PRELIMINARY MAYOR'S MANAGEMENT REPORT

January 2023

**The City of New York
Mayor Eric L. Adams**

**Camille Joseph Varlack
Chief of Staff**

**Daniel Steinberg, Director
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NYC

Mayor's Management Report

Preliminary Fiscal 2023

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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 12-month fiscal year period, from July through June. The Charter provisions governing the submission of the PMMR/MMR can be viewed on the Mayor's Office of Operations' website at www.nyc.gov/mmr.

The PMMR and MMR cover the operations of City agencies that report directly to the Mayor. Three additional non-Mayoral agencies are included, for a total of 45 agencies and organizations. Activities that have direct impact on New Yorkers—including the provision of support services to other agencies—are the focus of the report. A set of services is listed at the beginning of each agency chapter. Within each service area, goals articulate the agency's aspirations. The services and goals were developed through collaboration between the Mayor's Office of Operations and the senior leadership of each agency.

The "Performance Indicators" tables contain the following 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 are later updated in the MMR, if necessary, based on the adopted budget or revised performance expectations.

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

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

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

"Additional Resources" provides the full Internet addresses of links to additional agency information and statistics, including the agency's website.

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

The PMMR/MMR is available in an interactive web version and in the form of a printable book. Both versions can be viewed at www.nyc.gov/mmr.

Also available at www.nyc.gov/mmr:

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

2. An archive of previously released reports dating back to Fiscal 1997.

PMMR/MMR data for performance indicators and resource indicators can also be found on NYC Open Data (https://opendata.cityofnewyork.us/).

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

Additionally in CPR, users can select data for any month from Fiscal 2003, where available, to the current fiscal year. CPR allows users to see long-term trends for the entire period selected. Further, CPR is updated every month on the first day of the month, making indicators available more frequently than the twice-yearly PMMR/MMR cycle. Visit the CPR website at www.nyc.gov/cpr (https://www1.nyc.gov/site/cpr/agency-performance/agency-performance-reports.page).

Collaborating to Deliver Results

VISION ZERO

PARTNER AGENCIES & OFFICES

DCAS

DOHMH

DOT

NYPD

TLC

| Mayor's Office

The City launched Vision Zero in January 2014, recognizing that traffic crashes causing serious injury and death are not inevitable "accidents" but preventable incidents that can be systematically addressed and reduced. Since then, the City has seen its safest years on record since the dawn of the automobile, hitting record lows for fatalities. New York City has served as a model for American peer cities who are implementing street safety programs, emphasizing a focus on data and inter-agency collaboration. Building on past successes and following the data to focus on where improvements are needed most, City agencies are viewing traffic safety as an essential element of public safety and ensuring equity in their engineering, enforcement, and education efforts. The City's investment in Vision Zero, funded with a total of $4.7B through Fiscal 2026, has ensured resources will be available to continue an accelerated pace of redesign and reconstruction of City streets as well as for enforcement and education initiatives to deter unsafe driving and promote safe walking and biking.

Progress happened with the full force of City government with agencies collaborating since the inception of Vision Zero to chart a path towards safer streets for all, share best practices, effectively address emerging challenges, and implement proven strategies, as well as test new ones. The Vision Zero Task Force convenes regularly and includes representatives from the New York City Police Department (NYPD), the Department of Transportation (DOT), the Taxi and Limousine Commission (TLC), the Department of Citywide Administrative Services (DCAS), the Department of Health and Mental Hygiene (DOHMH), the Law Department, the Office of Management and Budget (OMB), the District Attorneys' offices, the Metropolitan Transportation Authority (MTA), the Business Integrity Commission (BIC) and the Sheriff's Office. The Task Force also convenes regular working groups on Data and research, Marketing, Bicycling and micro-mobility, and Fleets.

This cross-agency collaboration has contributed to the successful implementation of key Vision Zero initiatives. The expansion of automated enforcement, the enactment of the 25 miles per hour default speed limit, targeted and data-driven enforcement of violations such as speeding and failure-to-yield to pedestrians, extensive public outreach, and the legislative agenda to deter dangerous driving behaviors have all resulted from this close coordination. In August 2022, the City finally achieved 24/7 operation of its lifesaving speed camera program. In addition, DOT continues to develop a permanent Open Streets program following legislation passed in May 2021, which includes formally redesigning successful Open Street corridors as pedestrian and bike priority thoroughfares.

In the first four months of Fiscal 2023, overall citywide traffic fatalities fell by 9.5 percent, from 105 to 95. Fatalities among motor vehicle passengers rose by 42.9 percent, while fatalities among pedestrians, bicyclists, motorcyclists, and motor vehicle operators fell. The largest declines were for motor vehicle operators (43.8 percent) and bicyclists (33.3 percent). E-bikes and e-scooters have been included in a new "other motorized" category since January 2021. There were 11 such fatalities in the first four months of Fiscal 2023, showing the largest increase (57.1 percent).

Traffic Fatalities	Actual				4-month Actual		PMMR FY22-FY23 % Change
	FY19	FY20	FY21	FY22	FY22	FY23	
Total Fatalities	218	211	275	263	105	95	-9.5%
Pedestrians	120	107	123	113	40	37	-7.5%
Bicyclists	17	22	25	18	9	6	-33.3%
Pedestrian/Bicyclist Subtotal	137	129	148	131	49	43	-12.2%
Motorcyclists	34	31	52	45	26	22	-15.4%
Motor Vehicle Operators	30	34	38	43	16	9	-43.8%
Passengers	17	17	32	27	7	10	42.9%
Other Motorized*	N/A	N/A	5	17	7	11	57.1%
Motorist/Passenger/Other Motorized Subtotal	81	82	127	132	56	52	-7.1%

*Other motorized is a new category to account for e-scooters (standing) and E-bike (no pedals)

STREET DESIGN

DOT worked to make streets safer by implementing designs that simplify complex intersections, discourage speeding, slow down turns, provide bicycle lanes, make pedestrians and cyclists more visible and shorten pedestrian crossing distances at Vision Zero priority locations. With a renewed focus on intersections, in October 2022, DOT surpassed its calendar year goal of making safety improvements at 1,000 intersections and set a new, more ambitious target of 1,400 intersections by the end of the year.

In the first four months of Fiscal 2023, DOT completed 23 street improvement projects at high crash locations, constructed 122 speed reducers, activated 155 leading pedestrian intervals, installed accessible pedestrian signals at 204 intersections, installed 18.1 bike lane miles, which includes 8.6 miles of protected bike lanes and installed 19.4 million linear feet of pavement safety markings.

DOT advanced work on all Vision Zero Great Streets projects:

- Queens Blvd: Design work on Phases A (Roosevelt Avenue to 73 St) and B (73 St to Eliot Ave) of the Capital project continues. The design for Phase A is currently scheduled to be complete in summer of 2023. In September of 2022, Phase B of the project received preliminary approval from the Public Design Commission.

- Grand Concourse: Construction continues on Phase 4 (East 175th Street to East Fordham Road) and design continues on Phase 5 (East Fordham Road to East 198th Street). The Lower Grand Concourse (East 138th Street to East 161st Street) is in the scoping process.

- Atlantic Ave: Construction of Phase 1 (Georgia Avenue to Logan Street) is complete. Construction on Phase 2 (Logan St to Rockaway Blvd) continues.

- 4th Avenue: The Median Improvement Capital Project (between 8th and 64th Streets), led by DOT and DDC, is underway. Further capital work (between Atlantic Avenue and 64th Street) is currently in the preliminary design phase.

- Northern Boulevard: DOT's ongoing operational work continued in 2022 with the start of construction of a Bus Only Lane from 114 St to Junction Blvd (westbound only). Construction of the Bus Only Lane will resume in spring/summer 2023 and extend from Broadway to 114 St in both directions. DOT continued scoping for the capital project.

ENFORCEMENT

Data-driven law enforcement that deters dangerous driving behavior helps to reduce traffic fatalities and serious injuries. Consequently, NYPD continued to focus on enforcement of especially hazardous driving violations, including speeding, failure to yield to pedestrians, signal violations, improper turns and use of hand-held devices while driving.

Each week at Traffic Safety Forum, NYPD's Chief of Transportation meets with NYPD executives to outline, review, and manage NYPD's traffic program. During the first four months of Fiscal 2023, NYPD issued 34,598 speeding summonses, a decrease of 3.2 percent and 12,471 failure to yield to pedestrian summonses, an increase of 25.5 percent from the first four months of Fiscal 2022. NYPD also issued 841 violations of NYC Administrative Code 19-190—the "right of way law"—to drivers who struck a pedestrian or cyclist who had the legal right of way and made 2 arrests for these violations. NYPD has a total of 2,226 officers trained in Light Detection and Ranging (LIDAR) devices that measure speed and 661 LIDAR guns in service.

In the first four months of Fiscal 2023, TLC issued 10,043 Vision Zero summonses, including 1,014 speeding summonses, 355 summonses for distracted driving while using an electronic device, and 3,625 summonses for failure to stop at stop signs. TLC also enforces against bike lane obstruction by its driver licensees through both in-the-field enforcement and consumer complaints. Working with the public, TLC issues summonses in response to these complaints and fines drivers for this unsafe behavior, encouraging drivers to keep bike lanes clear and help ensure cyclists are safe.

OUTREACH AND EDUCATION

The Vision Zero Street Teams integrate education and enforcement to discourage unsafe behavior on City streets. Teams of DOT and NYPD staff work together to identify corridors with significant crash history, along with the causes of those crashes. Staff then spend a week distributing fliers to pedestrians and drivers with safety tips about the most common causes of crashes in those corridors, followed by NYPD enforcement in the same area. In the first four months of Fiscal 2023, Street Teams continued to concentrate efforts on nine high-priority corridors.

Vision Zero also delivers safe-driving messaging and training to specific populations of drivers, such as for-hire vehicle drivers, City employee drivers and MTA bus operators. At the City level, DCAS has reinforced the safety message to City employees with 2,253 City drivers trained in defensive driving during the PMMR Fiscal 2023 period, an increase from the comparable period, bringing the total number of employees who have completed the day-long safety training to nearly 82,000 since the beginning of Vision Zero. Almost 90 percent of all non-emergency service drivers of City vehicles have gone through defensive driving training at least once. Prior to March 2020, DCAS ran these classes in person, but due to COVID-19, transitioned to an online program in summer 2020. Over 16,000 City drivers have taken the online classes and these will stay in place with in-class training to resume early 2023. NYPD and FDNY provide driver training to all uniformed staff as part of orientation.

During the reporting period, DCAS continued to work with agencies to expand the distribution of real time speeding alerts and monthly safety dashboards through telematics. DCAS has reduced excessive speeding by over half through telematics implementation and follow-up.

DCAS participated in panels for several safety forums and events during the reporting period, including with Transportation Alternatives, Together for Safer Roads, the Vision Zero Network, the US DOT Volpe Center, the Federal Motor Carrier Safety Administration, and the National Association of City Transportation Officials. DCAS continued its work with partner cities across the globe including the planning of forums in Montreal in March 2023 and London in April 2023.

In October 2022, DCAS hosted the annual Vision Zero Fleets Forum which was attended by over 350 people from federal, state, and city governments as well as private and public fleet operators. At the forum participants heard from among others Jacy Good and Steve Johnson of Hang Up and Drive on their personal and tragic story about the dangers of distracted driving; NYC DOT Commissioner Ydanis Rodriguez on the goals of DOT to make our roads safer; Stephanie Shaw of the National Transportation Safety Board on the Most Wanted items from the NTSB on reducing vehicle crashes; and from Vice President Collen Lucas of AB InBev discussing the dangers of impaired driving and their Decide to Ride campaign.

Seven TLC Authorized Education Providers offer in-person training to TLC driver applicants who wish to become licensed to operate for-hire vehicles. The pre-licensure TLC Driver Education Course prepares them for the TLC Driver License Exam, which they are required to take and pass for licensure at a TLC authorized test center. The training includes a specialized Vision Zero curriculum developed for for-hire drivers that highlights important street safety information, such as road designs like bike lanes, high-risk driving behavior that can lead to crashes, and the crucial role that professional drivers play in promoting a culture of safe driving. With the safe operation of these training facilities, new applicants can pursue their TLC driver license and receive crucial safe driving information. TLC Authorized Education Providers also offer in-person training to TLC-licensed drivers, which they are required to take in order to maintain their TLC driver license, with the purpose of providing them with professional and practical hands-on training to support their work as professional drivers and enhance public safety.

In addition, all TLC-licensed drivers are required to take the Driver License Renewal Course as part of the renewal of their license every three years. The course covers updated Vision Zero materials and safe driving skills. TLC Authorized Education Providers also offer in-person distracted driving retraining course required for all drivers convicted of using an electronic device while driving for-hire. The course curriculum standards include an overview of the dangers of distracted driving, how to prevent unsafe behavior and a review of safety enforcement and point-based penalty programs. Currently, six TLC Authorized Education Providers offer the course.

The "Dusk and Darkness" campaign returned for the seventh time in Fiscal 2023. Based on a 2016 DOT and NYPD analysis of crash trends, it was found that the earlier onset of darkness in the fall and winter is correlated with a 40 percent increase in severe injury and fatal crashes involving pedestrians in the early evening hours compared to crashes during those same hours outside the fall and winter. In addition, there were twice as many fatal and severe injury crashes involving driver turns during these hours. In response, the Vision Zero Task Force developed this multiagency seasonal enforcement and education approach. NYPD focused additional enforcement resources on the most hazardous violations, including speeding and failure to yield to pedestrians, with precincts increasing their on-street presence around sunset hours.

FLEETS

As roads are redesigned based on analysis and engineering, DCAS also knows that vehicles can be redesigned to be safer for drivers, occupants, pedestrians, and other vulnerable road users. Seatbelts were first offered in American-made cars in 1950 and were not mandated in New York State until 1984. The National Highway Traffic Safety Administration (NHTSA) five star safety program was established in 1993, rollover testing ratings in 2001, and pedestrian warning systems were introduced five years ago in 2018.

Working with the Federal Department of Transportation Volpe Center (Volpe), the DCAS has issued a number of reports related to vehicle safety. These guide the City's work on acquiring new vehicles with modern vehicle safety systems and retrofitting older vehicles. The first study was released in December 2014, focusing on the dangers of underride collisions with the sides of large trucks. As a result of this study, the city launched a pilot for installing truck sideguards on 240 vehicles. This initiative was soon developed into local law (Local Law 56) in June 2015, which required installations of sideguards on all City-owned trucks and private trade waste trucks by December 31, 2023.

In October 2021, the New York City Council expanded on the initial DCAS sideguard local law. The Council passed Local Law 108, which moved up the timetable to retrofit City and commercial waste trucks from 2023 to 2022. The law also added a sideguards requirement for City contractors in contracts valued at over $2 million and impacts contracts registered after January 1, 2023. This is estimated to impact 1,000 City contracts and over 5,600 trucks.

Through the end of the Fiscal 2023 PMMR period, nearly all agencies are complete with with almost 4,000 sideguards installed. DSNY is at 94 percent complete with trucks retrofitted or compliant replacements ordered. The City's rollout of sideguards is the biggest implementation in North America and DCAS continues to work with other public and private fleets and the National Sideguard Task Force to advocate for these lifesaving safety devices across the country. Based on Fiscal 2023 PMMR reporting, DCAS expects all trucks to be compliant with Local Law 108 of 2021 on schedule.

In addition to the report on sideguards, DCAS and Volpe have released a series of Safe Fleet Transition Plans (SFTP) for the City fleet as well as private waste hauling fleets. Under Mayoral Executive Order 53 of 2022, the SFTP outlined new safety system requirements for vehicles, best practice technologies to adopt, and promised to explore and pilot new technologies.

Through the SFTP, DCAS has installed a wide variety of safety devices in City vehicles including vehicle telematics, backup and surround cameras, automatic braking, pedestrian avoidance systems, driver alerts and automatic headlights. DCAS has both implemented retrofit projects and specified additional safety for new replacement vehicles. Since Fiscal 2017, over 72,000 safety systems have been installed on City fleet vehicles.

