responded to in 14 days (%)	NA	74.9%	NA	75%	*	NA	NA
E-mails responded to in 14 days (%)	NA	92.9%	NA	93%	*	NA	NA

## Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$18,938.9	\$19,283.3	\$19,232.4	\$19,864.7	\$19,704.5	\$20,478.4	\$6,354.5	\$6,740.4
Revenues (\$000,000)	\$68.3	\$68.0	\$69.5	\$59.2	\$59.2	\$59.2	\$16.5	\$21.9
Personnel	134,209	132,273	132,469	134,044	133,044	133,467	132,608	132,914
Overtime paid (\$000,000)	\$14.7	\$15.0	\$17.0	\$9.4	\$9.5	\$10.4	\$7.1	\$2.6
Human services contract budget (\$000,000)	\$938.9	\$1,110.7	\$766.0	\$1,059.7	\$930.9	\$997.8	\$156.4	\$198.3
Work Experience Program (WEP) participants assigned	296	210	115	*	*	*	129	142

<sup>1</sup>February 2014 Financial Plan

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

"NA" - Not Available in this report

## Noteworthy Changes, Additions or Deletions

- The Department deleted the indicator 'Schools under Registration Review (SURR)' because the New York State Department of Education no longer reports it.
- DOE is completing the 3-year migration to a new data system that manages information for students with disabilities. During the system migration, reporting lags led to underreported counts of students with disabilities in the Preliminary Mayor's Management Report. Comparable data for the first four months of prior fiscal years will be available by the end of Fiscal 2014.
- Four-month Fiscal 2014 data for the indicator 'Special education enrollment – school age – non- public school' is forecast based on past enrollment trends. Data will be updated with actual totals before the end of the fiscal year.

For additional agency performance statistics, please visit:

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

For more information on the agency, please visit: <http://schools.nyc.gov>.



## 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.

## Our Services and Goals

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

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

Goal 1b: Achieve cost efficiencies in construction.

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

Goal 1d: Ensure project safety and quality.

## How We Performed

- During the first four months of Fiscal 2014, the percentage of capital improvement projects constructed within budget declined seven percentage points to 79 percent, one percentage point below the target of 80 percent. The percentage of projects constructed on-time improved by 15 percentage points to 78 percent.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Total new seats created	5,593	10,766	9,356	3,885	3,885	0	0
★ New schools and additions constructed	10	14	19	8	8	NA	NA

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

#### Goal 1b: Achieve cost efficiencies in construction.

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Construction bid price for school capacity projects per square foot (\$)	\$475	\$514	\$580	\$514	\$514	NA	NA
Average new school construction cost per square foot - Early childhood (\$)	NA	NA	NA	*	*	NA	NA
- Elementary (\$)	\$581	\$529	\$542	*	*	NA	NA
- Intermediate (\$)	NA	NA	\$623	*	*	NA	NA
- High school (\$)	NA	\$525	\$517	*	*	NA	NA

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
New schools and additions - construction funds committed as a percent of initial authorized budget (%)	92.9%	92.9%	95.4%	100.0%	100.0%	NA	NA
★ Scheduled new seats constructed on time (%)	100%	100%	100%	100%	100%	NA	NA
★ Capital improvement projects constructed on time or early (%)	69%	72%	69%	80%	80%	63%	78%
★ Capital improvement projects constructed within budget (%)	73%	77%	71%	80%	80%	86%	79%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Ultimate cost of insurance losses as % of construction value (per calendar year)	7.95%	7.83%	NA	*	*	NA	NA

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

**Agency Resources**

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Personnel	674	660	661	715	715	715	662	658
Capital commitments (\$000,000)	\$1,726.2	\$2,586.7	\$2,297.6	\$3,310.2	\$3,310.2	\$1,713.0	\$303.8	\$421.4

<sup>1</sup>February 2014 Financial Plan      <sup>2</sup>Expenditures include all funds.      "NA" - Not Available in this report

**Noteworthy Changes, Additions or Deletions**

None.

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



# DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT

## What We Do

The Department of Youth and Community Development (DYCD) supports youth and adults through 2,941 contracts with community-based organizations throughout New York City. These include 557 contracts that comprise the citywide Out-of-School Time (OST) initiative. OST offers a balanced mix of academic support, sports/recreational activities, and arts and cultural experiences, which take place after school, on weekends, and during school vacations. DYCD also funds 270 programs to help low-income individuals and families become more economically self-sufficient and 31 adult literacy programs that help participants further their education and advance their careers, as well as ten adolescent literacy programs. The Department also administers a network of 80 Beacon community centers, housed in public schools citywide, which serve youth, adults and families during out-of-school hours. Through a range of programs, DYCD contractors assist immigrants in becoming citizens and in taking part in the civic and cultural life of their new communities. In addition, DYCD implements and oversees the City's youth workforce development program, 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. DYCD is also responsible for the City's runaway and homeless youth programs.

## 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: Implement and manage contracts for programs that provide work-related education, skills training and employment opportunities to increase youth capacity for economic independence.**

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: Implement and manage contracts for programs to strengthen and revitalize the communities of New York City.**

Goal 3a: Maximize participation in and effectiveness of community anti-poverty initiatives for youth, adults and seniors in lower income neighborhoods, including Neighborhood Development Area (NDA) and Center for Economic Opportunity (CEO) programs.

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

Goal 3c: Maximize the number of immigrants who file for visas, residency and United States citizenship through DYCD-funded programs.

## How We Performed

- The Out-of-School Time (OST) program increased the number of participants served to 57,930 during the July to October period of Fiscal 2014, from 52,093 for the same period in Fiscal 2013. This 11 percent increase in the number of youth in OST programs was due to the addition of 35 new programs funded by the Department of Education. However, due to logistical problems stemming from late funding of slots for youth in OST summer programs and the need to relocate numerous school-based programs to alternate sites, the percentage of summer OST programs meeting target enrollment dropped from 95 percent in Fiscal 2013 to 83 percent in Fiscal 2014.
- The Summer Youth Employment Program (SYEP) provided 35,957 jobs for youth during July and August of Fiscal 2014, an increase from the previous summer figure of 29,416. The volume of this increase was due to the receipt

of six percent additional funding, as well as the fact that the Fiscal 2014 SYEP was shortened from seven weeks to six, allowing more youth to be served.

- Calls to Youth Connect, DYCD's youth information and assistance hotline, increased to 14,843 in the first four months of Fiscal 2014, from 12,162 for the same period of the previous fiscal year. This 22 percent increase in call volume was due to more young people becoming engaged with DYCD's social media platforms and electronic newsletters that the agency uses to circulate information on employment, after-school programs, scholarships and other educational opportunities.

**Service1: Support youth development throughout New York City through the implementation, funding and management of contracts with nonprofit service providers.**

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Number of young people involved in DYCD-funded programs	214,603	201,194	212,407	*	*	NA	NA
Out-of-School Time (OST) enrollment	68,680	63,000	65,957	56,700	56,700	52,093	57,930
★OST programs meeting attendance rate goal - elementary (school year) (%)	86%	87%	84%	80%	80%	73%	80%
★OST programs meeting target enrollment (school year) (%)	97%	98%	96%	85%	85%	86%	86%
★OST programs meeting target enrollment (summer) (%)	99%	97%	93%	90%	90%	95%	83%
Beacon programs' enrollment as a percentage of the minimum annual target (%)	108%	117%	156%	100%	100%	73%	70%
Calls to Youth Connect	41,621	34,609	36,867	48,000	48,000	12,162	14,843

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

**Goal 1b: Runaway and homeless youth will reunite with their families or live independently.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★Youth reunited with family or placed in a suitable environment from crisis shelters (%)	79%	80%	86%	75%	75%	86%	86%
★Youth reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) centers (%)	87%	93%	91%	85%	85%	96%	96%
Certified residential beds for runaway or homeless youth	256	250	247	*	*	241	247
Runaway and homeless youth served - crisis beds	1,686	1,346	1,478	1,400	1,400	645	670
Runaway and homeless youth served - transitional independent living beds	248	341	332	250	250	182	210
★Utilization rate for crisis beds (%)	82%	98%	98%	90%	90%	98%	99%
★Utilization rate for transitional independent living beds (%)	73%	86%	91%	85%	85%	93%	92%

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

**Service 2: Implement and manage contracts for programs that provide work-related education, skills training and employment opportunities to increase youth capacity for economic independence.**

**Goal 2a: Young people will complete DYCD-funded training and employment programs at high levels.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Summer Youth Employment Program (SYEP) participants	35,725	30,628	29,416	33,000	33,000	29,416	35,957
Number of Summer Youth Employment Program contracts	68	64	64	*	*	NA	NA
Value of Summer Youth Employment Program contracts (\$000)	\$9,443	\$8,116	\$8,641	*	*	NA	NA
Participants in WIA-funded Out-of-School Youth program	1,778	1,900	1,863	*	*	NA	NA
Participants in WIA-funded In-School Youth program	5,024	2,401	2,395	*	*	NA	NA

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

**Goal 2b: Young people engaged in DYCD-funded training and employment programs will achieve success targeted by these programs.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Youth who are out-of-school, attend a DYCD-funded training or employment program, and are placed in post-secondary education, employment, or advanced training in the 1st quarter after exiting the program (%)	67%	68%	70%	69%	69%	75%	78%
★ Youth who attend a training program while in school and are placed in post-secondary education, employment, or advanced training during the 1st quarter after exiting the program (%)	77%	78%	77%	69%	69%	21%	24%
Youth who are out-of-school, attend a DYCD-funded training or employment program, and attain a degree or certificate by the end of the 3rd quarter after exiting the program (%)	61%	68%	66%	63%	63%	79%	82%
Youth who attend a DYCD-funded training or employment program while in school and attain a degree or certificate by the end of the 3rd quarter after exiting the program (%)	72%	75%	77%	63%	63%	NA	NA

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

**Service 3: Implement and manage contracts for programs to strengthen and revitalize the communities of New York City.**

**Goal 3a: Maximize participation in and effectiveness of community anti-poverty initiatives for youth, adults and seniors in lower income neighborhoods, including Neighborhood Development Area (NDA) and Center for Economic Opportunity (CEO) programs.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Community anti-poverty program participants achieving target outcomes designated for clients in each program area (%)	52%	59%	60%	60%	60%	23%	26%
Participants in community anti-poverty programs	29,502	22,239	22,657	*	*	NA	NA

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Participants in DYCD-funded English literacy programs	7,350	4,647	4,643	6,500	6,500	2,680	2,474
★ Participants in DYCD-funded English literacy programs meeting federal standards of improvement in their ability to read, write, and speak English (%)	55%	56%	59%	55%	55%	NA	NA

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

**Goal 3c: Maximize the number of immigrants who file for visas, residency and United States citizenship through DYCD-funded programs.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Citizenship applications filed with the United States Citizenship and Immigration Services (USCIS)	862	245	315	350	350	104	114
Participants achieving positive outcomes in immigration assistance programs (%)	60%	51%	53%	50%	50%	37%	38%
Participants in immigration assistance programs	5,780	4,047	4,263	*	*	NA	NA

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



## Agency-wide Management

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Contracts terminated	2	2	4	2	2	0	0
★ Agency assessments completed as a percent of total agency contracts (%)	90%	90%	97%	90%	90%	NA	NA
Fiscal audits conducted	345	340	310	345	345	0	0
Expenditure report reviews	23,906	24,185	22,495	*	*	NA	NA
Programmatic reviews/contract monitoring	9,832	10,665	10,518	*	*	NA	NA
Agency assessments completed	892	1,110	1,663	*	*	NA	NA
Contracts funded	2,572	2,631	2,888	*	*	NA	NA
Value of agency contracts (\$000)	\$272,167	\$249,526	\$275,789	*	*	NA	NA
Value of intracity agreements (\$000)	\$4,105	\$4,244	\$4,246	*	*	NA	NA

## Agency Customer Service

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Customer Experience							
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
Calls answered in 30 seconds (%)	53%	38%	54%	*	*	57%	88%

## Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$350.3	\$325.0	\$345.9	\$400.2	\$411.7	\$524.7	\$193.0	\$241.5
Personnel	398	388	395	413	415	388	379	377
Overtime paid (\$000)	\$138	\$138	\$88	\$154	\$154	\$154	\$31	\$27
Human services contract budget (\$000,000)	\$264.9	\$245.1	\$267.6	\$324.8	\$323.4	\$268.9	\$71.4	\$97.0

<sup>1</sup>February 2014 Financial Plan      <sup>2</sup>Expenditures include all funds.      "NA" - Not Available in this report

## Noteworthy Changes, Additions or Deletions

None.

For additional agency performance statistics, please visit:

- Reports and Plans:  
<http://www.nyc.gov/html/dycd/html/about/reports.shtml>

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



# PUBLIC LIBRARIES

## 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 214 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 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.

## Brooklyn Public Library

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Average weekly scheduled hours	35.5	43.5	43.5	41.2	42.0	43.6	42.0
Libraries open seven days/week (%)	10%	3%	3%	3%	3%	3%	3%
★ Libraries open six days/week (%)	28%	52%	47%	35%	38%	45%	38%
★ Circulation (000)	20,280	19,579	17,461	18,500	18,870	6,436	5,542
Reference queries (000)	3,401	3,190	3,525	3,600	3,672	1,098	1,029
Electronic visits to website (000)	5,807	4,999	5,998	6,200	6,324	2,096	2,487
Computers for public use	1,305	1,353	1,413	1,413	1,413	1,111	1,413
Computer sessions (000)	2,185	2,288	2,270	2,300	2,346	841	807
Wireless sessions	109,481	149,304	297,397	300,000	306,000	132,574	136,986
Program sessions	43,233	43,375	38,247	40,425	41,324	9,509	11,606
★ Program attendance	848,613	833,168	664,449	700,000	525,000	180,606	224,011
★ Library card holders (000)	741	915	1,062	1,200	1,224	NA	NA
Active library cards (000)	741	684	681	*	*	676	700
New library card registrations	NA	137,670	167,467	*	*	59,217	59,513
★ Total library attendance (000)	12,341	12,024	10,067	10,500	10,500	5,674	3,053

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

## New York Public Library - Branch

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Average weekly scheduled hours	46.6	46.6	46.6	46.0	46.0	46.6	46.6
Libraries open seven days per week (%)	4%	4%	4%	4%	4%	4%	4%
★ Libraries open six days per week (%)	100%	100%	100%	100%	100%	100%	100%
★ Circulation (000)	27,908	28,278	25,949	25,500	25,500	8,748	9,151
Reference queries (000)	7,909	8,844	8,777	8,800	8,800	3,499	3,465
Electronic visits to website (000)	31,248	32,307	32,844	32,000	32,000	10,904	11,304
Computers for public use	3,704	4,026	4,026	4,000	4,000	3,981	4,026
Program sessions	43,270	53,157	59,030	53,000	53,000	17,737	20,967
★ Program attendance	864,669	1,058,899	1,120,064	1,057,000	1,057,000	343,775	396,330
★ Library card holders (000)	2,215	1,985	2,210	2,000	2,000	NA	NA
★ Total library attendance (000)	15,063	14,836	14,185	14,800	14,800	5,049	5,001

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

## New York Public Library - Research

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Computer sessions (000)	3,037	3,052	3,093	*	*	1,058	1,123
Wireless sessions	1,380,500	1,690,842	2,792,196	*	*	658,616	936,071
Active library cards (000)	508	580	967	*	*	830	994
New library card registrations	252,022	364,848	355,034	*	*	130,102	125,546
★ Average weekly scheduled hours	46.8	46.8	46.8	46.8	46.8	46.8	46.8
Libraries open seven days per week (%)	25%	25%	25%	25%	25%	25%	25%
★ Libraries open six days per week (%)	75%	75%	75%	75%	75%	75%	75%
Reference queries (000)	375	348	406	340	340	97	87
★ Program attendance	101,533	109,228	87,990	109,000	109,000	30,048	20,836
★ Total library attendance (000)	2,475	3,375	3,451	3,300	3,300	1,215	1,274
Program sessions	1,639	1,983	1,741	1,900	1,900	551	492

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

## Queens Borough Public Library

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Average weekly scheduled hours	39.3	39.6	39.6	39.2	39.2	39.9	39.3
Libraries open seven days per week (%)	3%	3%	5%	5%	5%	2%	5%
★ Libraries open six days per week (%)	38%	32%	33%	33%	33%	31%	33%
★ Circulation (000)	20,609	18,632	17,470	17,000	17,000	6,070	5,850
Reference queries (000)	5,117	4,720	4,360	4,000	4,000	1,808	1,937
Electronic visits to website (000)	7,030	5,191	6,667	6,700	6,700	2,290	2,431
Computers for public use	1,551	1,706	1,869	2,385	3,200	1,813	2,383
Computer sessions (000)	3,336	3,277	3,111	3,150	3,300	1,111	1,111
Wireless sessions	81,480	119,606	112,621	150,000	180,000	46,826	92,133
Program sessions	29,638	37,717	38,040	38,100	39,000	12,136	13,274
★ Program attendance	598,931	712,849	664,851	675,850	700,000	219,065	257,143
★ Library card holders (000)	1,054	1,152	1,275	1,275	1,275	NA	NA
Active library cards (000)	902	884	866	*	*	875	864
New library card registrations	98,113	97,761	100,327	*	*	41,180	44,483
★ Total library attendance (000)	12,966	12,681	11,888	11,880	11,880	4,212	4,108

## Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$296.6	\$202.9	\$304.3	\$236.9	\$239.1	\$301.2	\$107.7	\$70.7
Personnel	3,946	3,811	3,830	3,975	3,790	3,790	3,769	3,550
Capital commitments (\$000,000)	\$21.2	\$54.6	\$26.6	\$144.8	\$516.6	\$47.4	\$0.0	\$5.5

<sup>1</sup>February 2014 Financial Plan      <sup>2</sup>Expenditures include all funds.      "NA" - Not Available in this report

## Noteworthy Changes, Additions or Deletions

- In October 2013, Queens Library, with the support of the New York Department of State and Google, began a large-scale digital device lending program. This fiscal year, 5,000 tablets will be deployed for loan to residents in storm-affected areas to bridge technology access gaps in the wake of Hurricane Sandy.

For more information on these libraries, please visit:

- Brooklyn Public library: [www.brooklynpubliclibrary.org](http://www.brooklynpubliclibrary.org).
- New York Public library: [www.nypl.org](http://www.nypl.org).
- Queens Borough Public library: [www.queenslibrary.org](http://www.queenslibrary.org).





## What We Do

The City University of New York (CUNY) provides higher education to more than 269,000 degree seeking students and over 248,000 adult and continuing education students. CUNY consists of 24 institutions: eleven senior colleges, seven community colleges, the William E. Macaulay College at CUNY, the Graduate School and University Center, the CUNY Graduate School of Journalism, CUNY School of Law, the CUNY School of Professional Studies, and the CUNY School of Public Health. CUNY enrolls students in 1,572 academic programs, as well as adult and continuing education programs. Courses are taught by approximately 7,000 full-time faculty and nearly 12,000 part-time faculty. In the academic year 2013-2014, CUNY will grant an estimated 10,600 graduate and professional degrees, 21,000 baccalaureate degrees, 14,000 associate degrees, 300 certificates and 700 advanced certificates.