In September 2022, DCAS, DOE, and Volpe announced the development of school bus SFTP to be released in Spring 2023. Under the five-year agreement, the City will issue new SFTPs and research and implement additional vehicle design changes and safety systems such as high-vision truck cabs, surround cameras, pedestrian avoidance systems, auto braking for trucks, and other exploratory technologies.

In August 2022, the City announced a new pilot program equipping 50 city fleet vehicles with intelligent speed assistance (ISA). Unlike speed governors or passive systems, DCAS is testing an active ISA model that restricts drivers to a set speed limit or threshold. The pilot exceeds European Union (EU) vehicle mandates as City fleet vehicle drivers will be unable to deactivate ISA systems. The pilot program has been implemented in DCAS, DOC, BIC, DPR, DOT, TLC, and DEP. By the end of October 2022, the system had been tested over 65,000 miles in total with initial results displaying a significant reduction in speeding and harsh braking. The pilot will conclude in Spring 2023 with a report detailing the results.

DCAS has partnered with Together for Safer Roads (TSR) on a "Truck of the Future" pilot to evaluate the effectiveness of integrated safety systems including telematics, surround cameras, and driver alerts in order to improve driving behavior. The pilot includes ten DPR trucks, one of which was on display during Summer 2022 as part of a United Nations high-level meeting on road safety. DCAS also exhibited the pilot at the TSR annual meeting in September 2023 where Mayor Adams was honored for his work in making the City's roads safer.

TLC actively engaged licensees on safe driving techniques and street changes and partnered with Vision Zero sister agencies to promote the Dusk and Darkness campaign to its licensees. In coordination with DOT, TLC also educated taxi and for-hire drivers on changes to the City's streets, including Open Streets and outdoor dining, to ensure that pedestrians, cyclists, and diners sharing the roadway remained safe.

DATA-DRIVEN SOLUTIONS

While the burden of traffic injury and death in the City is well established, many questions still remain related to how and why crashes happen and the effects of prevention efforts. Vision Zero agencies continue working to improve what they know about the circumstances of roadway crashes and learning from the data they collect to inform decision making. In July through October 2022, the Vision Zero Data Working Group continued to prioritize research agenda questions and engage with external research partners to promote and advance collaboration around Vision Zero Goals by organizing its fifth annual Research on the Road symposium for November 2022. This work included advancing the Speed and Red-Light Camera & Driver Behavior Study, which aims to determine the impacts of speed and red-light cameras on driving behavior over time and to characterize repeat offenders across violations and involvement in traffic crashes.

SELECTED PERFORMANCE INDICATORS	Actual				4-month Actual		Target	
	FY19	FY20	FY21	FY22	FY22	FY23	FY22	FY23
Vision Zero-related moving summonses issued	715,329	551,645	307,783	361,357	117,470	130,320	*	*
-NYPD	696,012	537,742	298,377	342,858	105,856	120,277	*	*
-TLC	19,317	13,903	9,406	18,499	11,614	10,043	*	*
Speed boards deployed	70	64	16	80	64	0	*	*
Speed reducers installed	318	112	104	262	112	122	250	250
Senior centers partnering with DOT to increase feedback on street safety improvements	188	114	82	203	47	66	*	*
Bicycle lane miles installed - total	67.5	82.4	65.3	61.0	31.2	18.1	50	50
Bicycle lane miles installed - protected	20.2	21.0	29.2	31.9	10.5	8.6	*	*
Leading pedestrian intervals installed (signal timing that allows pedestrians to start crossing before traffic is released)	1,121	819	256	801	270	155	300	300
Intersections with accessible pedestrian signals installed	112	222	206	273	56	204	75	75
City employees trained in defensive driving citywide	10,307	5,443	6,671	7,999	2,237	2,253	7,000	7,000

*The NYPD has continued to strategically deploy personnel to conduct traffic enforcement and education in precincts where it is needed most; at locations where the data has shown a high number of vulnerable road users injured in traffic collisions. This layered enforcement strategy is a collaboration with our Vision Zero partners to drive down fatalities as well as protect pedestrians and bicyclists.

Beginning in August 2021, NYPD began conducting Traffic Safety Directed Patrols. These patrols deploy precinct level officers to locations to engage with the community and motorists with the goal of improving traffic safety. These directed patrols can take the form of education, outreach, and/or enforcement, such as motor vehicle safety checkpoints.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✏

None.

ADDITIONAL RESOURCES

For additional information go to:

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

- Vision Zero View:
  http://www.nycvzv.info/

- Vision Zero Year Seven Report:
  https://www1.nyc.gov/assets/visionzero/downloads/pdf/vision-zero-year-7-report.pdf

- Injury Statistics:

  - Leading causes of death
    https://www1.nyc.gov/assets/doh/downloads/pdf/ip/ip-death-all-rank.pdf

  - Leading causes of injury death
    https://www1.nyc.gov/assets/doh/downloads/pdf/ip/ip-death-inj-rank.pdf

- Vision Zero Fleet Safety
  https://www1.nyc.gov/site/dcas/agencies/vision-zero-and-nyc-fleet.page

- Safe Fleet Transition Plan Update 2018–2019:
  https://www1.nyc.gov/assets/dcas/downloads/pdf/fleet/Safe-Fleet-Transition-Plan-Update-2018.pdf

- Green Wave: A Plan for Cycling in New York City
  https://www1.nyc.gov/html/dot/downloads/pdf/green-wave-progress-report-2021.pdf

- Borough Pedestrian Safety Action Plans Update
  https://www1.nyc.gov/html/dot/downloads/pdf/vz-2019-update-city-hall.pdf

THE BLUEPRINT TO END GUN VIOLENCE

PARTNER AGENCIES & OFFICES

NYPD

DOHMH

DYCD

ACS

OCME
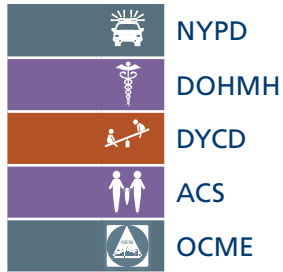
Mayor's Office of Criminal Justice

Mayor's Office of Community and Mental Health

INITIATIVE OVERVIEW

Gun violence is a public health crisis that continues to threaten every corner of the City. Over the past several years, a small population of individuals has driven a massive increase in violence. Released in January 2022, the Blueprint to End Gun Violence ("the Blueprint") laid out a plan for action towards removing guns from New York City streets to protect communities and create a safe, prosperous city. The Blueprint addresses the root causes of gun violence by enhancing New York City Police Department's (NYPD) efforts to fight crime with precision policing, enhancing opportunities for youth and providing additional access to mental health support. Since the Blueprint's announcement through October 2022, the City has removed over 6,600 guns off the street.

This chapter addresses several initiatives introduced by the Blueprint, implemented by various City agencies, to reduce gun violence in the City.

- NYPD has established specialized units known as Neighborhood Safety Teams (NST), to enhance the removal of illegal guns and address all crime conditions that impact the quality of life and public safety in New York.

- The Gun Violence Prevention Task Force has been created to ensure that the City incorporates community feedback in its efforts.

- Office of the Chief Medical Examiner (OCME) has announced the formation of a DNA Gun Crimes Unit to expedite processing of DNA evidence for gun cases.

- Enhanced opportunities for youth include expansions of New York City Department of Youth and Community Development's (DYCD) Summer Youth Employment Program (SYEP) and New York City Administration for Children's Services' (ACS) Fair Futures program.

- New York City Department of Health and Mental Hygiene (DOHMH) will be expanding the breadth of hospitals participating in Hospital-Based Violence Intervention Programs (HVIPs).

- The City continues to expand mental health care for New Yorkers and the Mayor's Office of Community Mental Health (OCMH), in collaboration with partner agencies, has been reviewing policy and practice around Assisted Outpatient Treatment (AOT).

PRECISION POLICING

NEIGHBORHOOD SAFETY TEAMS

- In March 2022 NYPD established new NSTs, units consisting of highly trained officers that integrate crime reduction, precision policing, and community engagement. These teams target perpetrators who carry and use illegal firearms to remove illegal guns and address violent street crime conditions. As of October 31, 2022, there are Neighborhood Safety Teams active in 36 commands (32 precincts and four Police Service Areas) citywide and staffed with 231 uniformed members of the service. Between July and October

2022, two additional precincts were added to this initiative- the 26th precinct in Manhattan North and 115th precinct in Queens North, and twenty five additional officers. These areas were selected based on locations of the top shooting incidents in Calendar 2021. Officers are deployed in specific areas within the precinct based on current crime trends and statistics.

- The NSTs undergo supplemental training and oversight and are required to engage with the residents of the neighborhoods they operate in. All officers serving on NSTs receive an enhanced seven-day training prior to deployment, which includes courtroom testimony, tactical training, and risk management. NSTs also wear uniforms that identify them as police and wear body cameras. Community engagement efforts are integrated into the ongoing duties of officers on the teams. Commanding Officers are tasked with introducing team members to key stakeholders within their respective commands which may include local elected officials, community council or district boards, community residents, and prominent clergy members.

Neighborhood Safety Teams by Patrol Borough	
Patrol Borough	**Command**
Manhattan North	23, 25, 26, 28, 32, 34, PSA 5
Bronx	40, 41, 42, 43, 44, 46, 47, 48, 49, 52, PSA 7
Brooklyn South	67, 69, 71
Brooklyn North	73, 75, 77, 79, 81, 83, PSA 2, PSA 3
Queens South	101, 103, 105, 113
Queens North	114, 115
Staten Island	120

CITYWIDE CRIME AND QUALITY OF LIFE ENFORCEMENT INITIATIVE

- During Fiscal 2022 NYPD also implemented a new Citywide Crime and Quality of Life Enforcement Initiative focused on the 17 precincts that account for almost half of the City's shootings. This initiative expanded the mission of the NSTs beyond 911 calls and includes proactive engagement with offenders who commit violations that lead up to an act of violence—whether on the streets, in the transit system, or in the City's public housing developments. This enforcement aims to be responsive to community complaints and concerns to address the violent crime patterns officers and detectives are confronting. Under the initiative, NSTs work in tandem with Neighborhood Coordination Officers who serve as liaisons between the police and community, Youth Coordination Officers who implement Department-wide youth initiatives and Field Intelligence Officers who focus on identifying the locations and individual drivers of violent crime in each command.

- For the first four months of Fiscal 2023 this initiative resulted in a decrease of shooting incidents by 16 percent and an increase of gun arrests by 140 percent, when compared to the first four months of Fiscal 2022. Additionally, major felony arrests increased 21 percent and quality of life summonses increased by 115 percent.

MULTI-AGENCY COORDINATION

- NYPD has been working with partners at the local, state, and federal levels to share intelligence and information on specific cases through the Gun Violence Strategic Partnership, which facilitates real-time communication across over 20 law enforcement and prosecutorial agencies, focusing on the worst gun offenders in New York City. In addition, NYPD has been working with New York State law enforcement to implement gun detection strategies at City entry points like Port Authority and other bus and train stations.

- NYPD has also continued to participate in the Interstate Task Force on Illegal Guns, a multi-state consortium convened to share intelligence, tools, tactics, and strategies to combat gun violence, especially as it relates to the trafficking of firearms between states.

- The Firearms Suppression Section (FSS) at NYPD conducts operations in high bus traffic corridors to seize illegal firearms. In Fiscal 2022 the FSS recovered 174 firearms from seven cases involving buses traveling from out of state. NYPD continues to explore the responsible use of new technologies and software to identify dangerous individuals and those carrying weapons. Metropolitan Transportation Authority (MTA) and NYPD's Transit Bureau are researching vendors who can provide the service of firearm detection canines to assist in subway stations and car patrols.

GUN VIOLENCE SUPPRESSION DIVISION

- NYPD has been increasing resources for the Gun Violence Suppression Division, which investigates intelligence-based long-term cases, and seizes illegal guns from illegal carriers, traffickers, and sellers. As of October 31, 2022, the total uniformed staffing for the Gun Violence Suppression Division (200) and the Firearms Suppression Section (62, including undercover officers) is 262 members.

SUPPLEMENTAL DEPLOYMENTS

- As part of a plan aimed at augmenting the presence of uniformed members of the service throughout the City to combat violent crime and address quality of life concerns, an "Enhanced Deployment Strategy" was implemented in Fiscal 2022. The deployment of these members is determined by an analysis of crime trends. During the first four months of Fiscal 2023, the Department continued to deploy officers not normally assigned to patrol duties to deter crime and heighten police presence in precincts and subway stations citywide. This has allowed precinct personnel to stay within the neighborhoods and among the communities they know and serve every day.

GHOST GUNS

- The City's fight against illegal guns includes traditionally manufactured and sold firearms in addition to "ghost guns," which are fully functioning weapons with no traceable markings or serial numbers. These guns are usually sold online in parts and are assembled at home. Many ghost gun parts are made of polymer plastic, which are undetectable by metal detectors. New York State laws (Scott. J. Beigel Unfinished Receiver Act and the Jose Webster Untraceable Firearms Act), prohibit the sale or possession of un-serialized frames or receivers, and other ghost gun components.

- NYPD's Major Case Field Intelligence Team carries out specialized investigations to stop the flow of ghost guns. These investigations begin at the point of the online purchase of ghost-gun kits, additional parts, and other means to assemble these weapons at home—and they result in search warrants and seizures.

- On June 29, 2022, New York City filed a lawsuit against five online gun retailers for illegally selling and delivering ghost gun components to addresses in the City. Undercover investigators in the Sheriff's Office were able to order the components and use them to assemble guns that are illegal under City and State law. Between August and October 2022, the City of New York settled with four of the five defendants. The terms of these agreements include, in relevant part, a permanent prohibition on the sale of unfinished frames, receivers, and/or ghost guns to any individual with a billing or shipping address in New York City (so long as the New York City Administrative Code and/or NY Penal Law continue to prohibit such sale).

GUN VIOLENCE PREVENTION TASK FORCE

- On June 2, 2022, Executive Order 19 was released, which established a Gun Violence Prevention Task Force, a cross-sector, multiagency program dedicated to reducing gun violence by addressing its upstream causes. The purpose of the task force is to learn from communities most impacted by gun violence and identify existing and recommend future community-driven programming, services, and solutions. In addition, the task force is responsible for ensuring government agencies and community organizations work together to advance evidence-based strategies.

- Gun violence disproportionately impacts a handful of neighborhoods in the six precincts with the highest shootings incidents. About 27 percent of shooting incidents occur in the following precincts:

  - 47th: Woodlawn, Wakefield, Williamsbridge, Baychester (Bronx, NY)

- 44th: Grand Concourse (Bronx, NY)

  - 42nd: Morrisania, Claremont, Crotona Park (Bronx, NY)

  - 40th: Port Morris, Mott Haven (Bronx, NY)

  - 73rd: Brownsville, Ocean Hill (Brooklyn, NY)

  - 75th: East New York, Cypress Hills (Brooklyn, NY)

- As of October 2022, the Task Force was in the process of drafting a roadmap and conducting task force workshops and community conversations to collect and incorporate community feedback for the roadmap that will be implemented. The following core strategies are planned for inclusion in the final roadmap:

Overview of Core Strategies	
Navigation & Benefits	Connect New Yorkers to government benefits and multi-system navigation support, with a focus on families and those who are justice-involved.
Transitional Trauma-Informed Housing	Expand transitional trauma-informed housing opportunities for Hospital-Based Violence Intervention Program (HVIP) clients.
Employment & Entrepreneurship	Increase the number of and access to quality jobs that provide economic security for those who need it most, including youth, formerly incarcerated New Yorkers and those who are justice-involved.
Trauma-Informed Care	Ensure appropriate mental health crisis response and increase mental health support for youth, young adults, and those with a diagnosed mental illness.
Early Intervention	Increase early educational, housing, health, jobs and recreation support and opportunities for youth using data to focus efforts on those with the most need.
Neighborhood Safety Alliance	Increase opportunities for community/police neighborhood safety partnerships, planning and accountability.
Community Vitality	Improve and increase the physical infrastructure necessary for a vibrant, healthy neighborhood.