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★CUNY courses offered partly or totally online (%)	6.6%	7.8%	7.1%	8.0%	8.0%	NA	NA
Instructional full-time equivalents (FTEs) taught by full-time faculty (%) - Senior Colleges	46.4%	44.6%	42.3%	*	*	NA	NA
Instructional full-time equivalents (FTEs) taught by full-time faculty (%) - Community Colleges	49.8%	49.5%	44.8%	*	*	NA	NA
Student/faculty ratio - Overall	17:1	17:1	17:1	*	*	NA	NA
Number of full-time faculty employed by CUNY community colleges	1,790	1,824	1,891	*	*	NA	NA
Students earning Grade C or better in Freshman Composition Courses (%)	84.2%	84.8%	84.7%	*	*	NA	NA
Students earning Grade C or better in Math Gateway Courses (%)	64.9%	67.1%	67.2%	*	*	NA	NA
★One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY associate degree programs	68.0%	67.1%	66.6%	67.0%	67.0%	NA	NA
★One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY baccalaureate degree programs	85.9%	86.3%	86.5%	87.0%	87.0%	NA	NA
★Six-year systemwide graduation rate (%) - CUNY associate degree students	28.4%	29.4%	30.1%	31.0%	31.0%	NA	NA
★Six-year systemwide graduation rate (%) - CUNY baccalaureate students	48.4%	49.8%	51.0%	52.0%	52.0%	NA	NA
Students passing the National Council Licensure Examination for Registered Nurse (%)	85.5%	81.6%	86.9%	*	*	NA	NA
★CUNY associate degree recipients who transfer to a CUNY baccalaureate program within one year (%)	52.7%	51.3%	52.3%	53.0%	53.0%	NA	NA
CUNY associate degree recipients who continue their education or are working (%)	90.7%	90.9%	91.9%	*	*	NA	NA
High school students participating in college preparation program (College Now)	27,122	28,678	28,530	*	*	NA	NA
Total headcount enrollment	262,321	272,178	269,114	*	*	NA	NA
Total full-time equivalent enrollment (FTEs)	196,051	202,452	200,036	*	*	NA	NA
Total headcount enrollment at CUNY community colleges	91,264	97,712	96,500	*	*	NA	NA
Enrollment of first-time freshmen in CUNY community colleges	17,512	19,362	18,434	*	*	NA	NA
Enrollment of first-time freshmen in CUNY community colleges who are recent graduates of NYC public high schools	12,591	13,457	11,682	*	*	NA	NA
Annual tuition at CUNY community colleges (full-time NYS resident)	\$3,300	\$3,900	\$4,200	*	*	NA	NA
Annual tuition at CUNY senior colleges (full-time NYS resident)	\$4,830	\$5,430	\$5,730	*	*	NA	NA
Expenditures per student (full-time equivalent) at CUNY community colleges	\$10,550	\$10,201	\$11,193	*	*	NA	NA
Percentage of CUNY community college students receiving federal financial aid (Pell) (%)	60.2%	63.1%	NA	*	*	NA	NA

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

## Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$777.1	\$791.3	\$838.7	\$889.9	\$910.5	\$896.9	\$281.0	\$284.0
Revenues (\$000,000)	\$277.7	\$313.9	\$337.0	\$351.4	\$351.4	\$375.6	\$0.0	\$52.2
Personnel	7,653	7,849	8,399	7,799	7,799	7,767	9,189	9,635
Overtime paid (\$000,000)	\$4.5	\$5.6	\$6.9	\$1.5	\$3.8	\$3.5	\$1.9	\$1.6
Work Experience Program (WEP) participants assigned	640	719	624	*	*	*	731	600
<sup>1</sup> February 2014 Financial Plan	<sup>2</sup> Expenditures include all funds.		"NA" - Not Available in this report					

## Noteworthy Changes, Additions or Deletions

None.

For additional agency performance statistics, please visit:

- Office of Institutional Research performance management reports:  
<http://cuny.edu/about/administration/offices/ira/ir/data-book/current/accountability.html>

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



# DEPARTMENT OF SMALL BUSINESS SERVICES

## What We Do

The Department of Small Business Services (SBS) makes it easier for businesses in New York City to form, do business, 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 services to support the growth of local economic development organizations throughout the City, and administers the Minority and Women-owned Business Enterprise Program.

## Our Services and Goals

### **Service 1: Help businesses start, operate and expand in New York City.**

- Goal 1a: Assure 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: Assure 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.
- Goal 4b: Increase the number and value of City contracts awarded to Minority and Women-owned Business Enterprises (M/WBEs).

## How We Performed

- NYC Business Solutions provides services to small businesses seeking to launch, operate, and expand. In the first four months of Fiscal 2014, nearly 3,500 small businesses took advantage of free business services through the NYC Business Solutions Centers. SBS continues to focus on getting business owners the capital they need to open a new location, buy equipment, hire more staff, and have the financial flexibility to grow their business. In the first four months of Fiscal 2014, NYC Business Solutions helped business customers obtain 143 financing awards totaling nearly \$9 million. The 12 percent drop in the number of businesses receiving financing and 34 percent decrease in total loan amount can be attributed to reallocation of resources to comply with the time intensive requirements of the Recovery Loan and Grant Program, a new federally funded program to help businesses recover from the effects of Hurricane Sandy.
- In the first four months of Fiscal 2014, four businesses were awarded grants through NYC Business Solutions Customized Training, compared to six businesses in the same period of the previous year. These grants enable employers to develop customized training programs to increase the skills and salaries of their employees. The training grants from the first four months of Fiscal 2014 will be used to train approximately 100 workers in the manufacturing, construction and wholesale trade sectors
- The Energy Cost Savings Program (ECSP) helps eligible businesses reduce energy costs associated with relocation or capital improvements, especially



for businesses in Manhattan north of 96th Street and the boroughs outside of Manhattan. The Lower Manhattan Energy Program (LMEP) provides property owners and commercial tenants in eligible buildings a reduction in electricity, transportation and delivery costs. The State law authorizing ECSP and LMEP and enabling approval of new cases temporarily sunset on June 30, 2013. Therefore, there were no figures collected on new cases or corresponding jobs for the first four months of Fiscal 2014. Also, whereas ECSP indicators reflect new periodic approvals, LMEP indicators reflect cumulative numbers of tenants, jobs and annual savings received by approved buildings that are currently active. SBS anticipates the renewal of this law and new activity to resume for these programs.

- Between July and October 2013, 33,989 new jobseekers were registered through the Workforce1 Career Center system, a 23 percent increase from the same period a year ago. There were 11,911 Workforce1 job placements during the period, up 69 percent compared to the same period of Fiscal 2013. These increases reflect an improvement in contractor performance over a period when multiple contractors were still ramping up new locations.
- SBS certified 307 new Minority and Women-Owned Business Enterprises (M/WBEs) in the first four months of 2014, resulting in a total number of certified M/WBEs of 3,666, an increase of two percent over the same period of the previous year.
- From July and October of Fiscal 2014, the number of City contracts awarded to M/WBEs grew by 12 percent, to the total of 2,818. The number of contracts awarded to M/WBEs after receiving direct assistance grew from 1,561 to 2,097, an increase of 34 percent over the same period last year.

**Service 1: Help businesses start, operate and expand in New York City.**

**Goal 1a: Assure that businesses and entrepreneurs have easy access to a variety of high quality support services.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Unique businesses served by NYC Business Solutions	10,247	8,696	11,340	*	*	3,674	3,492
★ Financing awards to businesses facilitated by NYC Business Solutions	710	683	1,200	690	700	163	143
★ Unique businesses receiving financing awards facilitated by NYC Business Solutions	627	588	1,053	590	600	NA	NA
Value of financing awards facilitated by NYC Business Solutions (\$000)	\$39,840	\$71,484	\$54,101	*	*	\$13,371	\$8,856
★ Businesses awarded NYC Business Solutions training funds	16	26	27	26	26	6	4
Projected number of individuals receiving wage gains or new employment as a result of Training Funds awards	270	510	590	*	*	148	101
★ Recruit-to-hire ratio for job placements made through accounts managed by NYC Business Solutions Hiring	3:1	3:1	3:1	3:1	3:1	3:1	3:1

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

**Goal 1b: Retain jobs and businesses in New York City by administering incentive programs for facility renovation and promoting retention of NYC businesses and relocation of businesses to NYC.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Value of Energy Cost Savings Program savings for businesses (\$000)	\$433	\$597	\$760	*	*	\$96	NA
Jobs created or retained by Energy Cost Savings Program	1,083	2,521	4,122	*	*	632	NA
Value of Lower Manhattan Energy Program savings for active commercial tenants (cumulative) (\$000)	\$24,915	\$25,032	\$17,418	*	*	\$10,543	\$8,053
Commercial tenants active in Lower Manhattan Energy Program	1,403	1,403	1,095	*	*	1,403	1,095

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

**Service 2: Match businesses in need of workers with qualified applicants.**

**Goal 2a: Assure that businesses have timely access to qualified job applicants.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Workforce1 systemwide job placements	32,854	30,900	28,166	30,000	30,000	7,035	11,911
New jobseekers registered through the Workforce1 Career Center system	80,083	73,518	84,515	*	*	27,717	33,989
Walk-in traffic at Workforce1 Centers	252,068	312,009	320,273	*	*	78,990	142,777

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

**Service 3: Provide financial support and technical assistance for New York City's commercial districts throughout the five boroughs.**

**Goal 3a: Strengthen and expand New York City's Business Improvement District (BID) program and other local economic development organizations.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ City blocks receiving supplemental sanitation services through BIDs	1,262	1,468	1,468	1,480	1,480	1,468	1,480
★ Average acceptably clean BID sidewalk ratings (%)	99.0%	99.0%	98.5%	99.0%	99.0%	98.1%	97.3%
Value of AvenueNYC local development corporations funding (\$000,000)	\$1.80	\$1.74	\$1.50	*	*	NA	NA
Newly certified businesses in Locally-Based Enterprise Program	15	26	24	*	*	12	4

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

**Service 4: Help minority and women-owned businesses identify and compete for City contracts.**

**Goal 4a: Increase the number of Minority and Women-owned Business Enterprises (M/WBEs) that obtain City contracts.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Minority and Women-owned Business Enterprises certified	3,244	3,526	3,700	3,811	3,963	3,586	3,666
★ Minority and Women-owned Business Enterprises awarded City contracts	529	633	651	671	691	NA	NA
★ - M/WBEs awarded contracts after receiving direct assistance	378	439	447	460	474	NA	NA
★ Annual M/WBE recertification rate	49.4%	62.5%	59.2%	60.0%	62.5%	NA	NA
Newly certified businesses in M/WBE Program	549	1,022	1,061	*	*	351	307

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

**Goal 4b: Increase the number and value of City contracts awarded to Minority and Women-owned Business Enterprises (M/WBEs).**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ City contracts awarded to Minority and Women-owned Business Enterprises	6,564	8,496	7,926	8,085	8,328	2,523	2,818
★ - Contracts awarded to M/WBEs after receiving direct assistance	4,856	5,391	5,297	5,403	5,565	1,561	2,097

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

## Agency Customer Service

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Customer Experience							
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%

## Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$148.7	\$137.6	\$150.3	\$113.4	\$514.9	\$98.7	\$78.6	\$93.8
Revenues (\$000,000)	\$53.2	\$72.8	\$81.3	\$90.1	\$91.6	\$80.0	\$0.3	\$0.1
Personnel	238	242	273	253	314	243	235	257
Overtime paid (\$000)	\$30	\$36	\$71	\$0	\$2	\$0	\$10	\$30
Human services contract budget (\$000,000)	\$36.0	\$24.4	\$25.9	\$22.1	\$24.1	\$21.8	\$4.6	\$4.5

<sup>1</sup>February 2014 Financial Plan      <sup>2</sup>Expenditures include all funds.      "NA" - Not Available in this report

## Noteworthy Changes, Additions or Deletions

None.

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

# INFRASTRUCTURE AND SUSTAINABILITY

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Department of Environmental Protection



Department of Transportation



Department of Buildings



Department of City Planning



Department of Design and Construction





## What We Do

The Department of Environmental Protection (DEP) protects public health and the environment by supplying clean drinking water, collecting and treating wastewater, and reducing air, noise, and hazardous materials pollution. The Department manages the City's water supply, which provides more than one billion gallons of high quality drinking water daily to more than half the population of New York State; builds and maintains the City's water distribution network, fire hydrants, storm and sanitary sewage collection systems and Bluebelt and green infrastructure systems; and manages 14 in-City wastewater treatment plants as well as seven treatment plants in the upstate watershed. DEP also implements federal Clean Water Act rules and regulations, handles hazardous materials emergencies and toxic site remediation, oversees asbestos monitoring and removal, enforces the City's air and noise codes, bills and collects on approximately 836,000 water and sewer accounts, and manages citywide water conservation programs.

## 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 water and wastewater system emergencies in a timely manner.

Goal 2b: 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

- The Department has continued to focus its analytical and maintenance resources on identifying and targeting areas in the City's sewer system that would most benefit from proactive interventions such as increased cleaning and degreasing. This has resulted in a significant reduction in sewer backup complaints related to City-owned infrastructure. This decrease, in conjunction with the Department's focus on performance monitoring through its H<sub>2</sub>OStat program, has resulted in a 30 percent improvement in the time to resolve sewer backups on City infrastructure, from 4.6 hours to 3.2 hours.
- DEP remains on track to meet the land solicitation goals established in the Filtration Avoidance Determination covering the period from 2012 through 2017. However, at 10,168, the Department solicited fewer acres during the first four months of Fiscal 2014 than during the same period last year.
- The number of water main breaks increased to 96 in the first four months of Fiscal 2014 from last year's record low of 64 but was in line with levels seen during prior four-month periods. The overall trend for water main breaks continues to improve due, in part, to the implementation of proactive maintenance of water main valves and regulators. However, fluctuation in this

indicator due to weather and other factors is to be expected from year to year. On average, DEP restored water to customers in 4.3 hours, slightly faster than a year ago.

- The Department received 45 percent fewer complaints of clogged catch basins and, on average, resolved these complaints in 4.7 days. While longer than last year’s average of three days, resolution time remained better than the target.
- The Department continued to improve its performance in responding to and closing complaints related to violations of the air and noise pollution codes largely due to operational efficiencies resulting from last year’s implementation of the H<sub>2</sub>OStat program. The Department responded to 99 percent of these complaints within the seven-day target, a 10 and 13 percentage point improvement, respectively, over last year despite increases in both complaint categories. In addition, the average time to close air complaints decreased by 28 percent, from 5.3 to 3.8 days, and by 38 percent for noise complaints, from 8.5 to 5.3 days.
- To address peaks in call volume, the Department initiated a virtual call center. Staff has been identified in borough offices and other non-call center units to support the call center during peak periods. This, along with the hiring of staff to address attrition in the prior period, led to a 25 percentage point increase in calls answered within 30 seconds. In addition, the average call wait time dropped by over 68 percent to 22.8 seconds.

**Service 1: Ensure the sufficiency, quality, and security of the City’s drinking water supply.**

**Goal 1a: Comply with all federal and State drinking water quality standards.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Samples testing positive for coliform bacteria (%)	0.4%	0.4%	0.3%	*	*	0.6%	0.4%
★ In-City samples meeting water quality standards for coliform bacteria (%)	100%	100%	100%	100%	100%	100%	100%
Acres of land solicited in watershed area	77,524	69,789	63,910	*	*	36,981	10,168

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

**Goal 1b: Assure the integrity of the drinking water supply and distribution systems.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Water supply - Critical equipment out of service (%)	2.0%	1.5%	1.2%	*	*	1.3%	1.6%
★ Facility security checks	225,180	263,436	275,098	263,000	263,000	92,963	95,211
Overall enforcement activity	936	1,777	983	*	*	470	495

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

**Service 2: Maintain the City's water delivery and sewer collection systems.**

**Goal 2a: Resolve water and wastewater system emergencies in a timely manner.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Sewer backup complaints received	14,460	13,933	14,911	*	*	4,943	2,757
Sewer backup complaints resolved - Confirmed	5,337	4,567	4,221	*	*	1,400	718
- Unconfirmed	9,086	8,982	10,685	*	*	3,499	2,041
★ Sewer backup resolution time (hours)	5.5	5.6	4.4	7.0	7.0	4.6	3.2
Street segments with confirmed sewer backup in the last 12 months (% of total segments)	2.2%	2.0%	1.7%	*	*	1.7%	1.6%
★ Street segments with recurring confirmed sewer backups in the last 12 months (% of total segments)	0.8%	0.7%	0.5%	1.0%	1.0%	0.6%	0.5%
Street cave-in complaints received	4,656	3,467	2,926	*	*	1,391	1,366
Average time to respond to street cave-in complaints and make safe (days)	2.4	3.2	2.5	*	*	2.7	2.8
Water main breaks	481	370	406	*	*	64	96
Water main breaks per 100 miles of main in the last 12 months	6.9	5.3	5.8	*	*	4.9	6.2
★ Average time to restore water to customers after confirming breaks (hours)	5.4	4.8	4.4	6.0	6.0	4.5	4.3
★ Broken and inoperative hydrants (%)	0.55%	0.36%	0.31%	1.00%	1.00%	0.26%	0.42%
★ Average time to repair or replace high-priority broken or inoperative hydrants (days)	5.9	4.4	2.7	7.0	7.0	2.4	3.0

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

**Goal 2b: Perform preventive maintenance and required repairs to the water distribution and wastewater collection systems in a timely manner.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Catch basin complaints received	10,539	12,357	10,548	*	*	4,568	2,508
★ Catch basin backup resolution time (days)	5.1	5.1	3.1	9.0	9.0	3.0	4.7
Catch basins surveyed/inspected (%)	29.3%	33.1%	30.0%	33.3%	33.3%	7.4%	10.0%
Catch basins cleaned - Total	20,417	24,224	31,097	*	*	9,477	10,540
★ Backlog of catch basin repairs (% of system)	NA	1.1%	0.5%	1.0%	1.0%	0.6%	0.3%
Leak complaints received	4,198	3,751	4,077	*	*	974	1,050
★ Leak resolution time (days) (City infrastructure only)	15.5	10.7	10.0	12.0	12.0	7.8	8.9

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

**Service 3: Treat wastewater and sewage to protect water quality in the receiving waters surrounding the City.**

**Goal 3a: Maintain high levels of compliance with federal and State treatment standards for wastewater and sewage entering receiving waters.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Wastewater treatment plant (WWTP) effluent meeting federal standards (%)	100.0%	99.9%	99.5%	100.0%	100.0%	99.9%	99.9%
Harbor survey stations meeting the fishable standard of 5mg/L for dissolved oxygen (%)	87%	87%	85%	89%	89%	56%	75%
★ WWTPs - Critical equipment out-of-service (% below minimum)	4.2%	3.0%	3.1%	5.0%	5.0%	3.7%	1.8%

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



**Service 4: Bill and collect revenue for water and sewer usage.**

**Goal 4a: Ensure that customer billing is accurate, transparent and fair.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Estimated bills (%)	12.2%	6.8%	4.9%	6.0%	6.0%	4.5%	3.9%