FORMATION OF DNA GUN CRIMES UNIT

- In June 2022, OCME, home to the largest and most advanced public DNA crime laboratory in North America, launched the first DNA Gun Crimes Unit in the nation.

- The DNA Gun Crimes Unit is comprised of 24 newly hired forensic scientists and equipment dedicated exclusively to processing DNA evidence submissions from gun crime investigations throughout the five boroughs. These 24 new staff are augmented by 38 existing staff to create a unit that comprises 62 forensic scientists. The agency has recruited, hired, and onboarded all new positions and they are currently going through a rigorous training program mandated by the Federal Bureau of Investigation.

- The formation of the Gun Crimes Unit will help the agency achieve a 30-day turnaround time for gun crime cases, the fastest of any forensic science laboratory in the nation.

SUMMER YOUTH EMPLOYMENT PROGRAM EXPANSION

- To address a pattern of increased gun violence and gun crimes during summer months, the Blueprint proposed the launch of an unprecedented expansion of SYEP, with a goal of identifying a paid summer opportunity for every young person ages 14 to 24 who wants one. SYEP is designed to introduce and prepare youth for the world of work, to help youth explore career interests and acquire good work habits and skills, and to provide supplemental income.

- During the summer of Fiscal 2023, DYCD facilitated SYEP's expansion, which served 91,270 young people, representing an increase of 22 percent over the previous record of 74,884 in the summer of Fiscal 2022. DYCD worked in collaboration with sister agencies to ensure the goal of 100,000 youth served City-wide. In order to reach as many youth as possible, DYCD launched the SYEP application in early February, extended the lottery

period, prioritized youth who reside in NYCHA housing in the lottery and expanded non-lottery opportunities to at-risk youth.

- The expanded capacity of SYEP allowed DYCD to serve a higher percentage of applicants. DYCD placed 55 percent of eligible applicants into compensated internships in the summer of Fiscal 2023, compared with 49 percent in the summer of Fiscal 2022.

- The SYEP expansion included partnerships with large businesses and corporations across the City. SYEP providers offered a wide variety of in-person employment and educational experiences as well as virtual and hybrid opportunities. Participants engaged in career exploration and education through the digital platform Hats & Ladders, and pursued six weeks of paid internship placements in a wide range of leading sectors. The resulting program engaged the largest number of partners and employers (18,314 total worksites that included 1,719 projects for younger youth) and offered innovative professional internship, educational opportunities and civic engagement experiences.

Performance Indicators	Agency	Actual			Target		4-Month Actual	
		FY20	FY21	FY22	FY23	FY24	FY22	FY23
Eligible Summer Youth Employment Program (SYEP) applicants placed in compensated internships (%)	DYCD	49%	26%	49%	*	*	NA	55%
Participants in Summer Youth Employment Program (SYEP)	DYCD	74,453	35,198	74,884	90,000	90,000	NA	91,270
Total SYEP stipends and wages paid (millions)	DYCD	$122.3	$24.7	$97.4	*	*	$97.4	$117.6

FAIR FUTURES EXPANSION

- In the first four months of Fiscal 2023, the ACS Fair Futures Program served 2,716 young people ages 11-26, a nine percent increase from 2,493 during the same period in Fiscal 2022. In Fiscal 2023 the program made available over 500 dedicated coaches, tutors, career counselors, and housing specialists to support youth through their life transitions. Through Fair Futures, ACS supports young people to successfully connect to services, programming, and opportunities that helps them achieve their academic/career goals and successfully transition from foster care to permanency or independent living.

- New York City is the first jurisdiction in the nation to implement an initiative for youth in foster care of this breadth and scale. The program has been successfully implemented, scaled, and integrated into ACS service delivery providing professional coaching across the system. The expansion of Fair Futures to the juvenile justice population and to youth between the ages of 21 to 26 years in Fiscal 2023 is a key part of ACS's strategic plan to help young people connect to quality, best-fit high schools and colleges, stable housing, internships, and gainful employment. To ensure the quality of the service delivery and programming, ACS collaborated with the Fair Futures team to launch the Center for Fair Futures, the administrative arm that delivers a full suite of professional development training, technical assistance, and data reporting to all 26 foster care agencies and now juvenile justice providers.

Performance Indicators	Agency	Actual			Target		4-Month Actual	
		FY20	FY21	FY22	FY23	FY24	FY22	FY23
The total number of foster youth aged 11 and older receiving Fair Futures Services	ACS	NA	NA	3,393	*	*	2,493	2,716

EXPANDING HOSPITAL-BASED VIOLENCE INTERVENTION PROGRAMS (HVIPS)

- Hospital-based violence intervention programs (HVIPs) aim to reduce the risk of readmissions for violent injuries among patients who are admitted to the hospital following non-fatal assault. This is accomplished through bedside conflict mediations conducted by culturally affirming intervention specialists (hospital responders/ credible messengers) who are called in by participating hospital staff to establish a relationship with the patients. These specialists work with violently injured patients to reduce violent retaliations, reinjuries, and criminal justice involvement by providing culturally sensitive, comprehensive, and multifaceted interventions. HVIPs operate from the premise that there is a unique opportunity to contact and effectively engage victims of violent injury while they

are recovering in a hospital. These programs recognize the critical importance of supporting the health and broader social needs of violence survivors. They combine the efforts of medical staff with trusted community partners to provide safety planning, social services, and trauma-informed care.

- The City's HVIP program currently operates in nine locations. All participating hospitals will receive trainings, technical assistance as well as data collection and analysis to monitor and respond to fatal and non-fatal trends in community violence. The key components of the program comprise of coordinated response protocols, hospital-based patient engagement and follow ups, and training of onsite and/or external credible messengers.

- HVIP programs require coordination between DOHMH, hospitals, and community-based organizations. Hospital staff perform structured intake, risk assessments, and customized case management and treatment plans for eligible patients. Hospitals also staff the program and integrate it into their existing supportive services. DOHMH ensures that eligible patients receive in-hospital service delivery including medical treatment, conflict mediation and violence interruption services. The agency also provides guidance on establishing program protocols and work scopes, provides technical assistance and trainings to hospitals and providers. Credible messengers from community-based organizations provide regular follow-ups with patients while in the hospital, discharge plans, linkages to services (e.g., medical, mental health, housing, education), and regular follow-ups after violently injured patients are discharged from the hospital.

- DOHMH has provided hospital partners and providers with ongoing technical assistance, protocol development, and professional trainings. The agency increased the annual number of professional trainings offered from two in Fiscal 2019 to four from Fiscal 2020 through 2022 to meet the needs of existing programs, strengthen program partnerships, and support staff retention and institutional knowledge. There has been an increased interest amongst local community-based organizations to partner with hospitals to provide services to violently injured patients. From July 2022 through October 2022, DOHMH remained on track to provide HVIP trainings to all hospital partners and providers. All HVIP programs that reported data were above the Fiscal 2023 target for providing conflict mediation services to eligible patients at partner hospitals.

CURRENT PARTNERSHIPS

Hospital	Community Partner
Kings County Hospital Center	Kings Against Violence Initiative; Man Up! Inc.
Harlem Hospital	Street Corner Resources; Stand Against Violence East Harlem (SAVE)
Lincoln Hospital	Guns Down, Life Up; Save Our Streets Bronx
Richmond University Medical Center	True 2 Life
Jacobi Medical Center	Stand Up to Violence
St. Barnabas Hospital	Bronx Rises Against Gun Violence
Woodhull Medical Center	Los Sures
Jamaica Hospital Medical Center	Life Camp, Inc.; King of Kings Foundation; Rock Safe Streets
Brookdale Hospital	Elite Learners Inc.

Performance Indicators	Agency	Actual			Target		4-Month Actual	
		FY20	FY21	FY22	FY23	FY24	FY22	FY23
Number of eligible hospital-based violence intervention program (HVIP) patients who received conflict mediation services	DOHMH	879	1,330	1,209	*	*	NA	453
Percentage of eligible hospital-based violence intervention program (HVIP) patients who received conflict mediation services at partner hospitals	DOHMH	71.00%	76.00%	83.00%	*	*	NA	76.00%
Number of hospital-based violence intervention programs (HVIPs) trainings	DOHMH	4	4	4	*	*	NA	2
Number of hospital-based violence intervention programs (HVIP) training participants	DOHMH	58	65	72	*	*	NA	50

EXPANDED MENTAL HEALTH CARE

- The Blueprint proposed a reallocation of mental health resources into areas of direct need, including supporting those experiencing homelessness and helping New Yorkers in moments of crisis. As of the Fiscal 2023 Executive Budget, $27.3 million in funding has been shifted to DOHMH for Expansion of Clubhouses for People with Serious Mental Illness, School Mental Health Specialists and the Mayor's Office of Criminal Justice for the Crime Victim Assistance Program (CVAP). Clubhouses are evidence-based models of psychiatric rehabilitation—one-stop places that help people with serious mental illness by providing peer support, access to services, employment and educational opportunities, and socialization and recreation in a safe, restorative and structured setting. School Mental Health Specialists create access to quality mental health services and supports in schools through partnerships with Community Based Organizations. These partnerships reflect the specific needs of the students and families that are part of the school community. CVAP provides dedicated victim advocates for survivors of domestic violence and additional advocates for victims of every other category of crime.

- During the first four months of Fiscal 2023, OCMH led a biweekly interagency review of Kendra's Law (New York State Mental Hygiene Law § 9.60) Assisted Outpatient Treatment (AOT) efforts. Agencies participating in the review included DOHMH, NYC Health + Hospitals and Correctional Health Services. This review led to multiple legislative recommendations incorporated into the Psychiatric Crisis Care Legislative Agenda, as well as administrative recommendations. Together, the recommendations are designed to eliminate barriers to care and ensure that AOT is available and accessible to individuals who are most appropriate for this service.

Performance Indicators	Agency	Actual			Target		4-Month Actual	
		FY20	FY21	FY22	FY23	FY24	FY22	FY23
Individuals who, after reporting a crime, received support to deal with the emotional, physical and financial aftermath of crime through the Crime Victim Assistance Program	NYPD	49,904	39,283	38,733	*	*	NA	NA

CONCLUSION

The Blueprint to End Gun Violence aims to target gun violence through a multifaceted approach: investing in precision policing and investigations, enhancing access to mental health care, and investing in the futures of children and their neighborhoods. This chapter will follow the progress of this initiative as the City seeks to remove guns from its streets, protect its communities, and create a safe, prosperous City for all New Yorkers.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

None.

ADDITIONAL RESOURCES

For additional information go to:

- Press release for the Blueprint to End Gun Violence:
https://www1.nyc.gov/office-of-the-mayor/news/045-22/mayor-adams-releases-blueprint-end-gun-violence-new-york-city#/0

- Press release for the DNA Gun Crimes Unit:
https://www1.nyc.gov/office-of-the-mayor/news/461-22/mayor-adams-chief-medical-examiner-dr-graham-formation-nation-s-first-dna-gun-crimes

- Website for the Crime Victim Assistance Program:
https://www1.nyc.gov/site/nypd/services/victim-services/cvap.page

- Website for the Summer Youth Employment Program:
https://www1.nyc.gov/site/dycd/services/jobs-internships/summer-youth-employment-program-syep.page

- Mayor Adams' Psychiatric Crisis Care Legislative Agenda:
https://www.nyc.gov/assets/home/downloads/pdf/press-releases/2022/Psychiatric-Crisis-Care.pdf
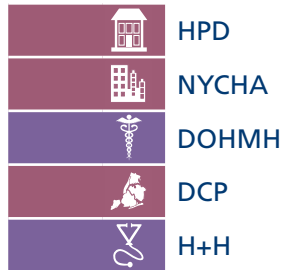
HOUSING OUR NEIGHBORS: A BLUEPRINT FOR HOUSING AND HOMELESSNESS

INTRODUCTION

Despite the City's unparalleled investments in creating and preserving affordable housing over the past 40 years, housing remains a crisis. The continued shortage of housing options contributes to our ongoing affordability and homelessness crisis, which impacts millions of New Yorkers in detrimental ways. Too many New Yorkers are spending months or years on the street or in shelter, struggling to keep up with high housing costs, or dealing with pests, mold, lead paint, heat outages, and other critical issues in their homes. Homeownership remains too far out of reach for millions of renters, and difficult to maintain for many existing homeowners, diminishing opportunities for households and communities to access and build stability and wealth. Meanwhile, residents who need help securing and maintaining affordable, high-quality housing are burdened by long and stressful processes that make it more time-consuming and difficult to get the help they need.

Housing Our Neighbors, the City's blueprint for housing and homelessness, takes a holistic approach to the crisis that prioritizes access to affordable, high-quality housing for all New Yorkers, including households experiencing homelessness, New York City Housing Authority (NYCHA) residents, families, single New Yorkers, renters, and homeowners alike. Increasing the supply of housing, and in particular low-cost housing options, is key. But it is equally critical that this strategy be executed in a way that focuses on racial equity, prioritizes New Yorkers with the greatest needs, and leverages the many other benefits that housing can offer to help residents and communities thrive.

Since the blueprint's launch in June 2022, unprecedented collaboration has been fostered between dozens of City agencies and offices to provide the housing solutions that New Yorkers need. This includes investment in the creation and preservation of affordable homes with the largest capital budget for affordable housing the City has ever seen - $22 billion over 10 years. It also includes a wide range of strategies and initiatives to meet five core goals: transform NYCHA; address homelessness and housing instability; create and preserve affordable housing; improve the health and safety of New Yorkers; and reduce administrative burden.

TRANSFORM NYCHA

For too long NYCHA has been treated as separate from the housing crisis and excluded from citywide housing plans. But NYCHA is the most critical piece of affordable housing infrastructure in New York City, and home to roughly half a million of the lowest-income New Yorkers. Housing Our Neighbors charts a new approach by putting NYCHA at the top of the City's list of housing priorities and needs. Recent accomplishments include:

- *Launched Work Order Reform across all boroughs*

  - In August and October 2022, NYCHA launched Work Order Reform in Brooklyn and Manhattan, respectively, bringing the initiative citywide. As a key component of NYCHA's new operating model, Work Order Reform improves the way NYCHA deploys skilled trades resources by assigning high-demand trades to developments and consolidations and placing dedicated resources at the Neighborhood level, including a planning team. Paired with process improvements that make complex, multi-trade repairs more efficient, these structural changes foster increased collaboration between property management, maintenance, and skilled trades administration. NYCHA has completed hiring of 450+ skilled trades, maintenance workers, neighborhood planners, and neighborhood secretaries. The new procedures under Work Order Reform began implementation in November 2021 and have now been implemented in all five boroughs.

- *Issued RFP for Mechanical Waste Collection pilot*

  - In September 2022, NYCHA released a Request for Proposals (RFP) for hoist-lifted hauling and equipment to identify and select a waste collection vendor for its forthcoming mechanical waste collection pilot. This pilot will be the first of its kind in a major U.S. city and will create cleaner conditions on NYCHA grounds, sidewalks and streets. NYCHA held a pre-bid conference, responded to questions, and is now in the process of reviewing responses, with the award anticipated for early 2023.

- *Led engagement to develop voting roles for the Public Housing Preservation Trust*

  - NYCHA is establishing a resident opt-in voting process that will allow residents to decide the future of their homes. Throughout the fall of 2022, NYCHA led a four-month engagement process that brought together resident leaders, policy advocates, and experts to develop the voting procedures that will allow residents to vote whether to opt into the Public Housing Preservation Trust. The working group that acted as the advisory committee for the voting process included 10 resident leaders and three advocacy groups.

- *Launched the citywide expansion of Big Apple Connect*

  - In September 2022, the administration announced the citywide launch of 'Big Apple Connect' – a landmark digital equity program that will make free high-speed internet and basic cable TV available to approximately 300,000 NYCHA residents by the end of 2023. Initially piloted at eight public housing developments across the five boroughs, the initiative is being expanded to reach New Yorkers in more than 200 public housing developments before the end of the calendar year. Once its rollout is complete, Big Apple Connect is projected to be the largest municipal program to cover the cost of internet for public housing residents in the nation.

Performance Indicators	Agency	Actual			Target		4-Month Actual	
		FY20	FY21	FY22	FY23	FY24	FY22	FY23
Active capital projects on schedule (%)	NYCHA	78.9%	73.0%	55.5%	75.0%	75.0%	62.5%	58.8%
Number of developments preserved (RAD/PACT Portfolio)	NYCHA	14	17	8	*	*	0	0
Number of apartments preserved (RAD/PACT Portfolio)	NYCHA	3,940	1,718	5,909	3,500	9,000	0	0
Average days to complete simple work orders	NYCHA	NA	NA	8.10	*	*	9.30	5.20
Average to days complete complex work orders	NYCHA	NA	NA	77.40	*	*	72.70	103.70
Number of units abated for lead	NYCHA	NA	NA	621	*	*	0	616

ADDRESS HOMELESSNESS AND HOUSING INSTABILITY

Homelessness is a housing problem, and any successful plan to house New Yorkers must prioritize this crisis. Housing Our Neighbors strives to break the cycle of housing instability and homelessness through strategies to prevent homelessness, increase support for New Yorkers in shelter, accelerate the return to permanent housing, and ensure that formerly homeless households remain stably housed. Recent accomplishments include:

- *Launched a Street to Housing pilot program*

  – In October 2022, the City launched a Street to Housing pilot program that creates a direct pathway for New Yorkers experiencing unsheltered homelessness to access permanent supportive housing without having to go through the shelter system. Led by the Department of Social Services in partnership with non-profit provider Volunteers of America Greater New York (VOA-GNY), this initial pilot will connect approximately 80 single adult clients with supportive housing. Clients are being supported through the process to complete their housing and rental assistance applications after moving into the very unit that can become their permanent home.

- *Increased critical funding for older congregate and scattered-site supportive housing units*

  – DOHMH secured a critical $63M in additional funding from the City and State to increase rates for 8,000 older congregate and scattered-site supportive housing units for formerly homeless New Yorkers with a serious mental illness and/or substance use disorder. These units were previously at risk of closure due to funding gaps driven by rising personnel and rent costs. The funding increase will ensure that these units continue to provide safe, dignified housing with robust support services for another generation.

- *Began sharing key performance indicator reports with all supportive housing providers*

  – In September 2022, DOHMH began sharing key performance indicator (KPI) reports with all of the agency's supportive housing providers, including percent of residents in rental arrears. The new KPI reports will help providers monitor the success of their tenants, prevent housing instability and tenants returning to homelessness.

- *Developed a new template on supportive housing tenants' notice of rights (Local Law 15)*

  – DOHMH is leading the citywide implementation of Local Law 15, which aims to ensure that tenants in supportive housing understand their rights and have access to resources for advocacy against harassment. DOHMH developed and distributed a template for supportive housing providers to notify prospective and permanent tenants about their rights.

- *Increased high-quality shelter options for New Yorkers experiencing homelessness*

  – Between July and October 2022, the City opened eight non-emergency facilities for New Yorkers living in the DHS shelter system and 182 safe haven and stabilization beds for residents experiencing street homelessness. New high-quality options help meet New Yorkers' emergency shelter needs while reducing reliance on older, lower-quality facilities.

CREATE AND PRESERVE AFFORDABLE HOUSING

The continued housing shortage is a key reason for the acute affordability and homelessness crisis. In addition to investing in the creation and preservation of affordable homes, Housing Our Neighbors leverages strategies across government to streamline and reduce the cost of development, increase capacity for new supply, and advance racial equity in the city's housing stock and neighborhoods. Recent accomplishments include:

- *Expanded housing mobility programs serving voucher-holders*

  – Using $7 million in grants from Enterprise Community Partners and the U.S. Department of Housing and Urban Development (HUD), HPD launched an expansion of its housing mobility efforts to reach 1,400 families through 2027, up from 50 families in 2020. The agency's housing mobility programs support the ability of families with federal housing vouchers to move into new, higher-rent neighborhoods often inaccessible to voucher-holders. These include pre-move counseling; housing search support; financial assistance for public transit and moving costs; and higher rental assistance payments to reflect market conditions (available to all HPD Section 8 voucher holders in eligible neighborhoods).

- *Advanced City of Yes with plans and approvals to produce hundreds of affordable homes*

  In collaboration with housing industry partners and elected officials, the City is successfully laying the groundwork to advance City of Yes, the Mayor's plan to leverage citywide zoning text changes to support small businesses, create affordable housing, and promote economic sustainability.

  – In September 2022, City Council approved the Morrisania Open Door, Morrisania Claremont Village Open Door, and Morris Heights NCP projects across four council districts in the Bronx which will include 80 units, 35 of which will be affordable homeownership.

  – In October 2022, City Council approved the Bruckner Boulevard rezoning, a project that will create 349 homes, 168 of which are affordable in the Throggs Neck neighborhood of the Bronx.

- *Opened hundreds of new affordable units serving seniors, formerly homeless New Yorkers, and low-income families*

  In collaboration with a range of City agencies and development partners, the administration celebrated the opening of projects providing hundreds of new affordable homes alongside numerous resident and community benefits.

  – In August, HPD, HDC, and EDC celebrated the completion of Beach 21st, which transformed vacant City-owned land into 224 affordable homes in Downtown Far Rockaway. Beach 21st features a rooftop terrace, new retail and community space, and a day care center.

  – In September, HPD, HDC, NYCHA and DFTA celebrated the opening of Mill Brook Terrace, 158 supportive and affordable homes for low-income seniors on the site of a former NYCHA parking lot in Mott Haven. The project also includes a senior center for the community funded by DFTA.

  – In October, HPD, HDC, and DCP celebrated the opening of Chestnut Commons, 275 permanently affordable homes in the East New York rezoning area. The project also includes a one-stop shop community center for recreation, education, workforce development, and human services.

  – In October, HPD, HDC, and DHS celebrated the opening of WSFSSH at West 108, 199 affordable homes for low-income seniors and families and a new home for the 110-bed Valley Lodge Shelter for older adults. Along with a range of on-site social services and programming, the project provides parking spaces for the Central Park Medical Unit ambulances, public restrooms for the adjacent playground, meeting spaces, and a community health center.

Performance Indicators	Agency	Actual			Target		4-Month Actual	
		FY20	FY21	FY22	FY23	FY24	FY22	FY23
Total affordable housing starts (units)	HPD	30,311	29,388	16,428	18,000	18,000	2,549	2,359
Number of apartments preserved (RAD/PACT Portfolio)	NYCHA	3,940	1,718	5,909	3,500	9,000	0	0
Number of affordable units created and preserved	HPD & NYCHA	34,251	31,106	22,337	21,500	27,000	2,549	2,359
Percent of new construction in low-affordability areas (%)	HPD	NA	NA	9.0%	*	*	NA	NA
Percent of preservation in low-affordability areas (%)	HPD	NA	NA	10.0%	*	*	NA	NA
Extremely and very low-income housing starts (%)	HPD	53%	58%	44%	*	*	NA	NA
Extremely and very low-income housing completions (%)	HPD	28%	51%	64%	*	*	NA	NA
Units started for homeless individuals and families	HPD	1,417	2,849	2,275	*	*	494	381
Supportive units started	HPD	673	1,408	1,216	*	*	236	250
Total supportive housing units	HPD, HRA, & DOHMH	NA	NA	27,233	*	*	25,193	27,507
Supportive housing occupancy rate (%)	HPD, HRA, & DOHMH	NA	NA	91.0%	*	*	85.8%	90.6%
Applicants approved for a new construction unit through the lottery	HPD	5,674	5,343	6,585	*	*	1,674	3,143
Homeless households moved into affordable units	HPD	750	1,919	2,175	*	*	618	711
Total dollar amount awarded to M/WBE contractors for completed affordable housing projects through the Build Up program	HPD	$50,733,937	$126,611,722	$146,090,650	*	*	NA	NA

IMPROVE THE HEALTH AND SAFETY OF NEW YORKERS

Recognizing the vital role that housing plays in health and safety outcomes, Housing Our Neighbors focuses on access to housing that is not just affordable but also high-quality, sustainable, and resilient. Through strategies for housing design, neighborhood investment, community planning, and proactive code enforcement, the City aims to leverage housing to address health disparities and keep New Yorkers safe in the face of climate change. Recent accomplishments include:

- *Strengthened fire safety coordination and outreach with Keeping Homes Fire Safe*

  – In October 2022, HPD and FDNY celebrated the progress of the City's Keeping Homes Fire Safe campaign reaching over 60,000 New Yorkers with life-saving fire safety information and strengthened ties between the City agencies overseeing fire and housing safety enforcement. The five-borough outreach campaign builds on existing fire safety messaging and engaged thousands of households and property owners with valuable information on fire protection and keeping buildings safe.

- *Increased fire safety training for HPD field staff and strengthened building outreach*

  – In June 2022, HPD completed additional training for over 350 field staff, including housing inspectors and emergency repair staff who might inspect self-closing doors. HPD is continuing to work with FDNY to share best practices for self-closing door inspections to enhance and standardize door inspection procedures across agencies. In September 2022, HPD also began posting signage in buildings with a self-closing door violation educating tenants on why it is necessary for self-closing doors to work properly and on the steps to report and address violations.

- *Broke ground on the first project in the HPD/NYSERDA Retrofit Electrification project*

  - In September 2022, HPD broke ground on Samaritan Daytop Village, a 126-home supportive housing development for families overcoming homelessness and the first affordable housing project of a $24 million HPD/NYSERDA initiative to transition New York City's residential buildings to electric power. In partnership with nonprofits, the Retrofit Electrification Pilot is expected to support clean energy renovations for approximately 1,200 affordable homes. The pilot is funding the partial electrification of Samaritan Daytop Village, replacing fossil-fuel based heating and cooling with highly efficient heat pump technology in 54 affordable homes.

- *Committed $123M in federal grant funds to housing sustainability and resiliency initiatives*

  - In 2022 the City of New York received $188 million in Community Development Block Grant Disaster Recovery (CDBG-DR) funds from HUD to support long-term recovery efforts following Hurricane Ida. In its CDBG-DR Action Plan, the City allocated more than $123 million of these funds to initiatives that will increase the sustainability and resiliency of the housing stock, including:

    » $88.2 million for restoration and resiliency work in NYCHA developments

    » $25 million rehabilitation pilot program for resiliency improvements in flood-vulnerable 1-4 family owner-occupied homes

    » Expanded flood insurance outreach and counseling for homeowners

    » Resilient community spaces in affordable senior housing

    » Basement apartment conversions resiliency study, neighborhood planning efforts to create more resilient communities, and other relevant plans and studies

Performance Indicators	Agency	Actual			Target		4-Month Actual	
		FY20	FY21	FY22	FY23	FY24	FY22	FY23
Total complaints reported	HPD	418,575	466,320	583,230	*	*	177,720	176,647
Total complaints closed	HPD	415,228	467,079	577,325	*	*	171,552	170,821
Complaints prompting lead hazard inspections	HPD	18,460	26,974	39,787	*	*	14,707	12,437
Complaints prompting lead hazard inspections closed	HPD	18,637	26,575	39,782	*	*	13,577	12,357
Average time to close emergency complaints (days)	HPD	10.9	13.3	16.4	*	*	11.4	13.6
Average time to close nonemergency complaints (days)	HPD	21.4	25.6	28.6	*	*	17.4	25.9
Number of children under the age of 18 with blood lead levels of 5 micrograms per deciliter or greater (CY)	DOHMH	3,739	3,015	3,027	*	*	1,042	1,122
Number of children under the age of 6 with blood lead levels of 5 micrograms per deciliter or greater (CY)	DOHMH	3,050	2,603	2,546	*	*	865	909

REDUCE ADMINISTRATIVE BURDEN

The City's decades-long housing crisis requires policies that respond with urgency and help New Yorkers secure safe, quality housing as quickly as possible. Yet access to public assistance, rental subsidy vouchers, and affordable units often requires long and onerous process involving extensive paperwork, in-person appointments, and valuable time. Housing Our Neighbors prioritizes changing this dynamic by re-designing systems and services to fit the needs and experiences of residents, rather than the internal bureaucracy of government. Recent accomplishments include:

- *Piloted a streamlined referral and move-in process for supportive housing at 90 Sands*

  - Beginning in September 2022, the administration began piloting a streamlined referral and move-in process to fill over 300 new supportive housing units at 90 Sands, a former hotel converted into affordable and supportive housing in the high-cost neighborhood of Dumbo, Brooklyn. The pilot program has allowed for

the direct referral of clients experiencing homelessness from street outreach and transitional housing programs to supportive apartments. This streamlined process cuts the time it typically takes to complete a permanent housing placement by more than two months.

- *Eliminated onerous and burdensome reports, forms, and screening from the supportive housing application and lease-up process*

  - City agencies including DSS, HPD, and DOHMH have been working together to reduce the administrative burdens and length of time involved in applying for and moving into supportive housing. Interagency reforms implemented during fall 2022 include the elimination of credit and background checks and various forms including the CoC Certification of Referral and the Shelter Residency Letter. Agencies simultaneously increased coordination to ensure that housing providers are screening clients after unit viewings and implementing a Housing First approach.

- *Improved system tools to allow for enhanced provider coordination*

  - HRA made several improvements to the Coordinated Assessment and Placement System (CAPS) to create a more effective and streamlined rental process for individuals experiencing homelessness. These changes allow for improved monitoring and filling of vacant units by making it easier for shelters, City agencies, and housing providers to request and make referrals, schedule unit viewings, submit applications for clients, and report back to other parties in CAPS while reducing or eliminating "paper" and other duplicative processes.

- *Launched research partnership to improve the customer experience of HPD rental subsidy programs*

  - In October 2022, HPD launched a new partnership with Public Policy Lab (PPL), supported by a grant award from the New York Community Trust, to improve the customer experience of the Housing Choice Voucher and other HPD rental subsidy programs. Through design research to identify unnecessary administrative burden, PPL and HPD will codesign and test tools, policies, and materials aimed to modernize the application and recertification process, ease document submission requirements, and identify and integrate best practices from partner agencies' voucher programs.

Performance Indicators	Agency	Actual			Target		4-Month Actual	
		FY20	FY21	FY22	FY23	FY24	FY22	FY23
Percent of lottery projects that completed applicant approvals within six months	HPD	32%	54%	52%	*	*	NA	NA
Median time to complete applicant approvals for a lottery project (days)	HPD	246	168	177	*	*	NA	NA
Percent of lottery units with applicants approved within three months	HPD	46%	56%	32%	*	*	NA	NA
Median time to approve an applicant for a lottery unit (days)	HPD	104	88	176	*	*	NA	NA
Median time to lease-up a homeless placement set-aside new construction unit (days)	HPD	115	106	203	*	*	NA	NA
Median time to lease-up a homeless placement voluntary new construction unit (days)	HPD	210	215	214	*	*	NA	NA
Section 8 – Median time from completed application to voucher issuance (days)	HPD	25	26	26	*	*	21	34
Section 8 – Median time from voucher issuance to lease-up (days)	HPD	155	133	101	*	*	147	97
Supportive housing – median time from determination to referral (days)	HRA, HPD, & DOHMH	NA	NA	100	*	*	98	127
Supportive housing – median time from viewing to move-in (days)	HRA, HPD, & DOHMH	NA	NA	75	*	*	92	86
Supportive housing – median time from determination to move-in (days)	HRA, HPD, & DOHMH	NA	NA	169	*	*	168	182

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✏.