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

**Goal 4b: Meet revenue targets established by the NYC Water Board.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Total revenue collected (\$000,000)	\$2,918.8	\$3,139.8	\$3,374.6	\$3,432.7	\$3,657.2	\$1,486.0	\$1,603.8
★ Total revenue as percent of target (%)	102.9%	101.1%	104.4%	100.0%	100.0%	100.7%	105.1%
Accounts receivable - Total balance (\$000,000)	\$1,385	\$1,487	\$1,561	*	*	\$839	\$877
Billed amount collected in 30 days (%)	53.8%	54.6%	55.4%	*	*	57.3%	60.4%

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

**Service 5: Enforce City laws relating to air pollution, noise pollution, and hazardous materials.**

**Goal 5a: Investigate complaints in a timely manner.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Air complaints received	8,623	7,931	7,628	*	*	2,782	2,945
★ Average days to close air quality complaints	7.7	7.0	4.5	10.0	10.0	5.3	3.8
Air complaints responded to within seven days (%)	73%	82%	93%	85%	85%	89%	99%
Noise complaints received	31,400	35,363	36,130	*	*	11,634	14,209
★ Average days to close noise complaints	9.9	9.1	7.1	10.0	10.0	8.5	5.3
Noise complaints not requiring access to premises responded to within seven days (%)	89%	88%	91%	85%	85%	86%	99%
Asbestos complaints received	1,320	1,461	1,486	*	*	549	494
★ Average days to close asbestos complaints	0.24	0.20	0.29	1.00	1.00	0.20	0.21
Asbestos complaints responded to within three hours (%)	100%	100%	100%	90%	90%	100%	100%

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

**Agency-wide Management**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Total violations issued	NA	13,332	13,262	*	*	4,452	5,387
Violations admitted to or upheld at the Environmental Control Board (%)	NA	87.8%	88.2%	*	*	89.5%	91.0%
Accidents involving City vehicles	NA	NA	350	*	*	132	124
Workplace injuries reported	NA	NA	515	*	*	163	150

## Agency Customer Service

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Customer Experience							
Emails responded to in 14 days (%)	93%	91%	94%	95%	*	96%	100%
Letters responded to in 14 days (%)	95%	96%	97%	95%	*	98%	97%
Calls answered in 30 seconds (%)	65%	76%	69%	76%	*	59%	84%

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - Sewer Maintenance - Catch Basin Clogged/Flooding (6 days)	87	81	91	85	*	92	86
Percent meeting time to first action - Sewer Maintenance - Sewer Backup (0.25 days)	73	78	84	85	*	84	91
Percent meeting time to first action - Water Maintenance - Hydrant Running (2 days)	86	91	86	85	*	83	84
Percent meeting time to first action - Water Maintenance - Hydrant Running Full (1 day)	82	89	85	85	*	82	84
Percent meeting time to first action - Water Maintenance - Leak (0.7 days)	84	83	82	85	*	83	79

## Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$1,021.6	\$1,059.0	\$1,727.3 <sup>3</sup>	\$1,119.9	\$1,534.7	\$1,105.5	\$431.2	\$613.7 <sup>3</sup>
Revenues (\$000,000) <sup>4</sup>	\$24.6	\$22.8	\$26.8	\$24.3	\$23.2	\$24.3	\$9.0	\$7.1
Personnel	5,802	5,740	5,727	6,051	6,168	6,062	5,655	5,677
Overtime paid (\$000,000)	\$32.2	\$36.3	\$37.2	\$21.6	\$22.8	\$22.8	\$9.5	\$9.5
Capital commitments (\$000,000)	\$1,252.4	\$1,685.5	\$1,521.0	\$2,276.8	\$2,321.6	\$2,698.2	\$275.7	\$117.1

<sup>1</sup>February 2014 Financial Plan

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

<sup>3</sup>"NA" - Not Available in this report

<sup>3</sup>The Department has been the conduit for the monies the City uses for the Sandy-related Rapid Repair program. \$641 million of DEP's FY 2013 annual expenditures were for this program; \$29.5 million of DEP's expenditures in the first four months of FY 2014 were for this program.

<sup>4</sup>DEP revenues shown here do not include any of the approximately \$1.5 billion the City receives annually for the NYC Water Board in reimbursement for operations & maintenance and in rent.

## Noteworthy Changes, Additions or Deletions

- The Department corrected Fiscal 2013 data for 'Acres of land solicited in watershed area' from 65,806 to 63,910. It also revised four-month Fiscal 2013 data for several indicators to reflect minor updates to data.
- The Department corrected the name of the indicator previously known as 'Harbor survey stations meeting the swimmable standard of 5mg/L for dissolved oxygen (%)' to 'Harbor survey stations meeting the fishable standard of 5mg/L for dissolved oxygen (%)' to accurately describe the type of activity the standard allows.
- The NYC Water Board revised the Fiscal 2014 revenue target from \$3,447 billion to \$3,432.7 billion.

For additional agency performance statistics, please visit:

- Annual strategic plan progress reports:  
[http://www.nyc.gov/html/dep/html/about\\_dep/dep\\_strategic\\_plan.shtml](http://www.nyc.gov/html/dep/html/about_dep/dep_strategic_plan.shtml)

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





## What We Do

The Department of Transportation (DOT) is responsible for the condition and operation of approximately 6,000 miles of streets, highways and public plazas, 788 bridge structures, and the nine boats for the Staten Island Ferry program. DOT operates 12,300 traffic signals and over 300,000 street lights, and maintains 69 million linear feet of markings on City streets and highways. DOT also manages the Joint Traffic Management Center; emergency response operations; sidewalk repair; and oversees the on-street parking system. DOT's infrastructure programs include an extensive bridge capital investment and life-cycle maintenance program; roadway resurfacing, repair and maintenance; ferry boat and terminal upgrades and maintenance; and a capital program that performs street and sidewalk reconstruction and additional projects such as greenway construction. DOT's alternative fuel program promotes the use of cleaner vehicles in both the public and private sectors.

## 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 repair.
- Goal 1b: Maintain a state of good repair for the City's streets, sidewalks, and highways.
- Goal 1c: Ensure timely installation and repairs of the City's street lights, traffic signs and signals.

### Service 2: Operate and oversee ferry services.

- Goal 2a: Provide efficient passenger transportation via the Staten Island Ferry.
- Goal 2b: Promote private ferry services throughout the City.

### Service 3: Design streets.

- Goal 3a: Improve safety for pedestrians, motorists, and bus and bike riders.
- Goal 3b: Increase mobility and accessibility throughout the City.
- Goal 3c: Increase public engagement by expanding availability of agency information.

### Service 4: Manage parking and curbside use.

- Goal 4a: Maximize efficient use of street/sidewalk space.

## How We Performed

- In response to growing demand, DOT issued 25 percent more construction permits, from 113,754 to 142,327, with inspections of permitted sites increasing by a similar percentage.
- The number of pothole repairs decreased by 18 percent, corresponding with a five percent decrease in the number of 311 pothole complaints and fewer pothole pickups observed by DOT work crews. The average time to close a pothole work order increased by less than one day to 2.4 days due, in part, to work crews having to spend more time traveling between repairs when there are fewer potholes.
- The percent of Staten Island Ferry trips that were on time improved slightly to 89.7 percent. Operational adjustments were made in August 2013 to address the high volume of afternoon tourists; on-time performance since that change improved to 92.5 percent.
- Traffic fatalities rose from 94 to 108, with increases in fatalities associated with pedestrian mid-block crossings and single vehicle motorcycle crashes. As part of DOT's overall traffic safety plans, the Department obtained State legislative approval and began installing speed enforcement cameras in September 2013. These cameras were initially set to issue warnings and began issuing tickets in January 2014.

- The percent of existing bus shelters converted to the new model shows little change because shelter installation activity over the last year focused on new shelters requested by citizens, community boards, elected officials, etc. Only 25 shelters remain to be converted.
- The percent of letters responded to in 14 days rebounded to 91 percent compared to 83 percent during the same period last year. The July to October 2012 four-month performance was affected by atypically low performance in the month of October due to disruptions in mail operations caused by Hurricane Sandy.

**Service 1: Maintain the City's transportation infrastructure.**

**Goal 1a: Manage the City's bridge inventory to achieve a high state of repair.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★Bridges rated - Good or very good (%) (calendar year)	40.7%	41.2%	41.4%	40.7%	40.7%	NA	NA
- Fair (%)	58.8%	58.4%	58.4%	*	*	NA	NA
- Poor (%)	0.5%	0.4%	0.1%	*	*	NA	NA
Bridge projects (structural work) substantially completed on schedule (%)	100%	91%	71%	100%	100%	NA	NA

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

**Goal 1b: Maintain a state of good repair for the City's streets, sidewalks, and highways.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★Streets maintained with a pavement rating of - Good (%)	71.4%	73.4%	69.6%	71.0%	71.0%	NA	NA
- Fair (%)	28.1%	26.2%	29.8%	*	*	NA	NA
- Poor (%)	0.5%	0.4%	0.6%	*	*	NA	NA
Lane miles resurfaced citywide	1,003.0	1,006.6	810.6	*	*	NA	NA
Construction permits issued	264,532	325,839	348,051	*	*	113,754	142,327
Inspections of permitted street work	539,933	564,852	543,921	*	*	193,306	242,079
- Street work rated satisfactory (%)	74%	76%	77%	75%	75%	77%	77%
Post-audit inspections for completed street work	240,634	274,714	302,689	*	*	112,942	139,660
- Completed street work that passed inspection (%)	80%	81%	80%	*	*	81%	81%
★Average time to close a pothole work order where repair was done (days)	10.8	2.3	1.4	5.0	5.0	1.5	2.4
Pothole work orders	56,399	36,401	43,972	*	*	9,100	8,145
Potholes repaired (Local streets)	305,001	200,666	241,572	*	*	47,126	38,375
Potholes repaired (Arterials)	92,559	37,962	45,070	*	*	5,370	4,122
★NYC highways that receive a cleanliness rating of - Good (%)	97.6%	99.1%	99.5%	98.0%	98.0%	NA	NA
Arterial highway system that is adopted (%)	69.3%	66.3%	67.4%	70.0%	70.0%	67.7%	69.5%
Audited adopted highway miles that receive cleanliness rating of good (%)	100.0%	100.0%	99.4%	*	*	100.0%	99.4%
Average cost per lane mile resurfaced citywide (\$)	\$153,790	\$150,830	\$192,536	*	*	NA	NA
Average cost per ton of asphalt placed citywide (\$)	\$162.01	\$149.56	\$196.76	*	*	NA	NA
Average in-house cost of asphalt per ton (\$)	\$63.18	\$61.26	\$63.04	*	*	NA	NA
Average vendor cost of asphalt per ton (\$)	\$69.06	\$73.29	\$76.64	*	*	NA	NA

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

**Goal 1c: Ensure timely installation and repairs of the City's street lights, traffic signs and signals.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Average time to respond to traffic signal defect and make safe (hours)	4.1	3.8	7.3	4.0	4.0	4.6	5.2
★ Average time to repair priority regulatory signs after notification (days)	1.9	1.9	2.2	3.0	3.0	1.9	2.0
Average time to repair street lights - by DOT (days)	2.2	2.5	2.7	*	*	2.4	2.5
Average time to repair street lights - by ConEd (days)	14.3	12.5	14.1	*	*	12.4	14.2

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

**Service 2: Operate and oversee ferry services.**

**Goal 2a: Provide efficient passenger transportation via the Staten Island Ferry.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Staten Island Ferry - Trips that are on time (%)	90.9%	88.9%	88.6%	90.0%	90.0%	88.9%	89.7%
- Ridership (000)	21,404	22,178	21,399	*	*	7,926	7,607
- Average cost per passenger (\$)	\$5.35	\$5.48	\$5.38	*	*	NA	NA

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

**Goal 2b: Promote private ferry services throughout the City.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Private ferry service - Total ridership (000)	8,326	9,020	9,976	*	*	3,578	3,763
- Number of permanent routes	20	21	21	*	*	21	21

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

**Service 3: Design streets.**

**Goal 3a: Improve safety for pedestrians, motorists, and bus and bike riders.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Overall traffic crashes	179,112	176,482	179,076	↓	↓	NA	NA
★ Citywide traffic fatalities	236	291	261	↓	↓	94	108
- Motorists/passengers	78	115	93	*	*	43	52
- Bicyclists/pedestrians	158	176	168	*	*	51	56

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

### Goal 3b: Increase mobility and accessibility throughout the City.

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Pedestrian volume index	113.2	NA	112.9	*	*	NA	NA
Crossing points with pedestrian ramps (%)	91%	94%	95%	*	*	NA	NA
Select Bus Service routes in operation	2	3	5	*	*	NA	NA
Average travel speed (miles per hour) - Manhattan Central Business District	9.2	9.1	9.1	*	*	NA	NA
★ Bicycle network connectivity index	1,134	1,254	1,416	1,500	1,500	NA	NA
Bicycle lane miles installed	33.1	25.8	51.9	20.0	20.0	NA	NA
Bicycle racks installed	2,750	1,286	3,541	1,500	1,500	NA	NA

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

### Goal 3c: Increase public engagement by expanding availability of agency information.

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Facebook friends	1,941	3,446	6,590	*	*	4,747	7,155
Twitter followers	4,655	13,118	29,843	*	*	19,852	32,051

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

### Service 4: Manage parking and curbside use.

#### Goal 4a: Maximize efficient use of street/sidewalk space.

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ On-street parking meters that are operable (%)	92.9%	97.9%	99.1%	95.0%	95.0%	98.8%	99.4%
Existing bus shelters converted to new model (%)	89.5%	97.8%	99.6%	*	*	99.5%	99.6%
Existing newsstands converted to new model (%)	77.7%	86.4%	91.1%	*	*	88.8%	91.8%

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

## Agency-wide Management

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Cases commenced against the City in state and federal court	2,118	2,246	1,927	*	*	665	613
Payout (\$000)	\$65,407	\$63,347	\$71,747	*	*	\$24,189	\$19,926
Total violations issued	27,511	30,438	27,382	*	*	7,464	12,079
Violations admitted to or upheld at the Environmental Control Board (%)	NA	89.6%	88.1%	*	*	NA	91.0%
Accidents involving City vehicles	NA	NA	356	*	*	NA	110
Workplace injuries reported	NA	541	411	*	*	NA	123

## Agency Customer Service

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Customer Experience							
Emails responded to in 14 days (%)	92%	93%	92%	90%	*	92%	96%
Letters responded to in 14 days (%)	93%	94%	84%	90%	*	83%	91%
Calls answered in 30 seconds (%)	61%	31%	45%	75%	*	49%	53%

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Response to 311 Service Requests (SRs)							
Percent meeting time to close - Street Condition - Pothole (30 days)	90	100	100	98	*	100	100
Percent meeting time to first action - Street Light Condition - Street Light Out (10 days)	100	96	99	98	*	100	99
Percent meeting time to first action - Traffic Signal Condition - Controller (0.1 days)	81	78	71	80	*	81	82
Percent meeting time to first action - Street Condition - Failed Street Repair (10 days)	86	81	90	85	*	89	91
Percent meeting time to close - Broken Muni Meter - No Receipt (14 days)	94	87	47	90	*	56	96

## Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$864.9	\$839.8	\$833.3	\$728.9	\$885.5	\$791.3	\$401.6	\$426.9
Revenues (\$000,000)	\$279.8	\$331.2	\$322.9	\$357.6	\$354.9	\$355.4	\$87.4	\$112.1
Personnel	4,853	4,807	4,738	4,676	4,950	4,744	4,711	4,682
Overtime paid (\$000,000)	\$51.7	\$45.8	\$53.9	\$33.2	\$36.1	\$33.8	\$14.5	\$16.7
Capital commitments (\$000,000)	\$640.8	\$491.7	\$912.0	\$2,484.6	\$2,936.8	\$1,195.7	\$65.6	\$232.1
Work Experience Program (WEP) participants assigned	78	67	27	*	*	*	57	18

<sup>1</sup>February 2014 Financial Plan      <sup>2</sup>Expenditures include all funds.      "NA" - Not Available in this report

## Noteworthy Changes, Additions or Deletions

- DOT corrected all of Fiscal 2012 and Fiscal 2013 data for the indicator 'Pothole work orders' to eliminate duplicate entries. Fiscal 2012 data was revised from 61,249 to 36,401 and Fiscal 2013 data from 87,706 to 43,792. Data for other pothole indicators (average response time, number of potholes repaired) was correct and needed no revision.
- Since all metered parking spaces now have muni-meters, the associated indicator will be retired.
- Data for the four metrics that report on the average cost of asphalt and roadway resurfacing, which was not available when the Fiscal 2013 Mayor's Management Report was published, has been added.

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







# DEPARTMENT OF BUILDINGS

## What We Do

The Department of Buildings (DOB) ensures the safe and lawful use of more than 975,000 buildings and properties by enforcing the City's Building Code, the City's Zoning Resolution, New York State Labor Law and New York State Multiple Dwelling Law. The Department enforces compliance with these regulations and promotes worker and public safety through its review and approval of building plans, permitting and licensing functions, and inspections.

## Our Services and Goals

### **Service 1: Facilitate safe and compliant development.**

Goal 1a: Improve application 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 construction laws.

Goal 2c: Prevent construction-related fatalities and injuries.

## How We Performed

- Job filings for new buildings increased by over 50 percent, with one- and two-family homes in areas affected by Hurricane Sandy accounting for the majority of the increase. Overall, job filings increased by 16.6 percent and the time to complete application processing averaged 0.2 days. At the end of the reporting period, the Department began offering virtual plan exam reviews for minor construction permits through its NYC Development Hub. Moving forward, this new service will allow property owners and industry professionals to receive permits faster than ever before.
- The Department completed over 27,000 first plan reviews in an average of 5.2 days compared to almost 24,100 reviews in 4.2 days during the same period last year. The average time to complete first plan reviews of new buildings rose by 23.2 percent to 14.6 days due principally to the 38.4 percent rise in the number of completed plan reviews of new buildings. At 14.9 and 4.2 days, the average times to complete first plan reviews of major alterations and minor alterations were also higher than last year's 10.4 and 3.6 day averages. However, with the above-referenced expansion of the NYC Development Hub, the Department expects that plan review times will improve.
- Average wait times for construction and plumbing inspections were better than the respective targets of 4.5 and 5.0 days, while the wait time for electrical inspections came close to the six-day target at 6.2 days.
- The Department continued to outperform its one-day response target for Priority A (emergency) complaints. However, the average response time to Priority B (nonemergency) complaints remained higher than the performance goal of 40 days and was also higher than the comparable Fiscal 2013 period. The longer response time resulted from a 30 percent increase in the number of B complaints responded to – an increase of 5,402 complaints – and the agency's ongoing effort to eliminate its B complaint backlog. Nevertheless, despite an almost one-third increase in the number of Priority B complaints that resulted in a vacate or stop work order, average response times for this most risky subset decreased by more than half to 6.8 days.

- There were no construction-related fatalities reported during the first four months of Fiscal 2014 compared to three during the first four months of Fiscal 2013, and 67 injuries, down from 68. Construction-related accidents increased over the last reporting period, rising by 7.6 percent to 71.