- New Indicators:

  - 'Average days to complete simple work orders'

  - 'Average days to complete complex work orders'

  - 'Number of units abated for lead'

  - 'Total supportive housing units '

  - 'Supportive housing occupancy rate'

  - 'Supportive housing – median time from determination to referral'

  - 'Supportive housing – median time from viewing to move-in'

  - 'Supportive housing – median time from determination to move-in'

- As part of routine updates, previously reported data for the following fiscal years was revised:

  - 'Applicants approved for a new construction unit through the lottery' for Fiscal 2021 and Fiscal 2022

  - 'Units started for homeless individuals and families' for Fiscal 2022

  - 'Applicants approved for a new construction unit through the lottery' for Fiscal 2021 and Fiscal 2022

  - 'Number of children under the age of 18 with blood lead levels with 5 micrograms per deciliter or greater (CY)' for Fiscal 2020, 2021, and 2022

  - 'Number of children under the age of 6 with blood lead levels of 5 micrograms per deciliter or greater (CY)' for Fiscal 2020, 2021, and 2022

- 'Households approved for a new construction unit through the lottery' was changed to 'Applicants approved for a new construction unit through the lottery'

- 'Section 8 – Median time from application to voucher issuance (days)' was changed to 'Median time from completed application to voucher issuance (days)'

ADDITIONAL RESOURCES

For more information about these and additional initiatives underway, go to: Housing Our Neighbors: a Blueprint for Housing and Homelessness: https://www1.nyc.gov/site/hpd/about/housing-blueprint.page.

ACCESSIBLE, AFFORDABLE, AND HIGH-QUALITY CHILD CARE AND EARLY CHILDHOOD EDUCATION IN NEW YORK CITY
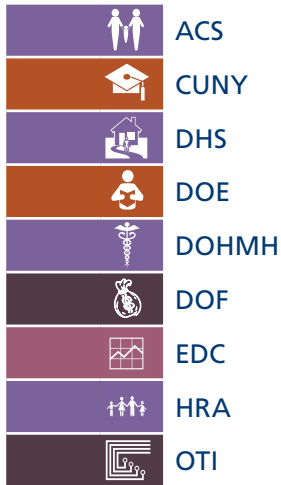
BACKGROUND

The Child Care and Early Childhood Education Blueprint was released on June 28, 2022. This historic investment in the future of the City's children sets five ambitious goals:

- Offer an accessible child care experience to the City's families that is rooted in equity

- Make child care affordable for families

- Increase child care enrollment across the city

- Ensure child care programs are high-quality and establish systems of support for the early childhood workforce

- Create oversight and accountability structures for child care and early childhood education

Guided by these goals, the Blueprint lays out strategies to achieve them, with ambitious targets: reach more than 41,000 children in high needs neighborhoods through targeted child care enrollment, support 7,400 child care educators through workforce development plans, advocate for state legislative changes to expand eligibility criteria for subsidized care, and improve processes for families and providers when they interact with the city.

In the first four months of Fiscal 2023, the City has made substantial progress toward these goals. To measure the City's progress towards a comprehensive birth-to-five care system, performance indicators will be added in subsequent Mayor's Management Reports.

EXPANDING ACCESS AND INCREASING ENROLLMENT

Just four months after the release of the Blueprint, the Administration for Children's Services (ACS) cleared the voucher waitlist, issuing 7,715 child care block grant (CCBG) vouchers to enroll in care. After the clearance of the waitlist in summer 2022, applications for vouchers was opened to families citywide.

ACS prioritized child care assistance for eligible low-income families in 17 community districts (CDs) with the highest concentrations of poverty and expanded outreach to ensure that families in these districts are aware of and able to apply for assistance. In the first four months of Fiscal 2023, 2,605 children from these community districts were enrolled with a low-income child care voucher, a 26 percent increase since the release of the Blueprint in June 2022. The City plans to reach up to 11,000 children by Fiscal 2025.

Prioritized Community Districts for Child Care Vouchers
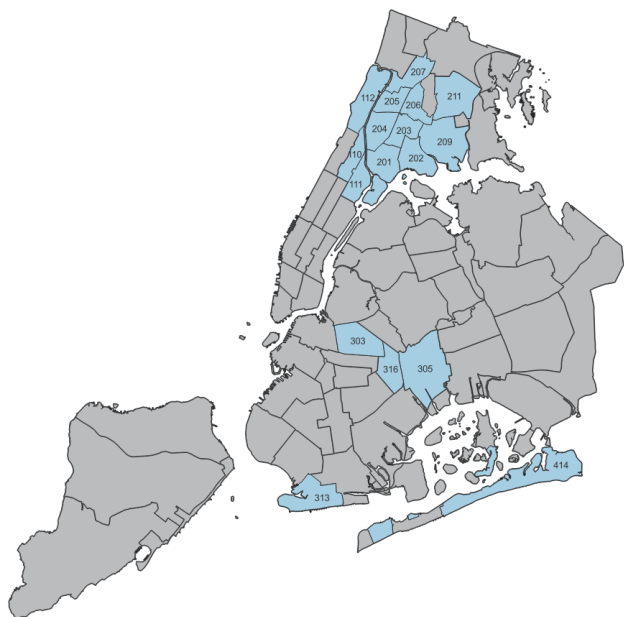
Community District #	Borough	Community District Name
110	Manhattan	Central Harlem
111	Manhattan	East Harlem
112	Manhattan	Washington Heights/Inwood
201	Bronx	Mott Haven/Melrose
202	Bronx	Hunts Point/Longwood
203	Bronx	Morrisania/Crotona
204	Bronx	Highbridge/Concourse
205	Bronx	Fordham/University Heights
206	Bronx	Belmont/East Tremont
207	Bronx	Kingsbridge Heights/Bedford Pk
209	Bronx	Parkchester/Soundview
211	Bronx	Morris Park/Bronxdale
303	Brooklyn	Bedford Stuyvesant
305	Brooklyn	East New York/Starrett City
313	Brooklyn	Coney Island
316	Brooklyn	Brownsville
414	Queens	Rockaway/Broad Channel

The Office of Technology and Innovation (OTI) continued to develop the new MyCity portal in the reporting period. MyCity Child Care portal which will transform the way families apply for child care using a centralized location that will allow them to upload documents and check the status of their application. This will reduce the time it takes families to apply and ensure a complete application upon submission.

In the first four months of Fiscal 2023, the Department of Finance (DOF) and the Law Department (LAW), developed and prepared for the launch of the Care Center Tax Abatement application. The Childcare Center benefit is a property tax abatement for property owners whose property construction, conversion, alteration, or improvement completed after April 1, 2022, resulted in the creation of a new child care center or an increase in the number of seats at an existing child care center. Property owners may be eligible for a property tax abatement covering up to $225,000 of construction costs.

MAKING CHILD CARE AFFORDABLE

The City successfully reduced the family co-payment for child care. Effective June 1, 2022 the maximum amount families with income between 100 percent and 300 percent of the Federal Poverty Level (FPL) must pay for child care was reduced from 10 percent of income over 100 percent FPL to one percent.

In summer 2022, the New York City Economic Development Corporation (NYCEDC), supporting women.nyc and the Childcare Innovation Lab, published "Toward a Working Future: A Childcare Toolkit for New York City Employers" a toolkit of best practices for City employers to increase participation of caregivers in the economy, including expanding access to child care for their employees.

The Department of Finance is preparing for the launch of the Business Income Tax Credit application in September 2023 for the time period October 1, 2022 through September 30, 2023. The first application for the credit must be filed by November 1, 2023 for childcare provided during the 12-month period that began on October 1, 2022. Businesses will be notified of the result of their application by January 31, 2024 and can claim the credit on their Tax Year 2023 business tax returns. Subsequent years will have the same time periods.

IMPROVING QUALITY AND SUPPORTING PROVIDERS

The City successfully implemented an increased allocation of claimable paid absence days, which allows payment to child care programs and providers for up to 80 days per year during which an enrolled child is absent from care. This reform will help to stabilize providers who continue to operate in the face of ongoing challenges of the City's recovery from COVID-19.

In fall 2022, the Department of Education (DOE) deployed a Rapid Response Team to support providers with submitting outstanding Fiscal 2022 invoices so that eligible payments could be released or the invoice be resolved. In an effort to help stabilize the sector, the DOE also announced in fall 2022 the development of a stabilization fund, in collaboration with City partners, to provide DOE-contracted community-based organizations (CBOs) providing early childhood programming in Fiscal 2022 the equivalent of 75 percent of their annual contract value, regardless of the number of children served or their invoiced expenses. To be eligible for these funds, providers must submit all Fiscal 2022 invoices and their total Fiscal 2022 payments could not exceed 75 percent of their contract value. Stabilization funds began to be released to eligible providers in January 2023 and will continue to be issued until all eligible providers receive these funds.

ENSURING PERFORMANCE AND ACCOUNTABILITY

Milestones achieved during this reporting period include developing the structure of the community advisory group including provider and family advocates, which is expected to launch in spring 2023. Additionally, the City worked to create the organizational structure, developed the mission, goals, and objectives, and hired leadership for the Child Care and Early Childhood Education office. The office is expected to formally launch in early 2023.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✏

None.

ADDITIONAL RESOURCES

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

- Accessible, Equitable, High-quality, Affordable A Blueprint for Child Care & Early Childhood Education in New York City:
  https://www1.nyc.gov/assets/home/downloads/pdf/office-of-the-mayor/2022/Childcare-Plan.pdf

- Care Center Tax Abatement application:
  https://www.nyc.gov/site/finance/benefits/group-childcare-abatement.page

- Toward a Working Future: A Childcare Toolkit for New York City Employers:
  https://women.nyc/wp-content/uploads/2022/11/NYCEDC_childcare_report_2022.pdf

REBUILD, RENEW, REINVENT: NEW YORK CITY'S ECONOMIC RECOVERY

INTRODUCTION

On March 10, 2022, the Economic Recovery Blueprint was released, laying out a five-pronged strategy for accelerating the City's economic recovery from the COVID-19 pandemic and building a stronger, more resilient, and more equitable city.

Through this ongoing work, there are many reasons to be optimistic about the future. More than 850,000 of the private sector jobs lost at the height of the pandemic have recovered, and private sector employment is at over 97 percent of pre-pandemic levels. Tourism and travel numbers have also rebounded more quickly than expected. This summer Times Square pedestrian counts surpassed pre-pandemic levels, and in recent months, New York City has had the highest occupancy and average daily room rates among the top 25 markets. Small businesses have also demonstrated remarkable strength, and the City's growth sectors (from life sciences to the green economy) continue to show momentum.

However, more remains to be done. Some in-person work sectors, such as hospitality and retail, remain below their pre-pandemic size as hybrid work trends are contributing to depressed economic activity in the City's business districts. Inequities existing before the pandemic continue to persist, particularly in the higher unemployment rates experienced by Black and Brown New Yorkers and young men of color, many of whom work in these industries. And while progress has been made on setting the foundation for a more streamlined workforce development infrastructure, the focus in the remainder of Fiscal 2023 will be implementing the vision to connect more New Yorkers, whether they have been more recently disconnected or have faced longer-standing barriers to entry, to quality jobs, in-demand skills, and economic opportunity.

Performance Indicators	Agency	Actual			Target		4-Month Actual[1]	
		FY20	FY21	FY22	FY23	FY24	FY22	FY23
Total private sector employment	EDC	3,865,625	3,532,475	3,808,392	*	*	3,723,341	3,974,471
Unemployment rate (%)	EDC	7.2	12.9	7.2	*	*	8.8	6.0
Labor force participation rate (%)	EDC	59.6%	58.0%	59.3%	*	*	59.3%	60.6%
Net small business starts	EDC	-6,080	-2,420	12,200	*	*	NA	NA

[1]Labor market statistics are averages of seasonally adjusted monthly data for the first four months of each fiscal year. Values are preliminary.

RESTART THE CITY'S ECONOMIC ENGINES AND REACTIVATE THE PUBLIC REALM

Included in this effort are initiatives focused on improving the City's public safety and quality of life while investing in the industries to rebuild the cultural public realm economy, like hospitality and tourism. The City works to fortify public safety via a two-pronged approach: reducing crime and cleaning up streets, parks, and other public spaces.

The City continues to attract both domestic and international tourists back to New York City through its tourism organization, NYC & Company, and by promoting New York City as the destination for world-class events and unparalleled recreational capacity.

- In July 2022, The Saturday Night Lights program, an interagency partnership through the New York City Police Department (NYPD), the New York City Department of Youth and Community Development (DYCD), the New York City Department of Education (DOE), and the New York City Department of Parks and Recreation (DPR), was expanded to include 25 additional sites with an additional $1.25 million investment, providing safe and engaging activities for young people in underserved neighborhoods to have a fun and additionally provide a productive place to gather during traditionally high-crime times on Saturday evenings.

- NYPD partnered with Metropolitan Transportation Authority (MTA) police to increase officer presence on platforms and trains by approximately 1,200 overtime shifts each day, beginning in October 2022. Officers are present at over 300 stations during peak hours. NYPD reports 778 major felony crimes in the transit system in the first four months of Fiscal 2023, a 27 percent increase from Fiscal 2022.

- In September 2022, DPR and the New York City Housing Authority (NYCHA) launched a $23 million pilot program to improve access to public open spaces and playgrounds, including parks in six NYCHA housing developments: three developments in Queens, two in the Bronx and one in Brooklyn.

- On September 16, 2022 the City announced a $35 million investment in the design and construction of the Metropolitan Hub (Met Hub) in Queens for Phase one of QueensWay which will convert abandoned railroad tracks into a linear park to make the surrounding community safer, healthier, and greener. The New York City Economic Development Corporation (NYCEDC) will manage the construction in partnership with DPR.

- In October 2022, DPR expanded hours at nine recreation centers across the five boroughs and received $7.1 million to give New Yorkers greater access to sports and fitness programming, indoor courts, and exercise equipment.

- DOT implemented a nearly two-mile expansion of the "Summer Streets" program in July 2022, extending it for the first time from the Brooklyn Bridge up to East Harlem.

- City agencies and partners hosted over 120 events on the City's Open Streets and plazas in August along with daily Open Streets operations in all five boroughs.

- The City organized the 'Rise Up NYC' concert series providing ten free community concerts across all five boroughs in summer 2022.

- The City continued the bid to host the 2024 Democratic National Convention (DNC) by showcasing New York City's premiere restaurants, arts scene and nightlife, as well as its convention space, hotels and mass transit.

Performance Indicators	Agency	Actual			Target		4-Month Actual	
		FY20	FY21	FY22	FY23	FY24	FY22	FY23
Streets rated acceptably clean (%)	DSNY	96.4%	89.6%	90.8%	*	*	93.8%	93.5%
Streets rated filthy (%)	DSNY	0.1%	1.5%	0.7%	*	*	1.0%	0.7%
Sidewalks rated acceptably clean (%)	DSNY	96.8%	95.2%	95.4%	*	*	97.3%	95.9%
Sidewalks rated filthy (%)	DSNY	0.1%	0.8%	0.6%	*	*	0.6%	0.6%
Average acceptably clean BID sidewalk ratings (%)	SBS	NA	NA	96.3%	*	*	NA	NA

SUPPORT SMALL BUSINESSES, ENTREPRENEURSHIP, AND A MORE EQUITABLE ECONOMY

Supporting small businesses, boosting entrepreneurship, and creating a more inclusive economy are guiding stars for the City's future. Ninety percent of the City businesses that closed permanently between April 2020 and March 2021 were small businesses with less than 10 employees. The City has taken several steps to mitigate the impact of the COVID-19 pandemic on small businesses.

- The planned NYC Business Portal was signed into law on October 18, 2022, paving the way for a platform that will offer all required applications, permits, licenses, and other documentation needed to open and operate a business in the City on a single, user-friendly digital interface.

- The Department of Small Business Services (SBS) launched the NYC Business Express Service Team (BEST) on September 7, 2022, comprised of SBS small business advocates, compliance advisors, and experts from City agencies—the team streamlines the many interactions required with City agencies through a single point of contact and provides advice on how to expedite permit and licensing processes and resolve or avoid fines and violations.

- In October 2022, the City announced a partnership with Korean Air and the American Chamber of Commerce in Korea to increase Korean Air's work with NYC-certified M/WBEs and the creation of internship programs at Korean Air's offices in Seoul and New York.