### Service 1: Facilitate safe and compliant development.

#### Goal 1a: Improve application processing efficiency.

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Jobs filed	65,358	68,911	72,288	*	*	24,268	28,304
★ Average time to complete application processing (days)	0.3	0.2	0.1	0.1	0.1	0.1	0.2
Building permits issued - Initial	83,151	87,190	88,290	*	*	31,159	35,557
Building permits issued - Renewals	37,876	39,321	41,230	*	*	12,301	13,582
Certificates of Occupancy issued	7,044	6,642	5,949	*	*	2,147	1,984

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

#### Goal 1b: Promptly review initial construction plans.

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
First plan reviews completed	61,507	63,130	69,380	*	*	24,099	27,011
Average days to complete first plan review	4.7	4.6	4.8	4.5	4.5	4.2	5.2
★ Average days to complete first plan review - New buildings	14.9	12.6	15.9	12.0	13.0	11.8	14.6
★ Average days to complete first plan review - Major renovation (Alteration I)	11.7	11.2	12.0	10.0	11.5	10.4	14.9
Average days to complete first plan review - Minor renovation (Alterations II and III)	3.9	3.9	4.1	4.0	4.0	3.6	4.2
Jobs professionally certified (%)	47.6%	50.3%	55.2%	*	*	53.9%	59.5%
Jobs professionally certified that were audited (%)	20.3%	24.8%	20.3%	20.0%	20.0%	20.6%	18.8%
- Audits that resulted in revocation notices (%)	14.8%	9.8%	10.4%	*	*	8.8%	8.6%

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

#### Goal 1c: Promptly schedule development inspections.

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Average wait time for a construction inspection (days)	NA	NA	4.7	4.5	4.5	5.5	3.5
★ Average wait time for a plumbing inspection (days)	NA	NA	5.1	5.0	5.0	NA	4.7
★ Average wait time for an electrical inspection (days)	NA	NA	6.3	6.0	6.0	6.6	6.2

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

**Service 2: Ensure the safe and lawful use of buildings and properties by enforcing the Building Code and the Zoning Resolution.**

**Goal 2a: Promptly address complaints.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Priority A (emergency) complaints received	15,182	14,662	14,511	*	*	5,515	4,927
Priority B (nonemergency) complaints received	67,228	64,402	58,983	*	*	21,461	23,219
Priority A complaints responded to	15,075	14,540	14,542	*	*	5,485	4,929
Priority B complaints responded to	63,219	59,236	51,990	*	*	18,003	23,405
- Complaints that resulted in a vacate or stop work order	4,903	4,069	3,660	*	*	1,255	1,641
★ Average time to respond to Priority A complaints (days)	0.5	0.6	0.7	1.0	1.0	0.6	0.7
★ Average time to respond to Priority B complaints (days)	28.5	41.1	48.5	40.0	40.0	41.5	45.3
★ - Response time to Priority B complaints that resulted in a vacate or stop work order	15.0	15.0	9.5	10.0	9.0	15.0	6.8
★ Residential illegal conversion complaints where access was obtained (%)	46.9%	46.4%	41.6%	47.0%	44.0%	39.4%	40.5%
- Access obtained and violations were written (%)	54.7%	53.5%	50.2%	*	*	47.6%	44.3%
Work without a permit complaints where access was obtained and violations were written (%)	68.9%	67.2%	86.7%	*	*	88.5%	81.1%

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

**Goal 2b: Rigorously enforce construction laws.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Construction inspections completed	171,547	141,237	131,444	140,000	140,000	46,772	47,655
Average construction inspections per inspector day	NA	12.9	11.8	*	*	13.0	11.7
Construction inspections resulting in violations (%)	17.2%	20.7%	21.3%	*	*	22.1%	18.8%
DOB violations issued	56,299	82,606	65,189	*	*	19,676	16,182
Environmental Control Board violations issued	62,070	53,293	43,320	*	*	15,758	16,679
★ Violations admitted to or upheld at the Environmental Control Board (%)	78.2%	77.1%	79.4%	78.0%	78.0%	NA	NA

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

**Goal 2c: Prevent construction-related fatalities and injuries.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Construction-related incidents	422	405	403	*	*	162	154
- Construction-related accidents	119	157	173	*	*	66	71
★ Construction-related injuries	128	187	187	↓	↓	68	67
★ Construction-related fatalities	4	7	5	↓	↓	3	0
Incident inspections resulting in violations (%)	76.5%	77.1%	79.6%	*	*	81.3%	74.4%

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

**Agency-wide Management**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Accidents involving City vehicles	48	36	22	*	*	4	11
Workplace injuries reported	32	16	17	*	*	5	6

## Agency Customer Service

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Customer Experience							
Emails responded to in 14 days (%)	62%	50%	37%	50%	*	24%	66%
Letters responded to in 14 days (%)	67%	58%	54%	60%	*	55%	66%
Calls answered in 30 seconds (%)	91%	91%	NA	90%	*	90%	NA

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - Elevator - Defective/Not Working (60 days)	30	50	49	50	*	48	48
Percent meeting time to first action - General Construction/Plumbing - Contrary/Beyond Approved Plans/Permits (60 days)	86	68	70	70	*	73	69
Percent meeting time to first action - General Construction/Plumbing - Failure to Maintain (60 days)	84	77	77	80	*	81	74
Percent meeting time to first action - Illegal Conversion of Residential Building/Space (60 days)	50	44	47	50	*	53	49
Percent meeting time to first action - No Permit - Construction, Plumbing, Cranes & Derricks, Building/Use, Elevator (60 days)	77	70	72	72	*	77	71

## Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$99.0	\$95.1	\$102.5	\$107.3	\$107.8	\$99.2	\$32.8	\$35.3
Revenues (\$000,000)	\$165.2	\$198.2	\$228.0	\$172.5	\$196.2	\$169.6	\$72.0	\$81.6
Personnel	1,094	1,067	1,039	1,162	1,183	1,163	1,055	1,058
Overtime paid (\$000,000)	\$3.1	\$4.5	\$6.1	\$5.1	\$5.2	\$3.2	\$1.4	\$1.9

<sup>1</sup>February 2014 Financial Plan      <sup>2</sup>Expenditures include all funds.      "NA" - Not Available in this report

## Noteworthy Changes, Additions or Deletions

- DOB updated four-month Fiscal 2013 data for several indicators. Many of the adjustments were routine and relatively minor but changes were more substantive for the following indicators – the number of first plan reviews completed (from 21,969 to 24,099); average response time to Priority B complaints (from 45.3 days to 41.5 days); work without a permit complaints where access was obtained and violations were written (from 69% to 88.5%); the percent of residential illegal conversion complaints where access was obtained (from 44% to 39.4%) and the percent of these where violations were written (from 53.2% to 47.6%); the number of construction inspections completed (from 44,939 to 46,772); and the percent of emails responded to in 14 days (from 69% to 24%). The necessary reallocation of staff last year in response to Hurricane Sandy, as well as resulting systems issues, led to data entry backlogs that were not fully addressed until after the release of the Fiscal 2013 Preliminary Mayor's Management Report.

For additional agency performance statistics, please visit:

- Annual reports:  
<http://www.nyc.gov/html/dob/html/about/about.shtml>
- Department Statistics (seven reports, either monthly or weekly):  
[http://www.nyc.gov/html/dob/html/codes\\_and\\_reference\\_materials/statistics.shtml](http://www.nyc.gov/html/dob/html/codes_and_reference_materials/statistics.shtml)

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



# DEPARTMENT OF CITY PLANNING

## What We Do

The Department of City Planning (DCP) promotes strategic growth, transit-oriented development and sustainable communities to enhance quality of life in the City, in part by initiating comprehensive, consensus-based planning and zoning changes for individual neighborhoods and business districts, as well as by establishing policies and zoning regulations applicable citywide. The Department supports the City Planning Commission and each year reviews approximately 450 land use applications for actions such as zoning changes, special permits and other discretionary approvals. The Department assists both government agencies and the public by providing policy analysis and technical assistance relating to housing, transportation, community facilities, demography, waterfront and public space.

## 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 economic development, housing and neighborhood enhancement land use projects and proposals for public review.

**Service 2: Manage land use and environmental review processes to assure consistency with applicable City policies and regulations.**

Goal 2a: Ensure that discretionary land use and environmental review actions subject to City Planning Commission review are consistent with sound planning principles.

Goal 2b: Conduct timely and thorough review of land use and environmental applications.

**Service 3: Prepare information and policy analysis for other government agencies, elected officials and the public.**

Goal 3a: Provide quality technical and planning expertise to other City agencies and the public to support decision making.

## How We Performed

- The Department of City Planning completed and presented to the public eight projects and proposals during the reporting period. The projects and proposals span two goals (1a and 3a) and include the [Ozone Park Rezoning](#), a 530-block rezoning proposal which seeks to reinforce the predominant one- and two-family residential character of the neighborhood while directing new residential and mixed-use development to the area's commercial corridors and near mass transit.
- Eighty-five percent of the 154 land use applications referred by the Department during the first four months of Fiscal 2014 were referred within six months of receipt, exceeding the target of 74 percent. At 48 days, the median time to refer applications represents a significant improvement over performance a year ago.
- Eighty-four percent of the 69 environmental review applications completed by the Department during the first four months of Fiscal 2014 were completed within six months of receipt, exceeding the established target of 75 percent. The median time to complete application reviews decreased from nine days to six days.
- The percent of emails responded to within the 14-day standard rose by 22 percentage points to 93 percent while the percent of letters responded to within 14 days showed a more modest improvement, increasing to 25 percent.

**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 economic development, housing and neighborhood enhancement land use projects and proposals for public review.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Economic development and housing proposals completed and presented to the public	9	11	16	*	*	3	5
Neighborhood enhancement proposals completed and presented to the public	8	4	13	*	*	1	1

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

**Service 2: Manage land use and environmental review processes to assure consistency with applicable City policies and regulations.**

**Goal 2a: Ensure that discretionary land use and environmental review actions subject to City Planning Commission review are consistent with sound planning principles.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Land use applications referred	444	465	442	*	*	130	154
Environmental review applications completed	208	199	169	*	*	47	69

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

**Goal 2b: Conduct timely and thorough review of land use and environmental applications.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Land use applications referred - Within 6 months (%)	74%	74%	78%	74%	74%	67%	85%
★ Median time to refer land use applications (days)	37	43	32	45	45	67	48
★ Environmental review applications completed - Within 6 months (%)	74%	87%	83%	75%	75%	83%	84%
★ Median time to complete environmental review applications (days)	39	12	9	40	40	9	6

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

**Service 3: Prepare information and policy analysis for other government agencies, elected officials and the public.**

**Goal 3a: Provide quality technical and planning expertise to other City agencies and the public to support decision making.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Planning information and policy analysis initiatives presented to the public	15	28	24	*	*	8	2

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

**Agency Customer Service**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Customer Experience							
Emails responded to in 14 days (%)	96%	75%	81%	85%	*	71%	93%
Letters responded to in 14 days (%)	70%	52%	44%	50%	*	17%	25%

## Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY141	FY151	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$23.7	\$22.8	\$20.9	\$20.8	\$22.2	\$20.3	\$7.6	\$7.1
Revenues (\$000,000)	\$1.7	\$2.4	\$3.5	\$2.1	\$2.6	\$2.1	\$0.7	\$1.3
Personnel	263	253	256	266	273	262	242	250
Overtime paid (\$000)	\$40	\$45	\$56	\$9	\$9	\$9	\$10	\$17
<sup>1</sup> February 2014 Financial Plan <sup>2</sup> Expenditures include all funds.      "NA" - Not Available in this report								

## Noteworthy Changes, Additions or Deletions

- The Department updated four-month Fiscal 2013 data for the percent of letters responded to in 14 days, the number of environmental review applications completed and the percent of these applications completed within specific time frames. All adjustments were minor.

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







## What We Do

The Department of Design and Construction (DDC) manages a design and construction portfolio of more than \$9 billion of the City's capital program. Projects range from roadways, sewers and water mains to public safety, health and human service facilities, as well as cultural institutions and libraries. Through a combination of in-house staff and private consultants and contractors, the Department delivers quality, cost-effective projects in a safe and efficient manner.

## Our Services and Goals

### **Service 1: Design and build quality public buildings and infrastructure.**

Goal 1a: Complete projects on time and within budget.

Goal 1b: Meet quality assurance and site safety standards for all active projects.

Goal 1c: Improve customer satisfaction ratings.

## How We Performed

- The Department completed 33 design and 30 construction projects during the first four months of Fiscal 2014 compared to 30 and 28 during the same period last year. Completed construction projects include the renovation and expansion of the Queens Museum, which added 50,000 square feet of new galleries, classrooms and public event space, doubling the size of the museum; the construction of a new EMS facility designed to meet the rapidly changing emergency medical needs of the Williamsburg and Greenpoint neighborhoods in Brooklyn; and the Mariners Harbor branch of the New York Public Library, which brings a new 10,000 square foot facility to this Staten Island community. In the Bronx, DDC completed major infrastructure work along Pelham Parkway, reconstructing 9.6 lane miles of roadway, installing 1.9 miles of new and reconstructed sewers, and replacing 3.8 miles of water main.
- On-time performance for active design projects was 85 percent, up by three percentage points from last year, and 86 percent for active construction projects, up by two points. While some fluctuation is to be expected, the improvement in both categories also reflects the Department's close monitoring of active projects to ensure on-time targets for completed projects - 88 percent for design and 82 percent for construction - are met.
- DDC completed more miles of roadway reconstruction, new sewer construction and water main replacement and slightly less sewer reconstruction work compared to the same period last year. On-time performance for all completed work exceeded the 80 percent goal.

**Service 1: Design and build quality public buildings and infrastructure.**  
**Goal 1a: Complete projects on time and within budget.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Design projects completed	127	141	127	166	*	30	33
Total design projects completed early/on time (%)	95%	90%	87%	88%	88%	NA	NA
★ - Completed early/on time: Infrastructure (%)	99%	91%	83%	88%	88%	NA	NA
★ - Completed early/on time: Public buildings (%)	91%	89%	90%	88%	88%	NA	NA
Construction projects completed	91	111	117	127	*	28	30
Total construction projects completed early/on time (%)	86%	84%	81%	82%	82%	NA	NA
★ - Completed early/on time: Infrastructure (%)	83%	87%	81%	82%	82%	NA	NA
★ - Completed early/on time: Public buildings (%)	88%	81%	82%	82%	82%	NA	NA
Average cost change for all consultant design and construction supervision projects (excluding programmatic scope changes) (%)	1.2%	1.1%	2.0%	3.0%	3.0%	4.4%	3.2%
★ Average cost change for all completed construction projects (excluding programmatic scope changes) (%)	1.0%	1.0%	1.8%	3.0%	3.0%	0.6%	2.9%
Projects completed within budget (%)	NA	92%	94%	*	*	94%	90%
Lane miles reconstructed	32.3	28.0	51.8	38.3	*	10.4	13.1
- Construction completed on schedule (%)	75%	93%	83%	80%	80%	83%	88%
Sewers constructed (miles)	6.1	8.5	9.9	14.3	*	3.4	4.1
- Construction completed on schedule (%)	91%	92%	88%	80%	80%	90%	100%
Sewers reconstructed (miles)	4.6	5.8	8.8	9.2	*	1.8	1.6
- Construction completed on schedule (%)	81%	91%	82%	80%	80%	90%	88%
Water mains (new and replaced) (miles)	20.6	31.5	38.2	48.4	*	9.1	10.7
- Construction completed on schedule (%)	89%	89%	80%	80%	80%	87%	85%
★ Active design projects: Early/on time (%)	87%	86%	84%	88%	88%	82%	85%
★ Active construction projects: Early/on time (%)	91%	88%	86%	82%	82%	84%	86%
★ Active design projects: Difference between projected and scheduled duration (%)	1.1%	1.2%	1.6%	1.5%	1.5%	1.7%	2.0%
★ Active construction projects: Difference between projected and scheduled duration (%)	1.6%	1.9%	1.9%	2.5%	2.5%	2.3%	1.8%

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

**Goal 1b: Meet quality assurance and site safety standards for all active projects.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Projects audited (%)	100%	100%	100%	95%	95%	56%	48%
★ Project inspections with at least one critical deviation (%)	6.1%	8.9%	9.4%	8.5%	8.5%	7.9%	10.1%

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

**Goal 1c: Improve customer satisfaction ratings.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Eligible projects with completed post-construction surveys (%)	53%	67%	42%	*	*	47%	45%
Post-construction satisfaction - Surveys returned	51	52	47	*	*	39	23
★ Respondents rating a completed project as adequate or better (%)	86%	94%	95%	90%	90%	94%	93%
Design Quality Indicator - Average project rating (%)	89%	94%	91%	*	*	NA	NA

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

## Agency Customer Service

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Customer Experience							
Emails responded to in 14 days (%)	97%	91%	91%	90%	*	95%	94%
Letters responded to in 14 days (%)	92%	97%	91%	90%	*	92%	92%

## Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$111.9	\$127.3	\$138.1	\$119.8	\$127.1	\$120.2	\$41.4	\$45.1
Revenues (\$000)	\$79	\$79	\$199	\$150	\$150	\$150	\$23	\$18
Personnel	1,090	1,134	1,186	1,323	1,330	1,326	1,107	1,156
Overtime paid (\$000,000)	\$1.2	\$1.5	\$1.7	\$1.3	\$1.3	\$1.3	\$0.4	\$0.5
Capital commitments (capital projects managed for client agencies) (\$000,000)	\$734.4	\$1,199.6	\$1,474.0	\$2,766.1	\$2,772.5	*	NA	NA

<sup>1</sup>February 2014 Financial Plan      <sup>2</sup>Expenditures include all funds.      "NA" - Not Available in this report

## Noteworthy Changes, Additions or Deletions

- DDC corrected four-month Fiscal 2013 data for the number of construction projects completed from 23 to 28 and lane miles reconstructed from 4.1 to 10.4. The Department also revised the average percentage cost change for consultant design and construction supervision projects and for completed construction projects from 0.0% and 0.4% to 4.4% and 0.6%, respectively.
- Fiscal 2015 targets for the number of design and construction projects are developed after client agencies have had the opportunity to review and revise their capital plans to reflect changes necessitated by the January Financial Plan and will be provided in the Fiscal 2014 Mayor's Management Report.

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



# PROMOTING VIABLE COMMUNITIES & NEIGHBORHOODS

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New York City Economic Development Corporation



Department of Housing Preservation and Development



New York City Housing Authority



Landmarks Preservation Commission





# NEW YORK CITY ECONOMIC DEVELOPMENT CORPORATION

## What We Do

New York City Economic Development Corporation (NYCEDC), a nonprofit organization operating under contract with the City of New York, serves as the City's primary engine for economic development and job creation by investing in major infrastructure upgrades, capital projects, and area-wide development. NYCEDC manages City-owned properties and, through the New York City Industrial Development Agency (NYCIDA) and Build New York City Resource Corporation (Build NYC), helps eligible businesses meet financing needs for property acquisition, new equipment, renovation, and working capital through low-cost tax-exempt bonds and exemptions and abatements of selected City and State taxes, in order to strategically encourage private investment and employment opportunities across the five boroughs. The Center for Economic Transformation at NYCEDC works to enhance the City's major business sectors by addressing challenges faced by industries through analysis of current economic trends; developing strategies and solutions; and implementing programs that help businesses thrive and grow.

## Our Services and Goals

**Service 1: Invest in the City's physical transformation, including basic infrastructure, area-wide redevelopment, amenities such as schools and parks, and transportation resources.**

Goal 1a: Attract businesses and improve quality of life.

Goal 1b: Facilitate private sector investment and make City investments where necessary, generating a positive return for City taxpayers.

**Service 2: Manage, enhance and leverage City assets to drive growth.**

Goal 2a: Maintain physical assets to keep them in a state of good repair and attract businesses.

**Service 3: Give businesses and entrepreneurs the tools to be competitive and to help transform and grow the City's economy.**

Goal 3a: Help incumbent businesses transition to new business models, attract new industries, and promote entrepreneurship.

## How We Performed

- During the reporting period new private investment from real estate sales and lease transactions totaled \$722.5 million. In July 2013 NYCEDC sold an approximately 47,000 square foot parcel across the street from the Brooklyn Academy of Music to 20 Lafayette LLC, an affiliate of Two Trees Management Company. The site is currently a parking lot and will be developed into an approximately 350,000 square foot mixed-use development with a public plaza that will be an exciting and beautifully designed addition to the Downtown Brooklyn Cultural District. The 32-story building will include over 300 residential units, 50,000 square feet of community facility space for cultural use, 22,500 square feet of retail space and underground parking, creating approximately 420 construction jobs and 90 permanent jobs.
- Capital expenditures during the reporting period exceeded \$125 million. Significant milestones reached during this quarter include the completion of the Henry J. Carter Specialty Hospital and Nursing Facility on Madison Avenue and East 122nd Street, the first major healthcare facility to open in East Harlem to serve disabled and medically fragile New Yorkers. The hospital is now home to many of the patients that previously resided in the former Goldwater Specialty Hospital and Nursing Facility, which was slated for decommissioning in 2010, allowing for the site to be included in the Applied Sciences NYC competition. In the Downtown Brooklyn Cultural District, NYCEDC completed construction of the new facility for Theater for a New Audience, and the renovation of the Strand Theater in Brooklyn for BRIC and Urban Glass. Design work is well underway for major projects including the replacement of the Rockaway Boardwalk damaged by Hurricane Sandy, and the City's Department of Environmental Protection's green infrastructure initiative throughout Brooklyn and the Bronx. Additionally, construction work continued on the third section of the High Line, expected to open in 2014, and Hudson Park and Boulevard.



- The New York Industrial Development Agency closed seven projects during the July to October 2013 four-month period. The projects are expected to leverage approximately \$33 million in private investment, generate more than \$41 million in City tax revenue, and create 140 jobs within three years of project completion. Included among these recently closed projects is Bogopa LIC, Inc., a supermarket operator that will receive financial assistance through the FRESH Program in order to renovate and operate a 74,000 square foot full-service supermarket in Long Island City.
- During the first four months of Fiscal 2014, Build NYC Resource Corporation closed 10 projects. These projects are expected to leverage approximately \$290 million in private investment and generate \$96 million in City tax revenue. Nine of the 10 recently closed projects represent financings of secondary education and higher education institutions in New York City, such as Manhattan College, Lebanese American University, and the United Nations International School.
- The value of funding disbursed from City funding agreements reached over \$52.8 million. Notable highlights include the opening of BRIC and Urban Glass at the Strand Theater in Brooklyn and the Urban Health Plan Simpson Street Expansion in the Bronx. Additionally, NYCEDC committed to funding approximately \$124 million through funding agreements, including a \$100 million funding agreement for the NYCEDC initiative for Cornell Applied Sciences/ Technion University on Roosevelt Island.

**Service 1: Invest in the City’s physical transformation, including basic infrastructure, area-wide redevelopment, amenities such as schools and parks, and transportation resources.**

**Goal 1a: Attract businesses and improve quality of life.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Projected new private investment related to sale/long-term lease of City-owned property (\$000,000)	\$63.0	\$432.3	\$331.2	\$1,000.0	\$425.0	\$109.4	\$722.5
Capital expenditures (\$000,000) (excludes asset management and funding agreements)	NA	NA	\$365.0	*	*	\$80.7	\$129.7
Graffiti sites cleaned	17,210	13,367	10,727	*	*	4,874	3,533
Square feet of graffiti removed (000)	5,912	4,242	4,078	*	*	1,548	1,715

★ Critical Indicator \*NA\* - means Not Available in this report ↕ ↗ shows desired direction

**Goal 1b: Facilitate private sector investment and make City investments where necessary, generating a positive return for City taxpayers.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
New York City Industrial Development Agency projects - Contracts closed	7	12	20	*	*	8	7
★ - Projected three-year job growth associated with closed contracts	270	1,452	5,348	2,000	2,100	217	140
★ - Projected net City tax revenues generated in connection with closed contracts (\$000,000)	\$229.2	\$302.1	\$576.4	↕	↕	\$59.0	\$41.4
- Private investment leveraged on closed projects (\$000,000)	NA	NA	\$1,710.5	*	*	\$230.3	\$32.7
Build NYC Resource Corporation - Contracts closed	NA	4	24	*	*	8	10
★ - Projected three-year job growth associated with closed contracts	NA	12	491	500	525	3	42
★ - Projected net City tax revenues generated in connection with closed contracts (\$000,000)	NA	NA	\$173.6	↕	↕	\$45.6	\$96.0
- Private investment leveraged on closed projects (\$000,000)	NA	NA	\$513.7	*	*	\$82.3	\$290.4
Value of funding disbursed pursuant to City funding agreements (\$000,000)	\$71.1	\$104.8	\$91.0	*	*	\$22.6	\$52.8

★ Critical Indicator \*NA\* - means Not Available in this report ↕ ↗ shows desired direction

**Service 2: Manage, enhance and leverage City assets to drive growth.**

**Goal 2a: Maintain physical assets to keep them in a state of good repair and attract businesses.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Capital expenditures on asset management (\$000,000)	NA	NA	\$11.5	*	*	\$7.9	\$18.6
★ Occupancy rate of NYCEDC-managed property (%)	91.7%	95.0%	95.7%	95.0%	95.0%	95.3%	96.5%
Portfolio revenue generated (\$000,000)	NA	NA	\$180.3	*	*	NA	NA
Square footage of assets actively managed by NYCEDC (000)	57,274.0	65,570.3	65,537.1	*	*	NA	NA
Outstanding violations at beginning of the period	NA	NA	55	*	*	142	58
Outstanding violations closed during the period	NA	NA	19	*	*	59	30

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

**Service 3: Give businesses and entrepreneurs the tools to be competitive and to help transform and grow the City's economy.**

**Goal 3a: Help incumbent businesses transition to new business models, attract new industries, and promote entrepreneurship.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Active Center for Economic Transformation projects managed	36	55	94	*	120	76	98
Innovation Index score (calendar year)	NA	116.7	119.5	*	*	NA	NA
New York City unemployment rate (%)	8.9%	9.4%	8.5%	*	*	9.2%	8.6%

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

## Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Personnel	403	400	405	408	418	418	390	409
Capital commitments (\$000,000)	\$190.4	\$244.4	\$281.6	\$81.4	\$1,064.6	\$50.1	\$119.2	\$146.3

<sup>1</sup>February 2014 Financial Plan      <sup>2</sup>Expenditures include all funds.      "NA" - Not Available in this report

## Noteworthy Changes, Additions or Deletions

- NYCEDC updated its Fiscal 2014 target for the amount of new private investment expected from real estate activity to \$1 billion from \$425 million.
- Four-month Fiscal 2013 data for three Industrial Development Agency indicators was corrected. Job growth numbers were revised to 217 from 117, tax revenue to \$59 million from \$123.6 million, and private investment to \$230.3 from \$221.5 million.
- Four-month Fiscal 2013 data for three Build NYC indicators was also corrected. Job growth was revised to 3 from 19, tax revenue to \$45.6 million from \$47.8 million, and private investment to \$82.3 million from \$95.3 million.
- The average unemployment rate as of October 2012 was updated to 9.2% from 9.7%.

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





# DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT

## What We Do

Using a variety of preservation, development and enforcement strategies, the Department of Housing Preservation and Development (HPD) strives to improve the availability, affordability, and quality of housing in New York City. As the nation's largest municipal housing agency, HPD works with private, public and community partners to strengthen neighborhoods and expand the supply and affordability of the City's housing stock and keep people in their homes.

## Our Services and Goals

### **Service 1: Enforce the Housing Maintenance Code.**

- Goal 1a: Close housing maintenance complaints promptly.
- Goal 1b: Improve compliance with the Housing Maintenance Code through enforcement.

### **Service 2: Preserve and create quality affordable housing.**

- Goal 2a: Increase access to and improve the quality of affordable housing.

### **Service 3: Manage HPD affordable housing assets and federal rent subsidies.**

- Goal 3a: Ensure continued viability of existing affordable housing.
- Goal 3b: Maximize federal rent subsidies to make housing affordable for low-income New Yorkers.

## How We Performed

- Fewer violations were issued across all violation categories in the first four months of Fiscal 2014 largely as a result of the decrease in the number of complaints received. Violation issuance saw a 1.7 percent reduction to 131,891, while total complaints decreased by 2.1 percent to 156,144.
- Total housing starts and completions from the first four months of Fiscal 2014 were significantly lower than in the same Fiscal 2013 period. There can be marked differences in performance from year to year depending on the presence or absence of a few large projects, construction schedules, and annual targets. Units started through December 2013 will bring total New Housing Marketplace housing starts to 160,000. By the end of Fiscal 2014 HPD fully expects to reach the plan's overall goal of 165,000 units started as scheduled.
- The Department continues to provide oversight of properties in which the City has invested with an increased focus on identifying properties with significant physical and financial issues and has introduced new asset management indicators to better reflect its oversight role. Since last year HPD added 735 buildings to its asset management portfolio, a 17 percent increase in rental buildings and 25 percent increase in co-op buildings. In addition to tracking real-time information on the physical and financial condition of properties, HPD's asset managers work with property owners to provide assistance on reducing municipal arrears and housing code violations. They also liaise with other departments within HPD, other City agencies and HPD's partner organizations to assist in resolving financial, physical and regulatory issues. Based on the program's criteria, less than one percent of the rental portfolio and six percent of the co-op portfolio were identified as distressed.
- Due to the ongoing impact of federal sequestration, HPD issued 93 percent fewer Section 8 vouchers than in the same period last year, 48 compared to 724, but continued to maintain a high voucher utilization rate of 97.7 percent. As of October 2013 HPD completed 5,731 inspections of subsidized units as required by federal regulations; 89 percent of inspected units met inspection criteria. Units that fail inspections are not subsidized until a subsequent inspection confirms that they have met the criteria.

**Service 1: Enforce the Housing Maintenance Code.**  
**Goal 1a: Close housing maintenance complaints promptly.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Total complaints reported	611,989	589,245	541,397	*	*	159,515	156,144
★ - Emergency complaints reported	407,772	388,276	364,627	*	*	97,615	95,419
- Nonemergency complaints reported	204,217	200,969	176,770	*	*	61,900	60,725
Inspections completed	678,038	697,736	661,206	600,000	600,000	207,954	202,836
Inspection visits per team per day	11.3	11.8	12.2	*	*	11.2	11.0
Ratio of completed inspections to attempted inspections (%)	71%	71%	72%	*	*	70%	71%
Total complaints closed	612,428	599,374	540,035	*	*	158,243	153,258
- Emergency complaints closed	408,379	389,952	364,049	*	*	96,898	93,203
- Heat and hot water	115,583	99,430	108,742	*	*	11,714	10,801
- Lead	38,047	39,862	34,022	*	*	11,146	10,979
- Other emergency	254,749	250,660	221,285	*	*	74,038	71,423
- Nonemergency complaints closed	204,049	209,422	175,986	*	*	61,345	60,055
★ Average time to close emergency complaints (days)	12.3	10.3	10.2	12.0	12.0	10.7	11.2
★ Average time to close nonemergency complaints (days)	16.8	41.7	14.5	30.0	30.0	11.9	12.9
★ Outstanding emergency complaints at end of month	11,603	10,089	10,667	11,000	10,000	10,806	12,883
★ Outstanding nonemergency complaints at end of month	14,533	6,229	7,013	14,500	11,000	6,784	7,383

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

**Goal 1b: Improve compliance with the Housing Maintenance Code through enforcement.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Total violations issued	462,721	468,644	386,804	*	*	134,120	131,891
- Emergency violations issued	88,342	92,665	78,564	*	*	23,431	22,665
- Heat and hot water	12,945	10,869	12,216	*	*	1,472	1,446
- Lead	21,973	20,496	13,615	*	*	4,803	4,912
- Other emergency	53,424	61,300	52,733	*	*	17,156	16,307
- Nonemergency violations issued	374,379	375,979	308,240	*	*	110,689	109,226
★ Violations issued and removed in the same fiscal year (%)	41%	43%	41%	38%	40%	NA	NA
★ Emergency violations corrected by owner (%)	56%	57%	53%	55%	55%	NA	NA
Emergency violations corrected by HPD (%)	14%	15%	15%	*	*	NA	NA
Violations removed	556,777	536,010	433,960	*	*	153,062	144,596
Housing Maintenance Code compliance - Cases opened	13,687	13,251	12,435	*	*	3,016	3,931
- Cases closed	14,846	14,109	12,106	*	*	3,553	4,725
Average cost of repair work performed by HPD (\$)	\$657	\$537	\$514	*	*	NA	NA
- Emergency (non-lead) (\$)	\$562	\$465	\$467	*	*	NA	NA
- Lead (\$)	\$2,623	\$2,302	\$2,108	*	*	NA	NA
Alternative Enforcement Program - Buildings currently active	478	473	498	*	*	NA	NA
- Buildings discharged (cumulative)	322	527	702	*	*	NA	NA
- Buildings discharged from program (%) (cumulative)	40%	53%	59%	*	*	NA	NA

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

**Service 2: Preserve and create quality affordable housing.**

**Goal 2a: Increase access to and improve the quality of affordable housing.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Total starts financed or assisted under the New Housing Marketplace Plan (units)	15,735	17,042	15,382	13,000	*	1,428	773
- New construction starts	4,055	2,642	4,626	5,444	*	592	268
- Preservation starts	11,680	14,400	10,756	7,556	*	836	505
Planned starts initiated (%)	109%	117%	106%	*	*	10%	6%
★ Total completions financed or assisted under the New Housing Marketplace Plan (units)	14,963	15,905	9,337	11,606	*	2,700	1,314
- New construction completions	7,754	4,598	3,167	4,184	*	1,095	1,229
- Preservation completions	7,209	11,307	6,170	7,422	*	1,605	85
Planned units completed (%)	97%	144%	79%	*	*	23%	11%

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

**Service 3: Manage HPD affordable housing assets and federal rent subsidies.**

**Goal 3a: Ensure continued viability of existing affordable housing.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Asset management - Rental buildings in portfolio	NA	NA	2,651	*	*	2,651	3,110
Physically and financially distressed rental buildings in portfolio (%)	NA	NA	0.7%	*	*	0.5%	0.7%
Asset management - Co-op buildings in portfolio	NA	NA	1,069	*	*	1,069	1,345
Physically and financially distressed co-op buildings in portfolio (%)	NA	NA	4.8%	*	*	5.3%	5.5%

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

**Goal 3b: Maximize federal rent subsidies to make housing affordable for low-income New Yorkers.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Section 8 - Utilization rate	96.8%	97.1%	98.2%	96.0%	96.0%	98.0%	97.7%
- Vouchers issued	1,821	2,786	1,404	*	*	724	48
- Households assisted	36,259	37,116	37,232	*	*	37,460	37,112
Section 8 subsidized units passing annual Housing Quality Standard inspections (%)	NA	NA	88%	*	*	83%	89%

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

**Agency Customer Service**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Customer Experience							
Emails responded to in 14 days (%)	48%	58%	60%	58%	*	68%	55%
Letters responded to in 14 days (%)	54%	49%	53%	52%	*	52%	52%

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Response to 311 Service Requests (SRs)							
Percent meeting time to close - Heating (5 days)	NA	83	84	78	*	83	81
Percent meeting time to close - Vermin (17 days)	NA	65	66	59	*	70	67
Percent meeting time to close - Paint/Plaster - Ceiling (17 days)	NA	74	76	71	*	82	79
Percent meeting time to close - Paint/Plaster - Walls (17 days)	NA	72	74	69	*	81	76
Percent meeting time to close - Plumbing - Water-Leaks (17 days)	NA	71	75	68	*	82	76

## Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$705.4	\$731.3	\$675.3	\$577.7	\$765.3	\$553.1	\$280.1	\$285.7
Revenues (\$000,000)	\$72.4	\$43.8	\$78.9	\$21.8	\$33.3	\$22.1	\$13.9	\$15.0
Personnel	2,282	2,153	2,062	2,387	2,321	2,259	2,107	2,062
Overtime paid (\$000,000)	\$0.4	\$0.4	\$1.7	\$0.8	\$0.8	\$0.8	\$0.1	\$0.4
Capital commitments (\$000,000)	\$342.9	\$297.7	\$375.7	\$384.3	\$809.2	\$271.7	\$26.1	\$32.9
Work Experience Program (WEP) participants assigned	260	234	162	*	*	*	271	152
<sup>1</sup> February 2014 Financial Plan	<sup>2</sup> Expenditures include all funds.		"NA" - Not Available in this report					

## Noteworthy Changes, Additions or Deletions

- As reported in the Fiscal 2013 Mayor's Management Report, the Department completed a detailed review of all New Housing Marketplace Plan (NHMP) projects which resulted in minor revisions to the number of units started. In addition, following technological modifications to the agency's underlying databases, HPD made more substantive corrections to the number of NHMP units completed. As a result of these corrections, four-month Fiscal 2013 data for NHMP starts was revised from 1,209 to 1,428 and completions from 1,571 to 859.
- As appropriate, Fiscal 2015 housing development targets will be provided in the Fiscal 2014 Mayor's Management Report pending direction from the new administration.
- The Department replaced the three asset management indicators that reported on the number of projects, financial reviews and inspected buildings with new metrics that report on the number of buildings in the portfolio and the percent in distress by building type (rental and co-op).
- HPD added an indicator on the percent of Section 8 subsidized units passing annual Housing Quality Standard inspections.
- The Department updated four-month Fiscal 2013 data for the percent of emails and letters responded to in 14 days from 73% and 45%, respectively, to 68% and 52%, and also updated Fiscal 2013 year-end data for the percent of emails responded to in 14 days, from 58% to 60%.

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



# NEW YORK CITY HOUSING AUTHORITY

## What We Do

The New York City Housing Authority (NYCHA) provides affordable housing to nearly 403,000 low- and moderate-income City residents in 334 housing developments with nearly 179,000 apartments in the five boroughs. Through federal rent subsidies (Section 8 Leased Housing Program), the Authority assists nearly 92,000 families in locating and renting housing in privately owned buildings. In addition, the Authority provides social services for its residents through 68 community centers, 37 senior centers and a variety of programs.