- In July 2022, SBS launched two new grant funds (Single District, Citywide) to support small Business Improvement Districts (BIDs) and commercial corridors throughout the five boroughs and provide increased sanitation, maintenance, public safety, marketing, beautification, and events funding for neighborhoods in need.

- SBS awarded a total of $3.8 million in Avenue NYC and Neighborhood 360° grants for Fiscal 2023 to 24 community-based development organizations (CBDOs) working in low-to-moderate income neighborhoods.

- On September 22, 2022 SBS announced the City surpassed the ten-year OneNYC goal to award $25 billion in contracts to minority- and women-owned business enterprises (M/WBE) by Fiscal 2025, three years ahead of schedule.

		Actual			Target		4-Month Actual	
Performance Indicators	Agency	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Average processing time (days)	DCWP	3	8	6	*	*	12	3
Number of businesses served by QuickStart	SBS	NA	NA	1,979	*	*	NA	1,226
Number of neighborhoods visited by the SBS Mobile Unit	SBS	NA	NA	17	*	*	NA	16
Number of businesses referred or served by Small Business Resource Network (SBRN)	EDC	NA	4,986	5,514	*	*	NA	1,644
M/WBEs awarded City contracts	SBS	1,539	1,416	1,605	*	*	NA	NA
Share of M/WBE certified firms receiving a contract (%)	MOCS	16.42%	14.38%	14.92%	17.00%	18.00%	NA	NA
Share of LL1-eligible contracts dollars awarded to M/WBEs (%)	MOCS	28.00%	25.30%	22.94%	30.00%	30.00%	NA	NA
Total contract dollars awarded to M/WBEs using the discretionary [Noncompetitive Small Purchase] method ($000,000)	MOCS	$83.42	$75.44	$109.25	$150.00	$200.00	NA	NA
Total contract dollars awarded to disparity-within-the-disparity M/ WBEs (Black, Hispanic, and Asian women) using the discretionary [Noncompetitive Small Purchase] method ($000,000)	MOCS	$34.37	$32.46	$63.66	*	*	NA	NA

DRIVE INCLUSIVE SECTOR GROWTH AND BUILD A FUTURE-FOCUSED ECONOMY

The City continues to invest in growing burgeoning industries like tech, the life sciences and cannabis for the benefit of New York City's economy and its residents. These efforts include setting NYC to be a hub for dynamic tech growth, becoming a magnet for innovators in green tech, and ensuring that those most marginalized by previously harmful drug legislation and practices are empowered to be stakeholders in our City's inclusive growth.

- SBS launched Cannabis NYC on August 22, 2022. Cannabis NYC is an initiative to develop a cannabis industry that creates good jobs, successful small businesses, and opportunities in communities adversely impacted by the war on drugs.

- In September 2022, the City University of New York (CUNY) and NYCEDC announced six CUNY colleges are the initial recipients of $3.98 million in City funding to train the next generation of professionals for careers in offshore wind and other green economy sectors, and continue building a pipeline from local public colleges to these growing fields.

- Plans for Science Park and Research Campus (SPARC) Kips Bay, a job and education innovation hub driven by a historic partnership from the City and State, were announced in October 2022. SPARC will be a full City block campus that will host space for education and training, research, and operations for three CUNY schools, the Department of Education (DOE), NYC Health + Hospitals (NYCHH), Office of Chief Medical Examiner (OCME), and private sector life sciences companies. It is projected to create 10,000 jobs and $25 billion in economic impact over 30 years for the City. Most importantly, it represents an innovative new approach to braiding economic and workforce development in the areas of biotech, life sciences, health care, and public health.

- In August 2022, NYCEDC awarded $26.6 million ($15 million to City College of New York (CCNY) and $11.6 million to the Mount Sinai Health System) to support the construction of new facilities that will allow the creation of new life sciences jobs and startups in the city and connect research to industry, and advancing health care and technology through NYCEDC's $1 billion LifeSci NYC initiative.

- In July 2022, the City announced the launch of the Film and Television Production Industry Council, a first-ever convening of film and television industry veterans which will advise the City's production policies and programs to reinforce the City's place as the top production destination in the world. Additionally, Executive Order 21 was issued which requires a film industry liaison in every City agency as a way to better coordinate with this $82 billion film and television industry.

- In August 2022, the Department of Cultural Affairs (DCLA) granted $127 Million in capital funding to more than 70 cultural institutions across the five boroughs. A total of $5.5 million was awarded to the 52,000-square-foot Universal Hip Hop Museum, and funds were awarded to several Bronx-based cultural organizations, including the New York Botanical Garden, Wave Hill and more.

Performance Indicators	Agency	Actual			Target		4-Month Actual	
		FY20	FY21	FY22	FY23	FY24	FY22	FY23
Program organizations awarded CDF payments	DCLA	987	1,037	1,022	*	*	1,022	1,096
Total financial support provided to qualifying organizations ($000,000)	DCLA	$200.2	$174.2	$206.0	*	*	NA	NA
Business development qualified leads	EDC	NA	42	55	*	*	NA	28
Business development qualified wins	EDC	NA	6	15	*	*	NA	6
Business development jobs attracted/retained	EDC	NA	NA	8,883	*	*	NA	745
LifeSci NYC Internship program participants	EDC	71	140	137	*	*	NA	18
Square footage of new life sciences space brought online citywide (000)	EDC	NA	NA	481	*	*	NA	0
Film permits issued	MOME	9,180	5,698	8,616	*	*	3,040	3,127

CONNECT NEW YORKERS TO QUALITY JOBS AND IN-DEMAND SKILLS

With so many businesses leveraging their technology assets to develop new ways of doing business during the COVID-19 pandemic, workers in many sectors face challenges, such as how to re-enter the workforce or advance in an economy that requires an ever-changing set of skills. The City's historically marginalized communities including BIPOC, LGBTQ+ New Yorkers, and people with disabilities were particularly hurt by this challenge. Thus, there is an opportunity to reinvent workforce infrastructure to connect more of the under and unemployed to career pathways that provide family sustaining wages, intra and intergenerational upward mobility.

- On September 12, 2022, DOE announced the Career Readiness and Modern Youth Apprenticeship (CRMYA) program that will connect 3,000 students across more than 50 public schools with paid multi-year apprenticeships. approximately 500 students will be placed in apprenticeships at companies focused on New York City finance, technology, and business by 2023 to build a path of career-connected learning for public school students.

- The Mayor's Office of Talent and Workforce Development expanded to work across City government, employers, training providers and talent developers, and philanthropy to deliver a more holistic and industry-informed set of supports for young people, as well as our incumbent workforce looking to train, upskill, or re-skill for jobs in in-demand industries and occupations. In August 2022, the Office created a Future of Workers Task Force to consider and inform every aspect of the City's strategy for empowering New Yorkers to secure and succeed in family-sustaining careers.

- In October 2022, in partnership with BlocPower, the City expanded the Precision Employment Initiative with a $54 million investment to connects New Yorkers at risk of gun violence with career readiness and job placement programs.

- Led by the Human Resources Administration (HRA), the City launched the New York City Pathways to Industrial and Construction Careers (PINCC) in August 2022. This $18.6 million innovative new talent development initiative that will help place nearly 2,300 low-income New Yorkers on the trajectory to careers in two high-growth sectors of the City's economy over the next three years.

- CUNY launched the Inclusive Economy Initiative on September 22, 2022. This initiative is a $16 million public-private partnership in campus-industry engagement, advising, and internships for CUNY students to improve career success, with a goal to connect 80 percent of graduates to careers by 2030.

- Beginning in October 2022, the New York Public Library, Queens Public Library, and Brooklyn Public Library partnered with Google, the Best Buy Foundation, and the Joly Family Foundation to allocate approximately $20 million towards opening dedicated teen spaces in the three systems to provide vital resources and service and play a considerable role in providing resources focused on digital literacy and technology skills.

PLAN AND BUILD FOR INCLUSIVE GROWTH NOW AND IN THE FUTURE

A post-pandemic New York City must adapt in response to dynamic changes in how people choose to live, work, and enjoy the City. A truly inclusive recovery takes a holistic focus; how to build better and faster, how to reach New Yorkers where they are, and how to ensure climate resiliency. This section includes achievements and milestones in guiding the City to a more equitable and vibrant future. Efforts in re-envisioning job hubs, reducing inefficiencies in affordable housing creation, and investing in neighborhoods across the five boroughs are all initiatives this administration will continue to pursue to its greatest ability.

- City Council approved the Resilient Edgemere Rezoning Plan in July 2022. Proposed by the Department of Housing Preservation and Development (HPD), the plan will create 530 new affordable homes in Queens, 35 percent of which will be set aside for affordable homeownership opportunities. The plan includes a new Community Land Trust (CLT) that identifies partners to own up to eight acres of City-owned land, offering new resiliency and coastal protection measures for vulnerable areas.

- In July 2022, NYCEDC unveiled "NYC Ferry Forward," the vision for a more equitable, accessible, and fiscally sustainable citywide ferry system, which will expand the ferry system to waterfront communities long underserved by mass transit, but be a boon for small businesses in the neighborhoods.

- In September 2022, the City secured $110 million of United States Department of Transportation (USDOT) funds through the Infrastructure for Rebuilding America program. The fund were granted to Hunts Point Market to strengthen critical freight movement and improve the environment, public health, and quality of life for the Hunts Point community.

- In October 2022, the City, in partnership with the Trust for Governor's Island, unveiled three finalist proposals under consideration as part of a global competition to create a new, state-of-the-art educational and research institution on Governors Island dedicated to researching, developing, and demonstrating equitable urban climate solutions.

- From July through October 2022, the City worked with private applicants and the City Council to secure the approval of 4403 housing units, at least 2669 of which will be affordable. For example, in October 2022, the City Council approved Halletts North, a project that will create 1,340 homes, including 335 affordable homes, in Astoria, Queens.
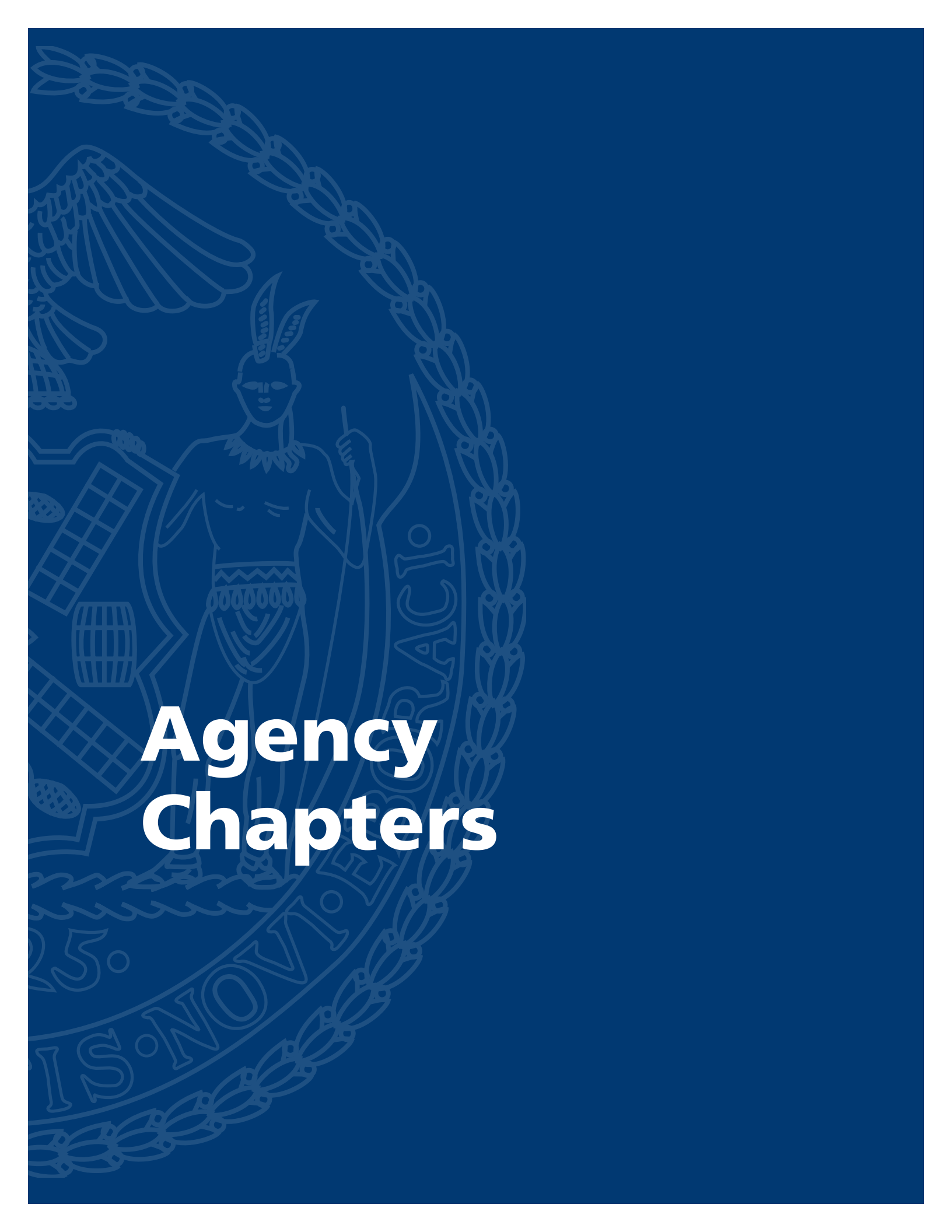
NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Previously published Fiscal 2020, 2021, and 2022 data for 'Net small business starts' was updated based on revised calculation criteria.

- 'Number of businesses served by Small Business Resource Network (SBRN)' was renamed 'Number of businesses referred or served by Small Business Resource Network (SBNR)' to more accurately describe the scope of services provided by the program.

- Previously published Fiscal 2022 value for 'Number of businesses served by QuickStart' was revised to reflect the number of unique businesses served.

- Previously published Fiscal 2020, 2021, and 2022 data for 'Share of M/WBE certified firms receiving a contract (%),' 'Share of LL1-eligible contract dollars awarded to M/WBEs (%),' 'Total contract dollars awarded to disparity-within-the-disparity M/WBEs (Black, Hispanic, and Asian women) using the discretionary [Noncompetitive Small Purchase] method ($000,000)' were revised to reflect updated definitions and calculation criteria.

ADDITIONAL RESOURCES

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

- Rebuild, Renew, Reinvent: A Blueprint for New York City's Economic Recovery:
https://www1.nyc.gov/assets/home/downloads/pdf/office-of-the-mayor/2022/Mayor-Adams-Economic-Recovery-Blueprint.pdf

Agency Chapters

Public Safety and Access to Justice

Public Safety and
Access to Justice

NEW YORK CITY POLICE DEPARTMENT
Keechant Sewell, Commissioner

WHAT WE DO

Established in 1845, the New York Police Department (NYPD) is today responsible for policing a City with over 8.5 million residents. It performs a wide variety of public safety, law enforcement, traffic management, counterterror, and emergency response roles. NYPD is divided into major bureaus for enforcement, investigations, and administration. It has 77 patrol precincts with patrol officers and detectives covering the entire City. The Department also operates 12 transit districts to police the subway system and its nearly three million daily riders, and nine police service areas (PSAs) to patrol the City's public housing developments, which are home to more than 500,000 residents. Additionally, uniformed civilians serve as traffic enforcement agents on the City's busy streets and highways, as school safety agents, protecting public schools and the nearly one million students who attend them, and as police communications technicians, serving within the 911 emergency radio dispatch center.

FOCUS ON EQUITY

In the first four months of Fiscal 2023, NYPD units were staffed, as always, in accordance with an equitable, needs-based allocation of police personnel. Each of the City's 77 precincts, 12 Transit Bureau districts, and nine Housing Bureau PSAs has unique community and operational needs within their geographic boundaries, including such factors as high profile locations, transient working and visitor populations, and quality of life and community concerns. These factors, coupled with crime statistics and the number of 911 calls requiring police response, all contribute to the equitable deployment of police resources to address the problems and challenges faced by communities.