## Our Services and Goals

### **Service 1: Provide affordable housing for low- and moderate-income New York City residents.**

- Goal 1a: Optimize access to affordable housing in public housing developments to income-eligible families.
- Goal 1b: Increase access to affordable housing in privately owned units.
- Goal 1c: Develop new mixed-use, mixed-income housing and resources.
- Goal 1d: Optimize apartment usage and ensure rental equity.

### **Service 2: Provide a safe and clean living environment for public housing residents.**

- Goal 2a: Preserve the public and affordable housing asset.
- Goal 2b: Expedite maintenance and repairs.
- Goal 2c: Improve safety and security.

### **Service 3: Provide access to social services, job training and employment.**

- Goal 3a: Connect all residents to critical services in their communities.
- Goal 3b: Reduce unemployment among NYCHA tenants.

## How We Performed

- The number of applicants placed in public housing increased eight percent to 1,847 for the first four months of Fiscal 2014, compared to 1,711 applicants placed in the first four months of Fiscal 2013. At the end of August 2013, NYCHA released apartments previously held for non-residents and residents impacted by Hurricane Sandy and made them available to applicant rentals.
- The number of applicants placed through Section 8 vouchers decreased by 38 percent from 249 to 155. Fewer occupied units and a lower unit utilization rate are directly related to a decrease in funding from the Department of Housing and Urban Development (HUD) for the Section 8 program, although NYCHA utilized 100 percent of the funding allocated for the Section 8 vouchers.
- The percentage of annual inspections completed increased 11 percentage points during the first four months of Fiscal 2014 to 91.5 percent compared to 80.5 percent during the same period last year. The completion rate for annual inspections improved as a result of more efficient scheduling and inspection notices that are now mailed 21 days in advance compared to 14 days, which helped increase the proportion of tenants being home for their appointments.
- NYCHA is providing properties for 6,000 units through collaboration with the New York City Department of Housing Preservation and Development (HPD). Since 2003, NYCHA has completed 2,304 units, 803 units are under construction, and approximately 1,930 units in pre-development for a total of 5,037 units.



- The average time to prepare vacant apartments increased by 28 percent from 36.8 days as of October 2012 to 47 days as of October 2013, and was above the target of 30 days. During the reporting period, NYCHA prioritized repair work to reduce the backlog of repairs in occupied apartments. This impacted performance for the apartment turnaround time, which increased 59 percent to 79.1 days from October 2012 to October 2013 and exceeded the target of 40 days. As NYCHA reduces its backlog of approximately 16,000 repairs, more maintenance resources are expected to be available for apartment preparation work.
- The percentage of active capital projects in the construction phase that are on schedule decreased 30 percent from 89.4 percent during the first four months of Fiscal 2013 to 59 percent in Fiscal 2014. The percentage of active capital projects on schedule overall was down from 39.5 percent to 33 percent. NYCHA's continued work to address the immediate and long-term repairs needed after Hurricane Sandy impacted on-time performance.
- The average time to resolve emergency service requests, which include heat service requests, increased by 31 percent from 7.8 hours for the first four months of Fiscal 2013 to 10.2 hours in Fiscal 2014. During this period in Fiscal 2013, NYCHA received 31 percent more heat service requests compared to the same period last year as a result of a much colder heating season. The higher volume of work orders impacted the time to resolve heat and emergency requests overall. However, the time to resolve them remained well below the target of 24 hours.
- The average time to resolve non-emergency service requests decreased 12 percent from 36.9 days in Fiscal 2013 to 32.6 days in Fiscal 2014. This improvement is the direct result of NYCHA's Maintenance and Repair Plan. As of January 1, 2014, it has reduced its backlog of open maintenance and repair requests to approximately 16,000 open work orders, down from 333,000 at the beginning of Calendar 2013. When including the approximately 90,000 open work orders that consist of regular maintenance work in process, the total number of open work orders at NYCHA has declined from approximately 423,000 to 106,000.
- The average time to resolve elevator outages increased 17 percent from 6.3 hours in Fiscal 2013 to 7.4 hours in Fiscal 2014. However, the elevator uptime was 99 percent and exceeded the target of 97 percent. The longer time to resolve elevator outages is attributable to overtime being approved only for buildings without any elevator service in an effort to reduce overtime expenses authority-wide. A high number of vacancies in the Elevator Services and Repair Department (ESRD) also impacted elevator maintenance performance during the reporting period. The ESRD is completing the front line hiring process and expects performance to improve as staffing levels increase.
- The average daily attendance for children aged 6-12 at community centers decreased 13 percent during the first four months of Fiscal 2014 to 1,760 compared to 2,034 in Fiscal 2013. The average daily attendance for youth aged 13-19 decreased by 13 percent, from 886 to 772 during the same period. Reductions in the number of NYCHA-run community centers and the number of summer camp slots impacted community center capacity and reduced fall registration at remaining locations. Fewer slots were available due to a decrease in number of Summer Youth Employment Program (SYEP) workers who have historically facilitated camp participation.
- NYCHA collaborates with community partners to ensure that residents have access to a wide range of cost-effective support services in their communities. To this end, NYCHA transitioned the operation of 45 community- and four senior centers from NYCHA to the Department of Youth and Community Development (DYCD) and Department for the Aging (DFTA).
- The initial Social Services tenant contacts conducted within five days increased 5 percent through October 2013 to 65 percent compared to the same period in 2012. NYCHA's Family Services Department (FSD) monitors performance to improve referrals from community partners and reduce the number of missed appointments with tenants. The referrals to supportive services rendered to senior residents decreased 17 percent for the first four months of Fiscal 2014 to 28,060 from 33,971 in Fiscal 2013.
- Fewer residents were approved for NYCHA's Emergency Transfer Program (ETP) during the first four months of Fiscal 2014, when 295 residents were approved, compared to 345 during the same period last year. At the same time, the ETP disposition time improved by 24 percent, from 61 days to 46 days. ETP is available to NYCHA residents who are victims of domestic violence, intimidated victims, intimidated witnesses, or child sexual victims, and provides case management and confidential relocation services to another NYCHA development for at-risk tenants. ETP staff continues to work with residents and their advocates to obtain the necessary documentation to support the timely disposition of each case.

- Resident job placements declined 35 percent during the first four months of Fiscal 2014, to 530, compared to 817 during the prior period. Fewer training sessions at NYCHA's Resident Training Academy impacted the number of trained residents available for placement. A hiring freeze, among other constraints, affected NYCHA's capacity to place residents into jobs in-house and with contractors.

**Service 1: Provide affordable housing for low- and moderate-income New York City residents.**

**Goal 1a: Optimize access to affordable housing in public housing developments to income-eligible families.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Apartments vacated	4.6%	5.0%	4.5%	*	*	NA	NA
★ Occupancy rate (%)	99.4%	99.2%	98.8%	99.2%	99.2%	99.2%	98.8%
Applicants placed in public housing	5,650	6,012	4,233	*	*	1,711	1,847
Working families residing in public housing (cumulative) (%)	46.7%	48.0%	47.8%	*	*	NA	NA

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

**Goal 1b: Increase access to affordable housing in privately owned units.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Families on Section 8 waiting list (000)	NA	124	123	*	*	124	123
★ Utilization rate for Section 8 vouchers (%)	98.3%	95.3%	93.9%	97.0%	97.0%	94.8%	92.5%
★ Section 8 Occupied Units (certificates and vouchers)	95,898	93,789	91,892	93,789	93,879	92,669	90,789
Annual Section 8 inspections	NA	89.18%	84.36%	*	*	80.48%	91.50%
Annual Section 8 recertifications	NA	86.36%	91.24%	*	*	94.97%	93.26%
Applicants placed through Section 8 vouchers	NA	421	933	*	*	249	155

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

**Goal 1c: Develop new mixed-use, mixed-income housing and resources.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Apartments (000)	179	179	179	*	*	179	179
Number of developments	334	334	334	*	*	334	334
Number of buildings	2,597	2,597	2,585	*	*	2,597	2,585

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

**Goal 1d: Optimize apartment usage and ensure rental equity.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Average time to prepare vacant apartments (days)	30.9	31.8	39.6	30.0	30.0	36.8	47.0
★ Average turnaround days for vacant apartments	35.2	40.0	60.3	40.0	40.0	49.8	79.1

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

**Service 2: Provide a safe and clean living environment for public housing residents.**

**Goal 2a: Preserve the public and affordable housing asset.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Active capital projects on schedule (%)	27.5%	29.1%	24.3%	29.1%	29.1%	39.5%	33.0%
★ Active capital projects in construction phase on schedule (%)	71.6%	91.1%	70.2%	91.1%	91.1%	89.4%	59.0%

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

**Goal 2b: Expedite maintenance and repairs.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Average time to resolve emergency service requests (hours)	18.3	7.5	13.6	24.0	24.0	7.8	10.2
★ Average time to resolve nonemergency service requests (days)	29.0	30.0	42.5	15.0	15.0	36.9	32.6
★ Average time to resolve heat service requests (hours)	12.9	11.9	19.8	24.0	24.0	9.0	13.0
★ Average time to resolve elevator outages (hours)	5.2	3.8	5.8	10.0	10.0	6.8	7.4
Annual HUD Assessment rating	80.0	NA	NA	*	*	NA	NA
★ Average outage per elevator per month	1.08	1.01	0.97	1.01	1.01	1.05	1.08
★ Elevator service uptime	99.2%	99.4%	99.2%	97.0%	97.0%	99.0%	99.0%
★ Alleged elevator injuries reported to DOB	24.0	13.0	16.0	↓	↓	7.0	5.0
★ Elevator related fatalities	0	0	0	↓	↓	0	0
Management cost per dwelling unit (\$)	\$858	\$885	\$1,012	\$875	\$875	\$867	\$876

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

**Goal 2c: Improve safety and security.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Crime Rate Year To Date	5.4	5.8	6.0	*	*	10.3	11.0
★ Major felony crimes in public housing developments	4,406	4,771	5,018	↓	↓	1,734	1,945

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

**Service 3: Provide access to social services, job training and employment.**

**Goal 3a: Connect all residents to critical services in their communities.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Residents approved for the Emergency Transfer Program	859	849	937	*	*	345	295
★ Emergency Transfer Program disposition time	39.76	44.18	54.25	45.00	45.00	60.68	46.37
★ Average daily attendance in community centers ages 6-12	2,800	2,447	1,980	2,447	2,447	2,034	1,760
★ Average daily attendance in community centers ages 13-19	1,720	1,618	1,437	1,618	1,618	886	772
★ Initial social service tenant contacts conducted within five days of referral (%)	76%	76%	64%	76%	76%	60%	65%
Referrals to supportive social services rendered to senior residents	95,299	94,665	96,548	*	*	33,971	28,060
Community centers	70	70	68	*	*	69	66
Senior centers	38	38	37	*	*	38	37
Utilization of senior centers (%) ages 60+	156.0%	157.0%	133.5%	85.0%	85.0%	136.0%	154.0%

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

**Goal 3b: Reduce unemployment among NYCHA tenants.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Residents job placements	2,090	1,593	1,567	1,593	1,593	817	530
Job training programs - ratio of job placements to program graduates (current period)	75%	61%	91%	*	*	NA	NA
Youth placed in jobs through youth employment programs	1,127	1,188	607	*	*	NA	NA

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

**Agency Customer Service**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Customer Experience							
Letters responded to in 14 days (%)	81.92%	80.57%	73.99%	*	*	76.71%	87.76%
E-mails responded to in 14 days (%)	90.33%	86.72%	85.8%	*	*	85.37%	93.62%
Calls answered in 30 seconds (%)	70%	70%	65%	*	*	43%	69%

**Agency Resources**

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$3,259.1	\$3,424.9	\$3,348.8	\$3,139.5	\$3,139.5	\$3,213.1	\$1,056.8	\$1,164.9
Revenues (\$000,000)	\$2,999.5	\$3,025.1	\$2,932.4	\$3,139.8	\$3,139.8	\$3,126.1	\$947.3	\$1,044.3
Personnel	11,548	11,595	11,579	11,973	11,521	11,445	11,737	11,191
Overtime paid (\$000,000)	\$93.8	\$74.7	\$95.3	\$58.9	\$58.9	\$53.9	\$33.5	\$28.0
Capital commitments (\$000,000)	\$1.1	\$1.1	\$30.6	\$7.3	\$186.8	\$4.3	\$1.4	\$9.7

<sup>1</sup>February 2014 Financial Plan      <sup>2</sup>Expenditures include all funds.      \*NA\* - Not Available in this report

## Noteworthy Changes, Additions or Deletions

None.

For additional agency performance statistics, please visit:

- Fact Sheet:  
<http://www.nyc.gov/html/nycha/html/about/factsheet.shtm>

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



# LANDMARKS PRESERVATION COMMISSION

## What We Do

The Landmarks Preservation Commission (LPC) designates, regulates and protects the City's architectural, historic and cultural resources, which now number 1,332 individual landmarks and more than 30,000 properties in 109 historic districts and 20 extensions to existing historic districts. The Agency reviews applications to alter landmark structures, investigates complaints of illegal work and initiates action to compel compliance with the Landmarks Law.

## 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

- During the reporting period, the Commission designated seven individual landmarks, including Tammany Hall and the Holland Plaza Building in Manhattan and the Long Island Business College in Brooklyn. The Commission also designated interior portions of the Steinway & Sons Building in Manhattan.
- The Commission saw 14 percent more work permit applications received in the first four months of Fiscal 2014, reflecting an uptick in construction citywide. Additionally, the publication of a new Permit Application Guide and promotion of the FasTrack filing initiative resulted in more complete applications filed and an overall 14 percent increase in the number of actions on them taken by Commission staff.
- The Commission saw an increase in archaeological applications during the reporting period.

### Service 1: Identify, and protect qualifying architectural, historical, cultural and archaeological assets in all five boroughs.

#### Goal 1a: Identify and designate as landmarks, eligible individual buildings, interiors, scenic landmarks and historic districts.

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Individual landmarks and historic districts designated	40	36	20	20	20	4	7
★ - Total number of buildings designated	1,528	1,040	1,408	*	*	329	7

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

**Goal 1b: Facilitate appropriate work on landmark buildings through technical assistance and timely issuance of permits.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Work permit applications received	10,753	11,823	11,886	*	*	3,917	4,480
★ Actions taken on work permit applications received	11,738	11,238	11,767	*	*	3,827	4,377
Certificates of No Effect issued within 10 days (%)	85%	80%	87%	85%	85%	84%	92%
Expedited Certificates of No Effect issued within two days (%)	100%	92%	100%	100%	100%	99%	100%
Permits for minor work issued within 10 days (%)	81%	81%	83%	*	*	83%	87%

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

**Goal 1c: Increase compliance with landmark regulations.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Number of complaints received	725	670	815	*	*	NA	316
Investigations completed	927	796	806	*	*	275	255
Enforcement actions taken: Total warning letters, NOVs, and stop work orders issued	1,111	1,100	1,030	*	*	346	308
Violations admitted to or upheld at the Environmental Control Board (%)	NA	79%	87%	*	*	NA	NA

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

**Goal 1d: Evaluate potential impacts to archaeological resources in a timely manner.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Archaeology applications received	273	283	242	*	*	82	104
Archaeology applications reviewed within 10 days (%)	96%	96%	96%	85%	85%	98%	96%

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

**Agency Customer Service**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Customer Experience							
Letters responded to in 14 days (%)	87%	88%	88%	*	*	92%	95%
E-mails responded to in 14 days (%)	100%	98%	99%	*	*	98%	100%

**Agency Resources**

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$4.5	\$4.3	\$4.5	\$5.0	\$5.1	\$5.0	\$1.4	\$1.4
Revenues (\$000,000)	\$2.4	\$4.7	\$5.4	\$3.8	\$5.2	\$3.8	\$1.7	\$2.7
Personnel	53	58	64	73	73	73	58	66
Overtime paid (\$000)	\$6	\$6	\$1	\$7	\$7	\$7	\$0	\$0

<sup>1</sup>February 2014 Financial Plan

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

"NA" - Not Available in this report

## Noteworthy Changes, Additions or Deletions

None.

For additional agency performance statistics, please visit:

- Press Releases (information on landmark approvals):  
[http://www.nyc.gov/html/lpc/html/about/press\\_releases.shtml](http://www.nyc.gov/html/lpc/html/about/press_releases.shtml)

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





# ADMINISTRATIVE SERVICES

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Department of Citywide Administrative Services



Department of Records and Information Services



Department of Finance



Department of Information Technology and Telecommunications



Board of Elections\*

*\*Non-Mayoral Agency*





# DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES

## What We Do

The Department of Citywide Administrative Services (DCAS) ensures that City agencies have the critical resources and support needed to provide the best possible services to the public. DCAS supports City agencies' workforce needs in recruiting, hiring and training City employees; establishes and enforces uniform procedures to ensure equal employment opportunity for employees and job candidates; provides overall facilities management, including security, maintenance and construction services for tenants in 55 public buildings; purchases, sells and leases non-residential real property; purchases goods and a wide range of services; inspects and distributes supplies and equipment; disposes of all surplus and obsolete goods; manages City agency fleets and the City's overall compliance with fleet purchasing laws and environmental goals; establishes, audits and pays utility accounts that serve 80 agencies and more than 4,000 buildings; and implements energy conservation programs throughout City facilities.

## 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, the sale of 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 best value for goods and services purchased.

### **Service 5: Manage energy use by City agencies.**

- Goal 5a: Assure that energy purchases are cost-effective.
- Goal 5b: Reduce the City's energy-related carbon footprint.

### **Service 6: Manage the City's fleet and fuel resources.**

- Goal 6a: Reduce fuel use and emissions.
- Goal 6b: Optimize fleet resources to meet agency needs.

## How We Performed

- During the first four months of Fiscal 2014 the number of applications received for open competitive civil service exams increased 19 percent compared to the same period of Fiscal 2013. This increase stems from DCAS' effort to offer exams on a more frequent basis through the City's Computer-Based Testing and Application Centers. During the reporting period DCAS administered 44 percent more civil service exams with 112 percent more candidates tested due to an increase in education- and experience-based exams offered during the first four months of Fiscal 2014.
- The number of City employees attending training sessions rose by 34 percent during the reporting period due to an increase in training opportunities for professionals. In addition, the Citywide Training Center's move to its new Manhattan Municipal Building location made attendance more convenient.

- The average time to complete in-house trade shop work orders increased 10 percent during the reporting period. DCAS restructured its trade shop operations during the summer causing some transitional adjustments, but it expects that the new operations will ensure better service in the future.
- Revenue generated from the sale of surplus goods decreased 37 percent during the reporting period. Revenue from surplus heavy equipment increased 71 percent. However, auto auction revenue decreased 54 percent because of a large auto auction effort that occurred in Fiscal 2013.
- During the reporting period the percentage of hybrid or alternative fuel vehicles in the citywide fleet increased 29 percentage points due to a major expansion of biodiesel use during the first four months of Fiscal 2014. Fifty percent of the citywide fleet is now hybrid or alternative fuel vehicle.

**Service 1: Help City agencies fulfill their workforce needs.**

**Goal 1a: Increase the public's access to information about employment opportunities in City government.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Applications received for open competitive civil service exams	80,400	112,906	75,825	*	*	21,884	26,061

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

**Goal 1b: Ensure a competitive and diverse candidate pool for City employment opportunities.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ New hires - White (%)	NA	26.2%	26.0%	*	*	22.5%	22.0%
★ New hires - Black (%)	NA	38.9%	38.5%	*	*	34.8%	45.4%
★ New hires - Hispanic (%)	NA	19.6%	19.2%	*	*	16.2%	19.4%
★ New hires - Asian/Pacific Islander (%)	NA	6.2%	6.2%	*	*	5.2%	7.5%
★ New hires - Native American (%)	NA	0.3%	0.4%	*	*	0.3%	0.3%
New hires - Unspecified (%)	NA	8.8%	9.7%	*	*	21.0%	5.3%
★ New hires - Male (%)	NA	50.9%	55.5%	*	*	50.9%	49.3%
★ New hires - Female (%)	NA	49.1%	44.5%	*	*	49.1%	50.7%

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

**Goal 1c: Ensure timely administration of civil service exams.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Exams administered on schedule (%)	100%	100%	100%	100%	100%	100%	100%
★ Median time from exam administration to list establishment (days)	326	489	344	360	500	523	439

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

**Goal 1d: Provide a wide range of training opportunities.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Average rating for professional development training sessions (%)	90%	88%	88%	88%	88%	89%	87%
★ City employees attending training sessions	13,207	15,177	17,057	15,000	17,000	4,246	5,707

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

**Service 2: Manage and operate City-owned office buildings.**

**Goal 2a: Improve cleanliness and maintenance ratings for DCAS-managed facilities.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Average building cleanliness and condition rating for DCAS-managed office buildings (%)	69%	66%	69%	70%	70%	NA	NA
CORE customer experience rating of facilities (0-100)	86	78	90	78	78	NA	NA

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

**Goal 2b: Meet timeliness standards for maintenance service requests and repair work.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Average time to complete in-house trade shop work orders (days)	8.2	7.6	8.2	5.0	7.0	5.0	5.5
★ In-house trade shop work orders completed within 30 days (%)	80%	75%	64%	80%	75%	68%	55%

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

**Goal 2c: Consolidate and reduce City office space.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Average square feet of office space per employee	268	280	280	280	280	NA	NA
Vacant desks (%)	14%	15%	15%	*	*	NA	NA

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

**Service 3: Manage the City's surplus real and personal property.**

**Goal 3a: Maximize revenue from the sale of real property, the sale of surplus goods and savings from the reallocation of usable surplus items.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Lease revenue generated (\$000)	\$65,553	\$66,900	\$69,602	\$65,755	\$41,797	\$15,175	\$15,667
★ Revenue generated from the sale of surplus goods (\$000)	\$13,312	\$9,315	\$9,651	\$6,892	\$6,892	\$3,873	\$2,450
★ - Revenue generated from auto auctions (\$000)	\$7,560	\$4,997	\$7,785	\$4,692	\$4,692	\$3,337	\$1,535
Real estate auction bids received (\$000)	NA	\$5,600	NA	*	*	NA	NA

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

**Service 4: Procure goods and select services for City agencies.**  
**Goal 4a: Maximize competition in the procurement process.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Average number of bidders per bid	4.6	3.2	3.1	3.4	3.4	3.1	3.3
Average time to process a purchase order (days)	1.4	0.7	0.6	*	*	0.5	0.8

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

**Goal 4b: Use citywide buying power to achieve best value for goods and services purchased.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Value of goods purchased (\$000,000)	\$1,020.0	\$886.4	\$1,117.9	*	*	\$281.4	\$366.4
- Value of Central Storehouse inventory (\$000)	\$26,300	\$25,200	\$24,500	*	*	\$9,300	\$9,200

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

**Service 5: Manage energy use by City agencies.**  
**Goal 5a: Assure that energy purchases are cost-effective.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Total energy purchased (British Thermal Units) (trillions)	29.2	26.2	27.3	*	*	NA	NA
- Electricity purchased (kilowatt hours) (billions)	4.3	4.2	4.2	*	*	NA	NA
★ Estimated annual cost savings from energy conservation projects (\$000,000)	\$0.87	\$1.31	\$3.46	\$2.04	\$4.50	NA	NA

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

**Goal 5b: Reduce the City's energy-related carbon footprint.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Estimated reduction in greenhouse gas emissions due to energy conservation projects (metric tons)	2,583	3,325	8,306	5,382	12,259	NA	NA
Energy conservation projects completed	14	39	26	60	*	NA	NA
Energy audits completed	50	80	79	90	*	NA	NA

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

**Service 6: Manage the City's fleet and fuel resources.**  
**Goal 6a: Reduce fuel use and emissions.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Hybrid or alternative fuel vehicles in the citywide fleet (%)	27%	28%	41%	50%	50%	21%	50%
Vehicles with highest emission ratings purchased pursuant to Local Law 38 (%)	93%	98%	94%	*	*	NA	NA

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

## Goal 6b: Optimize fleet resources to meet agency needs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Fleet in-service rate citywide (%)	NA	NA	91%	90%	90%	91%	90%
Fleet downtime (DCAS-managed fleet only) (%)	0.5%	2.5%	2.5%	*	*	2.5%	2.8%

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

## Agency-wide Management

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Accidents involving City vehicles	NA	NA	525	*	*	NA	241
Workplace injuries reported	NA	68	64	*	*	25	15
Accidents involving the public in DCAS-managed properties	16	35	17	*	*	8	7
Average cost of training per employee (\$)	\$195	\$253	\$225	*	*	NA	NA
Average cost of cleaning per square foot (\$)	\$2.9	\$2.8	\$2.8	*	*	NA	NA

## Agency Customer Service

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Customer Experience							
Letters responded to in 14 days (%)	61%	47%	77%	*	*	77%	53%
E-mails responded to in 14 days (%)	87%	79%	89%	*	*	87%	79%

## Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$1,117.6	\$1,091.2	\$1,177.6	\$1,154.2	\$1,196.3	\$1,137.9	\$932.1	\$930.2
Revenues (\$000,000)	\$96.3	\$121.0	\$113.3	\$93.3	\$317.0	\$60.5	\$28.4	\$25.0
Personnel	2,128	2,155	2,068	2,234	2,245	2,250	2,061	2,008
Overtime paid (\$000,000)	\$12.9	\$14.3	\$16.4	\$3.1	\$14.5	\$14.5	\$4.2	\$4.8
Capital commitments (\$000,000)	\$117.0	\$154.4	\$190.0	\$494.4	\$718.2	\$69.7	\$29.2	\$45.5
Work Experience Program (WEP) participants assigned	1,278	960	930	*	*	*	1,145	676

<sup>1</sup>February 2014 Financial Plan    <sup>2</sup>Expenditures include all funds.    "NA" - Not Available in this report

## Noteworthy Changes, Additions or Deletions

None.

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







# DEPARTMENT OF RECORDS & INFORMATION SERVICES

## What We Do

The Department of Records and Information Services preserves and provides public access to historical and contemporary records and information about the government of New York City through the Municipal Archives and the City Hall Library. The Department's new Visitor Center and Media Room at 31 Chambers Street offers a venue for exhibitions, educational programming, and special events. Through its website, the Department provides electronic access to more than 876,000 historical photographs and over 7,000 reports and publications issued by New York City government agencies. The Municipal Records Management Division operates records storage facilities in two locations with a combined capacity of 738,000 cubic feet, and provides records management services to 50 City agencies, ten courts, and the five district attorneys' offices. Records services include scheduling, off-site storage and retrieval, and overall guidance on management of records in all media. The Archives and Library currently respond to over 53,000 requests annually, and provide the public and City agencies access to approximately 221,000 cubic feet of historically valuable City records and photographs, and a unique collection of more than 354,000 books, official government reports, studies and other publications.

## 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 accordance with its goal of increasing the volume of records available to the public, during the first four months of Fiscal 2014 the Department accessioned into the Municipal Archives a collection of 219 cubic feet of historical records pertaining to the classification, assessment, and ownership of property in Staten Island. This quantity was a significant increase over the 12 cubic feet of historical records added to the Archives during the same period in Fiscal 2013.
- The Department reduced the average response time to requests for historical photograph copies to 9.4 days for the first four months of Fiscal 2014, well within the 15-day target, and a nearly 50 percent reduction from 18.5 days in the same period of Fiscal 2013. The average response time to requests for vital record copies also improved to 9.4 days for the first four months of Fiscal 2014, a 14 percent reduction from 10.9 days during the same period in Fiscal 2013. These improvements in service were due largely to the assignment of additional staff to the process of providing the copies, as well as reduced volumes of requests. Photo requests decreased nine percent, from 1,649 in the first four months of Fiscal 2013 to 1,500 in Fiscal 2014. Four-month vital record requests decreased 18 percent, from 11,741 in Fiscal 2013 to 9,608 in Fiscal 2014. The volume of requests for search and copy services from the public is not under direct control of the Department.
- The Department continued to retrieve records from its off-site storage facilities upon owner-agency request well within the target of two days. During the first four months of Fiscal 2014, the retrieval rate decreased to one day, a 17 percent improvement from the 1.2-day retrieval rate in the same period of Fiscal 2013.
- The Department also continued to transfer records into the off-site facilities in virtually the same quantity, 7,793 cubic feet, during the first four months of Fiscal 2014, as during the same period of Fiscal 2013, when 7,468 cubic feet were transferred.

- During the first four months of Fiscal 2014, the Department disposed of 1,432 cubic feet of obsolete records, 65 percent less than in the same period in Fiscal 2013, when it disposed of 4,135 cubic feet of such records. The agency plans to increase the volume of disposals during the remainder of the fiscal year so that it will meet or exceed its Fiscal 2013 annual total of 18,097 cubic feet.

**Service 1: Provide the public and City agencies with access to public records and publications.**

**Goal 1a: Increase the volume and availability of public records and publications.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Records preserved and digitized	277,675	241,515	121,955	260,000	260,000	43,780	45,486
Number of library items available	338,296	345,151	352,000	*	*	347,636	354,615
Publications and reports acquired	7,306	7,382	7,205	*	*	2,581	2,770
Records accessioned in Municipal Archives (cubic ft.)	7,422	5,206	14,834	*	*	12	219
Walk-in and program attendees at the Visitor Center	NA	NA	2,063	*	*	722	722

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

**Goal 1b: Promptly respond to requests for information.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Vital record requests responded to within 12 business days (%)	83%	76%	69%	80%	80%	62%	76%
★ Average response time to vital record requests (days)	7.9	8.8	10.4	10.0	10.0	10.9	9.4
★ Average response time to historical photo requests (days)	8.1	14.0	14.1	15.0	15.0	18.5	9.4
Information requests received	60,208	61,735	53,095	*	*	20,109	18,141

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

**Service 2: Provide City agencies, the courts, and district attorneys with record storage, retrieval, and retention scheduling services.**

**Goal 2a: Retrieve records promptly from off-site facilities upon record owner's request.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Average response time to agency requests for inactive records (days)	1.5	1.3	1.2	2.0	2.0	1.2	1.0
Requests for stored records processed within 48 hours (%)	87.0%	95.0%	92.0%	*	*	93.0%	96.0%

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

**Goal 2b: Promptly transfer eligible agency records to off-site storage.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Warehouse capacity available for new accessions (%)	6%	10%	7%	*	*	8%	4%
Records transferred into Municipal Records Center (cubic ft. )	18,721	63,426	47,250	*	*	7,468	7,793

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

## Goal 2c: Dispose of all records according to their scheduled retention period.

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Average time between records disposal eligibility and application sent to Law Department (months)	3.5	1.1	0.6	2.0	2.0	NA	NA
★ Average time for Law Department to approve records disposal application (months)	4.6	1.6	2.4	3.0	3.0	2.4	2.3
Records disposed from Municipal Records Center (cubic ft. )	56,724	2,474	18,097	*	*	4,135	1,432

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

## Agency Customer Service

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Letters responded to in 14 days (%)	100%	100%	92%	*	*	78%	77%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%

## Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$5.2	\$5.2	\$5.5	\$5.2	\$5.6	\$5.1	\$2.4	\$2.5
Revenues (\$000,000)	\$0.8	\$0.8	\$0.7	\$1.0	\$0.8	\$0.8	\$0.3	\$0.3
Personnel	45	51	49	42	51	42	48	47
Overtime paid (\$000)	\$0	\$0	\$84	\$0	\$9	\$0	\$0	\$4

<sup>1</sup>February 2014 Financial Plan      <sup>2</sup>Expenditures include all funds.      "NA" - Not Available in this report

## Noteworthy Changes, Additions or Deletions

- Due to a change in agency procedure, there was no activity in the indicator of average months between records disposal eligibility and application sent to the Law Department for the first four months of fiscal years 2013 and 2014. The agency now submits its disposal applications to the Law Department beginning in the second half of each fiscal year.

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





# DEPARTMENT OF FINANCE

## What We Do

The Department of Finance collects over \$30 billion in revenue for the City and assesses more than one million properties currently valued at over \$800 billion. Finance also records property-related documents; administers exemption and abatement programs; adjudicates and collects on parking tickets; maintains the City's treasury; and enforces compliance with City tax laws. In addition, the Department chairs the City's Banking Commission and, through the Office of the Sheriff, acts as the City's chief civil law enforcement officer.

Through the Mayor's Office of Pensions and Investments, Finance also advises the Administration on the \$130 billion City pension system and \$12 billion deferred compensation plan.

## 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 applications for Senior Citizen Rent Increase Exemptions.
- Goal 1c: Promptly review requests for refunds.
- Goal 1d: Increase the percentage of payments made online.

### Service 2: Bill, adjudicate, and collect on parking tickets.

- Goal 2a: Increase the proportion of parking tickets that are collected.
- Goal 2b: Assure that all respondents are offered convenient options for challenging tickets.

### Service 3: Provide public access to data.

- Goal 3a: Increase the percentage of property tax documents that are available online.

## How We Performed

- Through a concerted effort to eliminate the backlog of applications for the Senior Citizen Rent Increase Exemption (SCRIE), processors now review applications upon receipt, leading to a precipitous drop in the length of time it takes for a SCRIE applicant to receive a determination. The average time to process an initial SCRIE application fell to 4.7 days in the first four months of Fiscal 2014 from 35.8 days in the first four months of Fiscal 2013, and to 7.6 days from 22.9 days for renewal applications.
- Compared to the same period last year, more motorists contested their parking summonses. The total number of hearings was up by more than 20 percent, growing to 382,340, with all hearing options experiencing increases. The number of web (online) hearings rose the most dramatically, by more than 42 percent. While better than the respective performance targets, the turnaround times for hearing decisions also increased largely as a result of the higher demand. Motorists entering a Finance Business Center waited seven minutes longer but continued to receive a hearing determination in less than a half-hour. Decisions for web hearings were issued within approximately one week compared to 2.5 days, and decisions for hearings-by-mail in an average of 12 days compared to three days.
- Changes to the State law governing the property tax abatement for owners of residential condominiums and cooperatives, as well as the State's requirement to register for the School Tax Relief (STAR) program, led to a significantly higher volume of correspondence to the Department. Emails increased by close to 49 percent to nearly 62,000, yet the percent responded to in 14 days improved to 88 percent. At 1,461, hard mail correspondence more than doubled, and the percent responded to in 14 days decreased to 67 percent.

**Service 1: Bill and collect property and other taxes.**

**Goal 1a: Increase the proportion of individuals and businesses that are in compliance with tax and revenue laws.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Property taxes billed that are paid (%)	97.0%	97.3%	97.5%	97.0%	97.0%	NA	NA
- Paid on time (%)	95.0%	94.4%	94.8%	*	*	94.9%	96.1%
Average turnaround time for audits (days)	612	684	632	*	*	611	738
Increase in tax liability as a result of audits (%)	26.9%	10.5%	13.6%	*	*	13.0%	19.5%
Originally noticed properties sold in lien sale (%)	20%	19%	20%	*	*	NA	NA

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

**Goal 1b: Promptly review applications for Senior Citizen Rent Increase Exemptions.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Senior Citizen Rent Increase Exemption (SCRIE) - Initial applications received	NA	NA	7,094	*	*	2,382	2,623
SCRIE - Renewal applications received	NA	NA	22,670	*	*	8,059	7,117
★ Average time to process initial applications (days)	NA	NA	17.3	↓	↓	35.8	4.7
★ Average time to process renewal applications (days)	NA	NA	13.4	↓	↓	22.9	7.6

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

**Goal 1c: Promptly review requests for refunds.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Average time to issue a property tax refund (days)	22	26	27	20	22	20	27
★ Average time to issue a business tax refund (days)	39	32	30	32	32	29	20

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

**Goal 1d: Increase the percentage of payments made online.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Payment method (%) - Electronic (ACH/EFT)	16.5%	20.8%	45.9%	50.0%	50.0%	31.8%	21.6%

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

**Service 2: Bill, adjudicate, and collect on parking tickets.**

**Goal 2a: Increase the proportion of parking tickets that are collected.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Tickets paid before enforcement action (%)	NA	NA	56.3%	*	*	56.6%	57.7%
★ Parking tickets issued that are paid within 90 days (%)	63.3%	65.1%	63.5%	65.0%	65.0%	62.6%	66.8%

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

## Goal 2b: Assure that all respondents are offered convenient options for challenging tickets.

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Parking ticket hearings - Total	1,169,864	1,235,067	901,026	*	*	316,960	382,340
★ Average turnaround time for in-person parking ticket hearings (minutes)	23	18	19	35	30	19	26
★ Average turnaround time to issue decision for parking ticket hearing-by-web (days)	7.0	6.5	3.8	8.0	7.0	2.5	7.3
★ Average turnaround time to issue decision for parking ticket hearing-by-mail (days)	27.3	23.2	4.2	13.0	14.0	3.0	12.0
Parking ticket appeals granted a reversal (%)	15.6%	12.2%	9.9%	*	*	9.4%	15.0%
Average time to issue decision for parking ticket appeals (days)	11	11	11	15	14	11	11

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

## Service 3: Provide public access to data.

### Goal 3a: Increase the percentage of property tax documents that are available online.

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Current property tax documents available online (%)	100%	100%	100%	100%	100%	NA	NA

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

## Agency-wide Management

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Total revenue collected (\$000,000)	\$27,014	\$28,178	\$30,113	*	*	NA	NA
- Property taxes collected (\$000,000)	\$16,868	\$17,945	\$18,742	*	*	NA	NA
- Business taxes collected (\$000,000)	\$6,717	\$6,838	\$7,407	*	*	NA	NA
- Property transfer taxes collected (\$000,000)	\$1,229	\$1,448	\$1,810	*	*	NA	NA
- Parking summons revenue (\$000,000)	\$570	\$569	\$509	*	*	NA	NA
- Audit and enforcement revenue collected (\$000,000)	\$988	\$743	\$1,009	*	*	NA	NA
- Other revenue (\$000,000)	\$641	\$634	\$636	*	*	NA	NA

## Agency Customer Service

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Customer Experience							
Emails responded to in 14 days (%)	78%	75%	85%	85%	*	79%	88%
Letters responded to in 14 days (%)	77%	60%	91%	83%	*	88%	67%



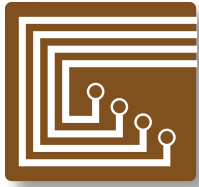
## Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$219.7	\$221.3	\$222.3	\$234.4	\$249.2	\$238.3	\$90.5	\$93.2
Revenues (\$000,000)	\$679.2	\$693.6	\$652.1	\$673.5	\$674.8	\$665.0	\$225.1	\$250.0
Personnel	1,756	1,814	1,802	1,983	1,988	1,992	1,797	1,830
Overtime paid (\$000)	\$355	\$618	\$1,240	\$581	\$1,353	\$1,356	\$165	\$259
<sup>1</sup> February 2014 Financial Plan <sup>2</sup> Expenditures include all funds.      "NA" - Not Available in this report								

## Noteworthy Changes, Additions or Deletions

None.