To combat the increased gun violence and violent crime experienced in Fiscal 2022, the Department continued to redirect resources to support the City's most vulnerable communities and address the public safety concerns of everyday New Yorkers. The Department implemented immediate gun violence interventions and long-term prevention strategies involving collaboration with law enforcement agencies, while advocating for legislative amendments and community-based solutions. For the first four months of Fiscal 2023, these interventions resulted in a decrease of shooting incidents by 16 percent and an increase of gun arrests by 140 percent, when compared to the first four months of Fiscal 2022.

These initiatives included the establishment of new Neighborhood Safety Teams (NSTs), units consisting of highly trained officers that integrate crime reduction, precision policing, and community engagement in an effort to remove illegal guns and address all crime conditions that impact the quality of life and public safety in New York. NSTs work seamlessly with the precinct-based Neighborhood and Youth Coordination Officers (NCOs and YCOs), as well as with the Field Intelligence Officers (FIOs) to focus on identifying the locations and individual drivers of violent crime in each command.

To further enhance visibility, the Department continues to deploy officers not normally assigned to patrol duties to deter crime and heighten police presence in precincts and subway stations citywide. This has allowed precinct personnel to stay within the neighborhoods and among the communities they know and serve every day.

The Department will continue to prioritize and adapt police operations to respond to community concerns. These neighborhood and precision policing efforts, coupled with enhanced training and oversight, ensure fair and equitable policing and safety.

OUR SERVICES AND GOALS

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

Goal 1a   Reduce the incidence of crime.

Goal 1b   Prevent terrorist attacks.

Goal 1c   Respond to police emergencies quickly.

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

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

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

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

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

Goal 4a   Improve police/community relations.

HOW WE PERFORMED

- Overall, major felony crime increased by 22 percent in the first four months of Fiscal 2023, compared to the first four months of Fiscal 2022. This increase was driven by a 48 percent increase in rape, a 24 percent increase in robbery, a 25 percent increase in burglary, a 27 percent increase in grand larceny, and a 21 percent increase in grand larceny auto. Murder decreased by 17 percent. The Department will continue to strengthen its crime reduction efforts by using the multifaceted approach of precision and neighborhood policing, while advocating for stricter bail reform and gun laws.

- Major felony crime in the transit system increased 27 percent in the first four months of Fiscal 2023, compared to the first four months of Fiscal 2022. This increase was partially attributable to increased transit ridership in Fiscal 2023, as the public returned to normal activities and workplaces post COVID-19 restrictions. The Department has enhanced daily deployments of personnel within the transit system and continues to collaborate with the Metropolitan Transit Authority, various City agencies, and advocacy organizations to lower the incidence of crime, and offer homeless and mental health services to those in need.

- As part of a community-driven enforcement initiative, personnel deployment and enforcement efforts were enhanced to offset the increase in crime. During the first four months of Fiscal 2023, major felony arrests increased 21 percent, juvenile arrests for major felonies increased 35 percent, and gun arrests increased 140 percent when compared to the first four months of Fiscal 2022.

- Major felony crime in schools increased 32 percent in the first four months of Fiscal 2023 compared with Fiscal 2022. After experiencing two years of a lower incidence of crime due to COVID-19 pandemic related closures, this increase is still lower than pre-pandemic levels.

- In Fiscal 2023 counterterrorism training hours increased 106 percent for uniformed members of the service, and 297 percent for non-uniformed members when compared to the first four months of Fiscal 2022. This increase is attributed to a training initiative to enhance active shooter preparedness.

- End-to-end average response time to non-critical crimes in progress and average response time to all crimes in progress (dispatch and travel time only) have increased by about ten percent. Increase in response time may be attributed, in part, to higher levels of traffic citywide.

- Overall, traffic fatalities for motorists and passengers have decreased by seven percent in Fiscal 2023, while fatalities related to the sub-category of 'Other Motorized' (including e-bikes and e-scooters) have increased 57 percent, resulting from the legalization of these new modes of transportation. Bicycle and pedestrian fatalities have decreased a total of 12 percent.

- The return of normal driving patterns post pandemic resulted in an increase of vehicles on the City's roadways, contributing to a 27 percent increase of moving violation summonses in the first four months of Fiscal 2023, when compared to the first four months of Fiscal 2022. Summonses issued for hazardous driving violations increased by 20 percent and summonses issued for using cellular phones while driving increased 5 percent. The Department continues to conduct traffic safety outreach and to enforce the vehicle and traffic laws.

- In the first four months of Fiscal 2023, the total number of Quality of Life summonses increased 115 percent and Unreasonable Noise summonses increased 179 percent when compared to the first four months of Fiscal 2022. Additionally, as part of the Subway Safety Plan, enhanced patrol deployments within the transit system resulted in an increase of transit summonses by 91 percent.

- Crisis Intervention Team training increased with a total of 11,456 hours during the first four months of Fiscal 2023. This training was suspended during the Fiscal 2022 reporting period due to COVID-19 pandemic related restrictions. Trauma-Informed Sexual Assault Victim Interview and Investigations training hours increased 148 percent as compared to Fiscal 2022. The Department resumed these essential trainings with the lifting of COVID-19 restrictions.

SERVICE 1 Manage public safety programs related to criminal activity.

Goal 1a   Reduce the incidence of crime.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Major felony crime	94,790	95,369	119,742	⇩	⇩	37,323	45,428
★ – Murder and non-negligent manslaughter	352	489	465	⇩	⇩	179	148
★ – Forcible rape	1,136	980	1,597	⇩	⇩	394	582
★ – Robbery	13,438	13,030	16,178	⇩	⇩	5,176	6,413
★ – Felonious assault	20,369	21,387	25,034	⇩	⇩	8,537	9,308
★ – Burglary	13,229	13,823	14,793	⇩	⇩	4,455	5,563
★ – Grand larceny	39,524	35,735	49,227	⇩	⇩	14,525	18,494
★ – Grand larceny auto	6,742	9,925	12,448	⇩	⇩	4,057	4,920
★ Major felony crime in housing developments	4,844	5,373	5,859	⇩	⇩	1,949	2,040
★ Major felony crime in transit system	2,378	1,452	2,185	⇩	⇩	613	778
Crime related to domestic violence - Murder	64	53	56	*	*	14	16
– Rape	645	591	712	*	*	237	235
– Felonious assault	8,182	8,324	10,104	*	*	3,292	3,465
Hate crimes	345	424	573	*	*	158	183
★ School safety - Major felony crime	288	85	346	⇩	⇩	72	95
– Murder	0	0	0	*	*	0	0
– Rape	2	5	15	*	*	2	4
– Robbery	31	0	36	*	*	2	4
– Felonious assault	60	5	151	*	*	28	29
– Burglary	40	35	37	*	*	13	19
– Grand larceny	155	37	102	*	*	24	37
– Grand larceny auto	0	3	5	*	*	3	2
School safety - Other criminal categories	976	169	1,758	*	*	320	369
– Other incidents	2,912	461	5,965	*	*	926	1,619
Gang motivated incidents	750	1,371	1,021	*	*	400	390
Gun arrests	4,608	6,426	6,426	*	*	2,164	5,198
Major felony crime arrests	40,445	34,587	42,607	*	*	13,624	16,530
Narcotics arrests	15,886	10,708	10,172	*	*	3,431	3,454
Juvenile arrests for major felonies	4,252	2,297	2,946	*	*	822	1,113

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

Goal 1b   Prevent terrorist attacks.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Counterterrorism training (hrs) - Uniformed members	99,681	82,243	137,101	*	*	38,482	79,178
– Non-members	24,982	1,563	12,411	*	*	3,995	15,866

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

Goal 1c — Respond to police emergencies quickly.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
End-to-end average response time to all crimes in progress (minutes:seconds)	10:56	11:40	12:44	*	*	13:14	14:21
End-to-end average response time to critical crimes in progress (minutes:seconds)	7:38	7:52	8:26	*	*	8:34	8:58
End-to-end average response time to serious crimes in progress (minutes:seconds)	9:47	10:52	11:47	*	*	12:15	13:26
End-to-end average response time to non-critical crimes in progress (minutes:seconds)	19:01	19:28	22:02	*	*	23:02	25:41
Average response time to all crimes in progress (dispatch and travel time only) (minutes)	8.9	9.3	10.4	*	*	10.9	12.0
★ Average response time to critical crimes in progress (dispatch and travel time only) (minutes)	5.7	5.6	6.1	⇩	⇩	6.3	6.7
Average response time to serious crimes in progress (dispatch and travel time only) (minutes)	7.9	8.6	9.6	*	*	10.1	11.3
Average response time to non-critical crimes in progress (dispatch and travel time only) (minutes)	16.5	16.6	19.2	*	*	20.2	22.8
Crime in progress calls	264,246	255,362	280,489	*	*	95,160	106,572

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Traffic fatalities (motorist/passengers)	82	127	132	*	*	56	52
Driving while intoxicated (DWI) related fatalities	17	17	22	*	*	8	3
DWI arrests	3,896	2,583	2,870	*	*	888	885
Total moving violation summonses (000)	749	461	543	*	*	175	222
– Summonses for hazardous violations	664,974	387,469	450,530	*	*	142,736	171,062
– Summonses for prohibited use of cellular phones	74,944	44,596	50,526	*	*	17,147	17,995
Bicyclist Fatalities	22	25	18	*	*	9	6
Pedestrian Fatalities	107	123	113	*	*	40	37
Traffic fatalities (other motorized)	NA	5	17	*	*	7	11

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Quality-of-life summonses	96,197	57,876	67,408	*	*	18,529	39,911
– Unreasonable noise summonses	1,024	932	1,568	*	*	434	1,211
Transit Summonses	65,555	52,315	88,112	*	*	22,069	42,093
– Graffiti summonses	1	4	10	*	*	2	6
Graffiti arrests	1,083	1,211	1,212	*	*	486	479
New individuals engaged by a Co-Response Team	498	661	635	500	600	218	199

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Fair and Impartial Policing training (hours) (Uniformed members)	13,002	14,287	17,731	*	*	8,540	7,987
Crisis Intervention Team training (hours) (Uniformed members)	88,896	0	12,192	*	*	0	11,456
Trauma Informed Sexual Assault Victim Interview/Investigations Training (hours) (Uniformed and Civilian members)	833	2,112	720	*	*	1,596	3,963
★ Courtesy, Professionalism and Respect (CPR) testing	3,583	3,867	3,577	*	*	1,272	1,421
– Exceeds standard	1	0	0	*	*	0	0
– Meets standard	3,559	3,857	3,554	*	*	1,266	1,415
– Below standard	23	10	23	*	*	6	6
Total civilian complaints against members of the service	4,597	3,326	3,483	*	*	1,104	1,243
Deviation Letters	NA	NA	6	*	*	5	0
Individuals who, after reporting a crime, received support to deal with the emotional, physical and financial aftermath of crime through the Crime Victim Assistance Program	49,904	39,283	38,733	*	*	NA	NA

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Collisions involving City vehicles (per 100,000 miles)	4.0	3.6	3.9	*	*	3.2	4.6
Workplace injuries reported (uniform and civilian)	9,159	10,048	13,931	*	*	2,332	3,183
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	57%	65%	58%	*	*	62%	49%

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Completed requests for interpretation	287,866	267,680	298,230	*	*	100,495	114,769
CORE facility rating	94	84	100	*	*	NA	NA
Calls answered in 30 seconds (%)	99%	99%	99%	*	*	99%	99%

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

Performance Indicators	Actual			Target		4-Month Actual	
Response to 311 Service Requests (SRs)	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Percent meeting time to close – Residential Noise - Loud Music/Party (0.3 days)	90	92	84	*	*	85	90
Percent meeting time to close – Residential Noise - Banging/Pounding (0.3 days)	88	99	99	*	*	99	98
Percent meeting time to close – Noise - Street/Sidewalk (0.3 days)	92	99	99	*	*	99	98
Percent meeting time to close – Commercial Noise (0.3 days)	91	99	99	*	*	99	99
Percent meeting time to close – Blocked Driveway - No Access (0.3 days)	77	97	99	*	*	99	97

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

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]	$6,086.2	$5,542.4	$5,881.3	$5,530.6	$5,592.9	$5,441.7	$1,882.9	$1,910.7
Revenues ($000,000)	$101.8	$99.1	$92.5	$98.7	$93.0	$98.4	$34.2	$37.3
Personnel (uniformed)	35,910	34,858	34,825	35,030	35,030	35,030	34,549	33,782
Personnel (civilian)	17,506	15,638	15,135	16,915	16,416	16,442	15,420	15,066
Overtime paid ($000,000)	$837.5	$483.8	$779.0	$452.6	$455.7	$452.4	$232.3	$246.8
Capital commitments ($000,000)	$127.7	$192.0	$162.2	$231.5	$206.8	$216.1	$35.5	$32.0

[1]January 2023 Financial Plan.　　[2]Expenditures include all funds　　"NA" - Not Available

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$5,255.4	$4,939.7	
001 - Operations	$3,414.1	$3,185.9	All
002 - Executive Management	$593.4	$528.1	All
003 - School Safety	$260.9	$275.9	1a, 1b, 1c, 4a
004 - Administration - Personnel	$299.2	$265.6	All
006 - Criminal Justice	$61.4	$61.4	1a, 1c, 2a, 3a, 4a
007 - Traffic Enforcement	$181.9	$166.9	1a, 2a, 3a, 4a
008 - Transit Police	$243.6	$250.3	1a, 1b, 1c, 3a, 4a
009 - Housing Police	$201.0	$205.5	1a, 1c, 3a, 4a
Other Than Personal Services - Total	$625.9	$653.2	
100 - Operations	$104.2	$142.1	All
200 - Executive Management	$101.7	$92.7	All
300 - School Safety	$5.0	$6.2	1a, 1b, 1c, 4a
400 - Administration	$404.0	$400.5	All
600 - Criminal Justice	$0.5	$0.6	1a, 1c, 2a, 3a, 4a
700 - Traffic Enforcement	$10.5	$11.1	1a, 2a, 3a, 4a
Agency Total	$5,881.3	$5,592.9	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds.　　[2] Includes all funds.　　[3] Refer to agency goals listed at front of chapter.　　"NA" Not Available　　* None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- For the 'Traffic fatalities (motorist/passengers)' indicator, Fiscal 2022 data for July through October 2021 has been updated from 49 to 56 to reflect the totality of this category, which includes traffic fatalities of motor vehicle operators and passengers, including motorcycles and other motorized.

- For 'Trauma Informed Sexual Assault Victim Interview/Investigations Training (hours) (Uniformed members)', data for Fiscal 2021 was previously reported as 6,336 due to an error in methodology. The correct number of training hours for Fiscal 2021 is 2,112.

- For the 'Workplace Injuries' indicator, data for Fiscal 2021 was previously reported as 5,023. This has been updated to 10,048 to accurately reflect line of duty illnesses related to the COVID-19 pandemic.

ADDITIONAL RESOURCES

For additional information go to:

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

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

FIRE DEPARTMENT Laura Kavanagh, Commissioner

WHAT WE DO

The Fire Department (FDNY) responds to fires, public safety and medical emergencies, natural disasters and terrorist acts to protect the lives and property of City residents and visitors. The Department advances fire safety through its fire prevention, investigation, and education programs, and contributes to the City's homeland security efforts. The Department responds to more than 300,000 fires and non-fire emergencies and more than 1.5 million medical emergencies per year and maintains approximately 250 firehouses and ambulance stations.

FOCUS ON EQUITY

As first responders to more than 1.8 million fires, medical emergencies, and a myriad of other incidents that impact and threaten public safety each year, FDNY protects the lives and property of all New York City residents and visitors. The Department also advances public safety through its fire prevention, investigation and education programs, focusing on communities most vulnerable to fire and its devastating impact on life and property. The delivery of these emergency and public service initiatives enables FDNY to make significant contributions to the safety of all New Yorkers. Over the course of many years, operational efforts combined with public education have helped reduce the number of serious fires and fire-related deaths, which historically have had a disproportionate impact on low-income neighborhoods and communities of color.