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



# DEPARTMENT OF INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS

## What We Do

The Department of Information Technology and Telecommunications (DoITT) is the City's Information Technology (IT) utility, ensuring the sustained, efficient delivery of IT services, infrastructure and telecommunications services. DoITT establishes the City's IT strategic direction, security policies and standards; procures citywide IT services; evaluates emerging technologies; provides project management, application development and quality assurance 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 dedicated wireless network (NYCWiN), the wired network (CityNet), the Citywide Service Desk and telecommunications systems; and administers telecommunications franchise contracts providing fiber, cable television, pay telephones and mobile telecom equipment installed on City property and streets.

## Our Services and Goals

### **Service 1: Deliver City IT services including hardware, software and technical support.**

- Goal 1a: Provide quality service delivery and performance monitoring for DoITT-managed systems.
- Goal 1b: Resolve all citywide service desk requests and incident tickets within targeted levels.
- Goal 1c: Ensure all application development and IT infrastructure projects led by DoITT's project management office are delivered on time and within budget.
- Goal 1d: Ensure effective management of the City's telecommunications service.

### **Service 2: Support sharing and management of citywide data and information.**

- Goal 2a: Increase the public's use of City government information through NYC.gov.
- Goal 2b: Increase the number of publicly available data sets.

### **Service 3: Regulate franchised cable services.**

- Goal 3a: Ensure customer complaints are resolved in a timely manner.

### **Service 4: Regulate provisioning of public pay telephones on City streets.**

- Goal 4a: Maximize usefulness, operability and cleanliness of public pay telephones on City streets.

## How We Performed

- During the first four months of Fiscal 2014 DoITT maintained its key systems at an average uptime of 99.97 percent, while handling an increase in mainframe system use. Recently, DoITT increased the capacity of the shared City agencies mainframe to ensure the system continues to function reliably. To further improve performance and lower costs, DoITT continues to move towards virtual servers instead of physical servers.
- DoITT performed better than its target of three days to resolve all service incidents, taking an average of 1.4 days to resolve all incidents during the first four months of Fiscal 2014, a 22 percent decrease compared to the same period of Fiscal 2013. This decrease is consistent with a 27 percent decline in the number of service incidents seen during the reporting period.
- DoITT continues to make improvements in the way its projects are planned and carried out. Because of increased communication, information gathering and planning, DoITT delivered 82 percent of its projects on time during the first four months of Fiscal 2014.

- During the first four months of Fiscal 2014 DoITT's voice over Internet protocol (VoIP) telecommunications network uptime was 100 percent. DoITT continues to migrate phones to VoIP, a more resilient telephony network that allows users to move to different locations with little additional configuration.
- During the reporting period the number of [NYC.gov](http://nyc.gov) page views increased 69 percent. This increase is largely attributable to the [NYC.gov](http://nyc.gov) site redesign, the first in 10 years, which launched during the reporting period. The redesigned site, which is now more easily navigable on mobile devices, should result in continued growth in page views.
- DoITT has already met its Fiscal 2014 target of publishing 1,165 data sets. An increase in the number of data sets available and the promotion of events that encourage their use have resulted in the creation of nearly 300 online and mobile apps using City data.
- During the first four months of Fiscal 2014 DoITT resolved 99 percent of cable complaints within 30 days, exceeding the annual target of 98 percent. However, the average time to resolve all complaints increased from 12 days to 14 days. This increase is attributed to normal fluctuations in the length of time it takes for the cable providers to troubleshoot service issues, dispatch field technicians and settle billing disputes.
- The percentage of inspected pay phones on City streets deemed operable has increased to 66 percent during the first four months of Fiscal 2014, compared to 60 percent during the same period of Fiscal 2013. This increase is partially attributable to public pay telephone companies installing wireless cellular units to restore dial tone outages.

**Service 1: Deliver City IT services including hardware, software and technical support.**

**Goal 1a: Provide quality service delivery and performance monitoring for DoITT-managed systems.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Average uptime of key systems (mainframe, UNIX, Wintel) (%)	99.96%	99.95%	99.83%	99.99%	99.99%	99.56%	99.97%
Average utilization of shared City agencies mainframe system (%)	NA	NA	79.6%	*	*	72.2%	79.6%
Average utilization of mainframe system used by the Department of Education and DoITT (%)	NA	NA	46.5%	*	*	38.3%	44.2%
Uptime of NYC.gov (%)	99.88%	99.78%	99.99%	99.99%	99.99%	99.99%	99.98%
Uptime of NYCWiN (%)	99.97%	99.99%	99.99%	99.99%	99.99%	99.99%	99.99%
Uptime of 800 MHz network (%)	99.99%	99.98%	99.99%	99.99%	99.99%	99.99%	99.99%
Uptime of Citywide Radio Network (%)	99.99%	99.99%	99.99%	99.99%	99.99%	99.99%	99.99%

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

**Goal 1b: Resolve all citywide service desk requests and incident tickets within targeted levels.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Service incidents	144,633	207,980	219,685	*	*	90,951	66,521
★ Average time to resolve all service incidents (days)	1.4	1.5	1.8	3.0	3.0	1.8	1.4
Average time to resolve service incidents - Urgent (days)	0.8	0.3	0.8	0.1	0.1	0.9	0.3
Average time to resolve service incidents - High (days)	0.8	0.6	1.4	0.2	0.2	1.6	0.7
Average time to resolve service incidents - Medium (days)	1.2	1.6	1.4	3.0	3.0	1.4	1.2
Average time to resolve service incidents - Low (days)	1.8	1.7	1.9	6.0	6.0	2.0	1.6

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

**Goal 1c: Ensure all application development and IT infrastructure projects led by DoITT's project management office are delivered on time and within budget.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★Projects delivered on time (%)	NA	NA	75%	75%	75%	75%	82%
Service catalog requests	187	170	240	*	*	68	72
Service catalog requests handled as business as usual (%)	NA	NA	23%	*	*	29%	19%
Service catalog requests that receive solutions review (%)	NA	NA	68%	*	*	59%	71%

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

**Goal 1d: Ensure effective management of the City's telecommunications service.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Service incidents - Telecommunications repair	6,096	7,194	5,634	*	*	1,896	1,480
Average time to resolve telecommunications incidents (days)	4.1	4.5	10.2	*	*	9.6	4.6
★Uptime of telecommunications network (voice over Internet protocol) (%)	NA	NA	99.97%	99.99%	99.99%	NA	100.00%

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

**Service 2: Support sharing and management of citywide data and information.**

**Goal 2a: Increase the public's use of City government information through NYC.gov.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★NYC.gov page views (000)	590,599	635,710	386,668	635,710	635,710	115,796	195,834
NYC.gov unique visitors (average monthly) (000)	2,351	2,781	3,774	*	*	3,888	3,998

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

**Goal 2b: Increase the number of publicly available data sets.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★Data sets available for download on NYC.gov/OpenData	361	778	1,139	1,165	1,311	781	1,165

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

**Service 3: Regulate franchised cable services.**

**Goal 3a: Ensure customer complaints are resolved in a timely manner.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★Cable complaints resolved within 30 days (%)	98.7%	99.2%	99.3%	98.0%	98.0%	99.2%	99.4%
Average time to resolve all cable complaints (days)	12	12	13	*	*	12	14

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

**Service 4: Regulate provisioning of public pay telephones on City streets.**

**Goal 4a: Maximize usefulness, operability and cleanliness of public pay telephones on City streets.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Inspected phones deemed operable (%)	77%	75%	61%	75%	75%	60%	66%
Inspected phones passing scorecard appearance standards (%)	97%	98%	98%	95%	95%	99%	98%
Pay phone inspections conducted	8,435	8,614	9,286	*	*	2,956	3,385
Violations admitted to or upheld at the Environmental Control Board (%)	NA	73%	69%	*	*	80%	70%

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

## Agency-wide Management

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Citywide IT professional services contracts in use by agencies (%)	NA	NA	46%	*	*	NA	NA
Agencies' task orders using citywide IT professional services contracts	NA	NA	810	*	*	212	351

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

## Agency Customer Service

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Customer Experience							
Letters responded to in 14 days (%)	92%	95%	97%	*	*	98%	99%
E-mails responded to in 14 days (%)	85%	94%	96%	*	*	93%	96%
Rate of overall customer satisfaction (%)	NA	NA	NA	*	*	NA	77%

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Response to 311 Service Requests (SRs)							
Percent meeting time to close – Cable Complaint - Service (15 days)	99	98	96	*	*	99	94
Percent meeting time to close – Cable Complaint - Billing (30 days)	93	100	99	*	*	98	100
Percent meeting time to close – Cable Complaint - Miscellaneous (30 days)	98	100	99	*	*	100	99
Percent meeting time to first action – Public Payphone Complaint - Lost Coin (44 days)	73	88	64	*	*	70	92
Percent meeting time to first action – Public Payphone Complaint - Damaged Telephone (30 days)	58	59	44	*	*	52	51

## Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$415.4	\$452.5	\$431.6	\$448.5	\$507.4	\$457.4	\$287.1	\$175.4
Revenues (\$000,000)	\$160.6	\$166.4	\$162.4	\$168.9	\$167.0	\$161.0	\$41.7	\$51.2
Personnel	1,157	1,107	1,130	1,280	1,309	1,267	1,096	1,126
Overtime paid (\$000)	\$671	\$788	\$998	\$502	\$502	\$517	\$251	\$203

<sup>1</sup>February 2014 Financial Plan

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

"NA" - Not Available in this report

## Noteworthy Changes, Additions or Deletions

- The Department added the following indicator: 'rate of overall customer satisfaction (%).'

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





# BOARD OF ELECTIONS

## What We Do

The Board of Elections of the City of New York 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.

## How We Performed

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Voter turnout - general election (000)	NA	NA	2,467	*	*	NA	NA
Voter Registration forms processed	NA	NA	642,460	*	*	NA	NA
Registered voters (000)	NA	NA	4,640	*	*	NA	NA
Eligible voters registered (%)	NA	NA	NA	*	*	NA	NA
Poll worker attendance on Election Day (%)	NA	NA	95.6%	*	*	NA	NA
Voter complaints regarding poll workers	NA	NA	434	*	*	NA	NA
Voter complaints regarding poll workers - service	NA	NA	146	*	*	NA	NA
Voter complaints regarding poll workers - procedure	NA	NA	288	*	*	NA	NA
Voting equipment replacement rate - ballot scanners (%)	NA	NA	3.2%	*	*	NA	NA
Voting equipment replacement rate - ballot marking devices (%)	NA	NA	5.6%	*	*	NA	NA
Election results reporting timeliness (hours)	NA	NA	NA	*	*	NA	NA
Precision of unofficial election results (%)	NA	NA	1.0%	*	*	NA	NA
Interpreters deployed on election day	NA	NA	1,917	*	*	NA	NA
Interpreters deployed on election day - Bronx	NA	NA	156	*	*	NA	NA
Interpreters deployed on election day - Brooklyn	NA	NA	511	*	*	NA	NA
Interpreters deployed on election day - Queens	NA	NA	836	*	*	NA	NA
Interpreters deployed on election day - Manhattan	NA	NA	374	*	*	NA	NA
Interpreters deployed on election day - Staten Island	NA	NA	40	*	*	NA	NA



## Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$102.9	\$109.8	\$107.5	\$136.0	\$143.3	\$76.5	\$51.0	\$57.0
Revenues (\$000)	\$55	\$46	\$67	\$116	\$116	\$116	\$25	\$44
Personnel	488	768	669	1,738	1,980	1,053	900	887
Overtime paid (\$000,000)	\$6.7	\$5.8	\$4.9	\$1.3	\$3.8	\$1.3	\$3.6	\$4.0
<sup>1</sup> February 2014 Financial Plan <sup>2</sup> Expenditures include all funds.      "NA" - Not Available in this report								

## Noteworthy Changes, Additions or Deletions

None.

For additional agency performance statistics, please visit:

- Annual reports: <http://vote.nyc.ny.us/html/forms/reports.shtml>

For more information on the agency, please visit: [www.vote.nyc.ny.us/](http://www.vote.nyc.ny.us/).



## 1 What We Do

The Department of Parks & Recreation (DPR) maintains a municipal park system of more than 29,000 acres, including more than 1,900 parks, nearly 1,000 playgrounds, over 600,000 street trees and two million park trees. DPR facilities range from community and recreation centers to golf courses and swimming pools throughout the five boroughs. Through its capital program, DPR constructs and restores the City's infrastructure by developing and improving its parks, playgrounds, pools, and recreational facilities.

## 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.

## How We Performed

- Based on the criteria of the agency's internal inspection program, park ratings for both overall condition and cleanliness in the first four months of Fiscal 2013 were better than a year ago and exceeded performance targets by two percentage points. Overall condition ratings improved to 87 percent from 83 percent and cleanliness ratings rose to 92 percent from 89 percent. Improvements in small park ratings accounted for much of these increases, with overall condition increasing by six points to 85 percent and cleanliness by five points to 91 percent. To further improve park maintenance and identify efficiencies, the Department is currently evaluating how it allocates and mobilizes staff and other resources.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Parks rated acceptable for overall condition (%)	84%	82%	85%	85%	85%	83%	87%
- Overall condition of small parks and playgrounds (%)	83%	79%	83%	*	*	79%	85%
- Overall condition of large parks (%)	70%	69%	74%	*	*	77%	80%
- Overall condition of greenstreets (%)	96%	96%	96%	*	*	94%	96%
★ Parks rated acceptable for cleanliness (%)	88%	88%	90%	90%	90%	89%	92%

## Agency-wide Management

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Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Cases commenced against the City in state and federal court	285	301	270	*	*	76	109
Payout (\$000)	\$16,248	\$17,708	\$24,342	*	*	\$13,519	\$3,680
Accidents involving City vehicles	462	390	442	*	*	NA	170
Workplace injuries reported	353	344	358	*	*	NA	149

## Agency Customer Service

8

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Customer Experience							
Emails responded to in 14 days (%)	57%	58%	45%	60%	*	54%	26%
Letters responded to in 14 days (%)	55%	54%	37%	60%	*	42%	23%

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - Damaged Tree - Branch or Limb Has Fallen Down (8 days)	97	94	94	95	*	97	80
Percent meeting time to first action - Dead Tree - Dead/Dying Tree (7 days)	94	87	87	90	*	95	66
Percent meeting time to first action - New Tree Request - For One Address (180 days)	87	80	98	90	*	98	97
Percent meeting time to first action - Overgrown Tree/Branches - Hitting Building (30 days)	96	93	92	95	*	92	90
Percent meeting time to first action - Root/Sewer/Sidewalk Condition - Trees and Sidewalks Program (30 days)	92	74	82	85	*	89	56

## Agency Resources

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Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 <sup>1</sup>	FY15 <sup>1</sup>	FY13	FY14
Expenditures (\$000,000) <sup>2</sup>	\$393.7	\$361.3	\$426.3	\$380.4	\$433.7	\$385.0	\$141.3	\$169.8
Revenues (\$000,000)	\$63.9	\$63.4	\$63.0	\$77.6	\$70.8	\$68.9	\$25.3	\$27.2
Personnel (Total FT and FTE)	6,364	5,598	6,983	6,491	7,063	6,742	5,533	7,047
Full-time personnel	3,354	3,095	3,448	3,762	3,898	3,803	3,085	3,534
Full-time equivalent (FTE) personnel	3,010	2,503	3,535	2,729	3,165	2,939	2,448	3,513
- Parks Opportunity Program (POP) participants <sup>3</sup>	1,742	1,405	1,640	1,751	1,751	1,770	1,321	1,574
Overtime paid (\$000,000)	\$7.5	\$8.7	\$15.4	\$3.6	\$3.8	\$3.6	\$3.3	\$4.6
Capital commitments (\$000,000)	\$395.9	\$290.4	\$532.8	\$457.1	\$1,768.9	\$329.5	\$123.3	\$55.4
Work Experience Program (WEP) participants assigned	87	787	688	*	*	*	728	586

<sup>1</sup>February 2014 Financial Plan      <sup>2</sup>Expenditures include all funds.      "NA" - Not Available in this report

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

## 10 → Noteworthy Changes, Additions or Deletions

- All previously reported data for the overall number of forestry-related service requests (SRs) has been corrected to include tree emergency SRs which had been inadvertently excluded.
- Four-month and annual Fiscal 2013 data for trees planted as part of the MillionTreesNYC initiative were revised. Fiscal year data for 2011 and 2012 were also corrected. In total, the data reconciliation resulted in a net decrease of 22,410 trees planted.

For additional agency performance statistics, please visit:

- New York City parks inspection program results:

11 → <http://www.nycgovparks.org/park-features/parks-inspection-program>

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

## KEY TO USER'S GUIDE

1. **What We Do** – A summary of agency activities, facilities and resources.
2. **Our Services and Goals** - The agency's major areas of responsibility for delivering services to New Yorkers and the steps it will take to provide those services.
3. **How We Performed** – Highlights describing how the agency has performed in delivering its services for the first four months of the fiscal year.
4. **Performance Indicators** – Measures of agency performance, organized by goal, including three full years of data and the first four months of the prior and current fiscal years.
5. **★Critical Indicator Icon** – Designates indicators that are considered critical to agency performance. These are the indicators that appear on the Citywide Performance Reporting website.
6. **Target** – Desired levels of performance for the current fiscal year and the next fiscal year. (An asterisk means no target was set by the agency and an up or down arrow shows the desired direction of the indicator without specifying a numeric target.)
7. **Agency-wide Management** – Indicators that apply to broad aspects of management within an agency rather than to a single goal.
8. **Agency Customer Service** – Statistics on how well an agency provides services to its customers via phone, e-mail, letters and walk-in centers. For 12 agencies that handle 311 Customer Service Center service requests, a table shows performance for five key service request types.
9. **Agency Resources** – Overview of the financial and workforce resources used by an agency over the past three years and the planned resources available to the agency in the current and upcoming fiscal years.
10. **Noteworthy Changes, Additions or Deletions** – Describes changes to an agency's services, goals or indicators.
11. **Additional Performance Statistics** – Link to agency websites that provide additional indicators.
12. **Additional Agency Information** – Link to the agency's website.

This report was produced by  
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