FDNY is also committed to cultivating and sustaining a diverse and inclusive workplace for all its employees, as outlined in its Diversity and Inclusion Vision, Mission and Goals Statement and Inclusive Culture Strategy. These objectives are supported by the Equal Employment Opportunity, Sexual Harassment and Anti-Hazing/Anti-Bullying policies. FDNY provides diversity and inclusion education, restorative practices, mentoring and messaging to enhance authentic trust, supportive relationships, positive motivation, excellent education, community engagement, and inclusive leadership development tools as it continues to enforce its members' compliance with the law and related policies. Improving diversity, equity and inclusion is integral to every FDNY objective, especially the recruitment of firefighters.

OUR SERVICES AND GOALS

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

Goal 1a   Reduce the risk associated with fire incidents.

Goal 1b   Promptly respond to fires and other emergencies.

Goal 1c   Minimize damage to persons and property.

SERVICE 2   **Respond to medical emergencies.**

Goal 2a   Promptly respond to medical emergencies.

Goal 2b   Provide high quality emergency medical care.

HOW WE PERFORMED

- Structural fires rose by two percent while non-structural fire rose by fourteen percent the first four months of fiscal 2023 compared to the same period in Fiscal 2022. Fires caused by lithium-ion batteries have increased during the reporting period. These rechargeable batteries are found in electric bikes and scooters, cars, laptops, tablets, phones and common household devices. The FDNY is working with legislators on reforms aimed at addressing faulty lithium-ion batteries.

- With eased restrictions related to the COVID-19 pandemic, the Fire Safety Education Unit (FSEU) was able to resume their citywide outreach program to inform the public on critical life saving strategies that focus on fire prevention. Fire and life safety education presentations increased by 53%, from 948 to 1,449, during the first four months of fiscal 2023 compared to the same period in fiscal 2022.

- Total fire company runs increased by three percent in the first four months of Fiscal 2023 compared to the same period in Fiscal 2022. The end-to-end average response time to structural fires, which is defined as the time elapsed between the time a 9-1-1 call starts to the time the first responding unit arrives, increased from five minutes and one second to five minutes and five seconds in the first four months of Fiscal 2023 compared to the same period in fiscal 2022. The average response time by fire companies to all emergencies was five minutes and 43 seconds in the first four months of Fiscal 2023, an increase of five seconds compared to the Fiscal 2022 reporting period.

- Serious fires per 1,000 structural fires rose from 74 in the first four months of fiscal 2022 to 78 in the first four months of fiscal 2023. Civilian fire fatalities fell by 27 percent, from 22 to 16.

- The combined average response time (end-to-end time) to life-threatening medical emergencies by ambulances and fire companies increased to nine minutes and 43 seconds for the first four months of Fiscal 2023 compared to nine minutes and 23 seconds in the same period in Fiscal 2022.The combined average response time (FDNY dispatch plus travel time) to life-threatening medical emergencies by ambulances and fire increased by eight percent during the reporting period. The average response time (FDNY dispatch plus travel time) to life-threatening medical emergencies by ambulances was seven minutes and 55 seconds in the first four months of Fiscal 2023, 35 seconds slower than the previous reporting period. The increase in response times is best explained by an increase in workload, as the overall incidence of life-threatening medical emergencies increased by ten percent during the first four months of Fiscal 2022 as compared to the same time period in Fiscal 2023. More residents, daytime workers and visitors returned to New York City with the continuous reduction of pandemic related restrictions. Increased response times may be attributed to higher levels of traffic citywide due to the easing of restrictions related to the COVID-19 pandemic. In addition, there has been a decrease from 497 to 491 in the peak number of ambulances in service per day (see goal 2b).

- In the first four months of Fiscal 2023, FDNY responded to 10,432 reports of patients in cardiac arrest or choking (segment one incidents), representing a four percent increase compared to Fiscal 2022.The percentage of confirmed cardiac arrest patients that were revived decreased by two percent points during the reporting period from 30% to 28%. A subset of these incidents are classified as bystander-witnessed cardiac arrest, which occurs when someone is with the patient who can recognize that the patient is in arrest, call for help, and possibly perform CPR, often resulting in better outcomes. The percentage of successful bystander-witnessed cardiac arrest resuscitations decreased by five percentage points from 44 percent to 39 percent during the reporting period.

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

Goal 1a Reduce the risk associated with fire incidents.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Structural fires	25,993	24,359	23,387	⇩	⇩	7,189	7,343
Structural fires per 100,000 people	310	277	265	*	*	82	83
★ Non-structural fires	12,507	16,405	13,595	⇩	⇩	4,010	4,568
Completed inspections performed by civilian fire prevention personnel	177,386	179,943	149,300	161,000	161,000	52,987	52,982
Violation orders issued	54,777	55,077	29,456	*	*	NA	11,737
Violation orders corrected	47,216	45,675	25,521	*	*	NA	9,527
Violation orders corrected (%)	86%	83%	76%	*	*	NA	82%
Summonses issued	3,827	1,521	220	*	*	NA	33
★ Hazard complaints resolved within one day (%)	91%	93%	91%	85%	85%	NA	90%
Completed risk-based inspections performed by uniformed personnel	43,389	16,526	41,727	*	*	14,479	14,502
Completed mandatory inspections performed by uniformed personnel	37,706	27,824	31,262	*	*	10,349	9,394
Investigations	6,844	5,825	5,691	*	*	1,805	1,840
Arson fires	1,495	1,119	1,153	*	*	363	333
Fire and life safety education presentations	6,746	798	4,661	*	*	948	1,449

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

Goal 1b Promptly respond to fires and other emergencies.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
End-to-end average response time to structural fires (minutes:seconds)	4:52	4:52	5:01	*	*	5:01	5:05
★ Average response time to structural fires (FDNY dispatch and travel time only) (minutes:seconds)	4:24	4:22	4:32	4:14	4:14	4:33	4:30
Average response time to all emergencies by fire companies (FDNY dispatch and travel time only) (minutes:seconds)	5:13	5:23	5:41	*	*	5:38	5:43
Total fire company runs	985,491	1,038,405	1,101,689	*	*	377,116	388,899

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

Goal 1c Minimize damage to persons and property.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Serious fires per 1,000 structural fires	69	76	80	*	*	74	78
Civilian fire fatalities	53	64	92	*	*	22	16
Civilian fire fatalities per 100,000 people	0.6	0.7	1.0	*	*	0.3	0.2
Serious fires reaching second alarm or higher (%)	NA	NA	NA	*	*	NA	0%

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

SERVICE 2 Respond to medical emergencies.

Goal 2a Promptly respond to medical emergencies.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
End-to-end combined average response time to life-threatening medical emergencies by ambulances & fire companies (minutes:seconds)	9:31	8:44	9:30	*	*	9:23	9:43
End-to-end average response time to life-threatening medical emergencies by ambulances (minutes:seconds)	10:19	9:34	10:17	*	*	10:09	10:40
End-to-end average response time to life-threatening medical emergencies by fire companies (minutes:seconds)	8:25	8:29	9:01	*	*	8:54	9:08
★ Combined average response time to life-threatening medical emergencies by ambulances & fire companies (FDNY dispatch and travel time only) (minutes:seconds)	6:43	5:53	6:31	6:00	6:00	6:23	6:54
★ Average response time to life-threatening medical emergencies by ambulances (FDNY dispatch and travel time only) (minutes:seconds)	7:37	6:46	7:26	6:55	6:55	7:20	7:55
★ Average response time to life-threatening medical emergencies by fire companies (FDNY dispatch and travel time only) (minutes:seconds)	4:58	5:13	5:35	4:38	4:38	5:26	5:42
Life-threatening medical emergency incidents	564,827	515,598	564,412	*	*	189,933	209,502

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

Goal 2b Provide high quality emergency medical care.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Segment one incidents (cardiac arrest and choking)	32,831	29,843	30,736	*	*	10,022	10,432
★ Cardiac arrest patients revived (%)	27%	32%	29%	⇧	⇧	30%	28%
– Witnessed cardiac arrest patients revived (%)	39%	41%	43%	*	*	44%	39%
Peak number of ambulances in service per day	491	516	497	*	*	497	491

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
FDNY workers who sustained service-connected injuries (total agency-wide)	8,358	9,141	8,964	*	*	NA	NA
Firefighters / fire officers who sustained service-connected injuries	6,512	7,296	7,192	*	*	3,037	2,655
Firefighters / fire officers who sustained service-connected injuries resulting in medical leave	3,361	3,800	3,931	*	*	1,700	1,471
Firefighters / fire officers who sustained service-connected burn injuries	210	242	245	*	*	81	77
Firefighters / fire officers who sustained service-connected burn injuries resulting in medical leave	143	173	183	*	*	61	61
EMS workers / officers who sustained service-connected injuries	1,774	1,775	1,696	*	*	627	626
Civilian workers who sustained service-connected injuries	72	70	76	*	*	29	28
Firefighter/ fire officer service-connected injury rate (per 10,000 runs)	66.1	70.3	81.4	*	*	97.9	68.3
Apparatus collision rate (per 10,000 runs)	3.5	3.5	3.5	*	*	4.1	3.2
Ambulance collision rate (per 10,000 runs)	7.5	9.9	9.0	*	*	9.2	8.0
Average annual cost of an engine company ($000,000)	$7.9	$8.5	$9.5	*	*	NA	NA
Average annual cost of a ladder company ($000,000)	$9.7	$10.4	$11.6	*	*	NA	NA
Average annual cost of an ambulance ($000,000)	$2.3	$2.4	$2.8	*	*	NA	NA
Average time from inspection request until inspection (days) - Fire alarm inspections	75	60	60	*	*	60	41
Average time from inspection request until inspection (days) - Rangehood inspections	5	5	5	*	*	5	8
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	92%	90%	88%	*	*	95%	90%

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

AGENCY CUSTOMER SERVICE

Performance Indicators		Actual			Target		4-Month Actual	
Customer Experience		FY20	FY21	FY22	FY23	FY24	FY22	FY23
Letters responded to in 14 days (%)		95%	99%	99%	*	*	100%	100%
Completed requests for interpretation		5,765	7,747	5,866	*	*	NA	NA
E-mails responded to in 14 days (%)		60%	92%	99%	*	*	98%	99%
Average wait time to speak with a customer service agent (minutes)		21:35	30:13	37:16	*	*	NA	NA
CORE facility rating		97	98	100	*	*	NA	NA

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

AGENCY RESOURCES

Resource Indicators		Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
		FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]		$2,174.5	$2,235.4	$2,486.0	$2,293.0	$2,508.5	$2,242.1	$875.5	$850.2
Revenues ($000,000)		$100.4	$95.1	$98.9	$103.5	$96.8	$95.8	$37.8	$42.5
Personnel (uniformed)		11,047	10,750	10,615	10,952	10,954	10,954	10,628	10,773
Personnel (civilian)		6,433	6,390	6,383	6,598	6,491	6,349	6,394	6,289
Overtime paid ($000,000)		$331.8	$325.6	$465.5	$282.1	$495.4	$265.5	$129.4	$152.7
Capital commitments ($000,000)		$114.6	$115.2	$119.2	$315.9	$338.4	$359.5	$61.3	$127.3

[1]January 2023 Financial Plan.   [2]Expenditures include all funds   "NA" - Not Available

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$2,157.6	$2,176.0	
001 - Executive Administrative	$125.2	$155.7	All
002 - Fire Extinguishment & Emergency Response	$1,612.7	$1,585.2	All
003 - Fire Investigation	$25.1	$24.4	1a
004 - Fire Prevention	$47.8	$44.2	1a, 1c
009 - Emergency Medical Service	$346.8	$366.5	2a
Other Than Personal Services - Total	$328.4	$332.5	
005 - Executive Administrative	$237.8	$243.8	All
006 - Fire Extinguishment & Emergency Response	$38.7	$44.0	All
007 - Fire Investigation	$0.1	$0.3	1a
008 - Fire Prevention	$1.6	$2.1	1a, 1c
010 - Emergency Medical Service	$50.2	$42.2	2a
Agency Total	$2,486.0	$2,508.5	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds.   [2]Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- An indicator has been added for 'Serious Fires reaching Second Alarm or Higher (%)'

ADDITIONAL RESOURCES

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

NEW YORK CITY EMERGENCY MANAGEMENT Zachary Iscol, Commissioner

WHAT WE DO

NYC Emergency Management (NYCEM) helps New Yorkers before, during, and after emergencies through preparedness, education, response, and recovery. The agency leads the coordination for multiagency responses to emergencies and other significant incidents in New York City, including planned events, severe weather, and other natural and nonnatural hazards.

To accomplish this mission, NYCEM leads interagency and public-facing programs designed to improve overall community preparedness. This includes developing New York City emergency plans; liaising with over 400 local, state, federal, nonprofit, and other entities; educating the public about emergency preparedness; and hosting all-hazard training and exercises. NYCEM also works to advance long-term initiatives that reduce risk and increase the resilience of New York City through mitigation planning and Federal Emergency Management Agency (FEMA) mitigation grant coordination. When emergencies occur, NYCEM activates the City's Emergency Operations Center. This is a central location for officials from city, state, and federal agencies, as well as nonprofit, private sector, regional, and utility partners to work during emergencies to coordinate response efforts, make decisions, and gather and broadcast information. NYCEM also manages Watch Command—the City's 24/7 coordination center which monitors citywide radio frequencies as well as local, national, and international media and weather in order to provide public information through Notify NYC, the City's emergency communications program.

As the City's primary liaison with the U.S. Department of Homeland Security for consequence management, NYCEM oversees the City's compliance with federal preparedness and emergency response requirements.

FOCUS ON EQUITY

NYCEM focuses on equity through programs and activities designed to address the needs of New York City's diverse communities. These include the agency's Disability, Access, and Functional Needs (DAFN) program, Ready New York, Community Preparedness, Partners in Preparedness, and the Community Emergency Response Team (CERT) program (volunteers trained in disaster preparedness and emergency response). Additionally, NYCEM partners with elected officials, community boards, civic groups, businesses, nonprofits, and others. In Fiscal 2021, NYCEM established an Equity and Diversity Council to continue to prioritize an agency culture that welcomes, promotes, and respects diverse communities within the agency and its programs.

In response to COVID-19, NYCEM piloted the Strengthening Communities Program, which provided funding to community networks in traditionally underserved neighborhoods to develop community emergency plans and integrate them into the City's Emergency Operations Center. The pilot was successful in helping the Agency work towards more equitable response and recovery operations, particularly in previously hard-to-reach communities. At the completion of Fiscal 2022, NYCEM expanded the Program to include a total of 16 community networks across all five boroughs.

In addition, NYCEM's hazard and preparedness guides offer tips and information on planning for a range of needs, including the needs of older adults, people with disabilities, children, people with limited English proficiency, and people with pets. Most guides are available in 13 languages and in audio format. Preparedness information is also available in Braille. In addition, contracted Certified Deaf Interpreters, American Sign Language (ASL) and multilingual interpreters are available for training and community events as well as during emergencies. NYCEM also hosts an annual Symposium to discuss community emergency preparedness topics, such as building better community services for Limited English Proficiency and minority communities, community preparedness and environmental justice, committing to equity in emergency response, and combatting social isolation in older adults. NYCEM's Advance Warning System sends emergency alerts to organizations that serve people with disabilities and others with access and functional needs. Notify NYC—the City's free, official source for information about emergency events and important City services—offers common notifications in 13 languages and audio format. The City's focus on equity grounds NYCEM's programming in the needs of New York City's diverse communities.

OUR SERVICES AND GOALS

SERVICE 1 **Prepare City government, the public, private, and non-profit partners for any disaster.**

Goal 1a   Conduct planning, training, drills, and exercises regularly with City partners.

Goal 1b   Increase emergency preparedness and awareness among City residents, the private sector, and non-governmental organizations.

SERVICE 2 **Coordinate citywide emergency mitigation, response, and recovery efforts.**

Goal 2a   Provide key alerts and updates before, during, and after an incident.

Goal 2b   Coordinate emergency response and recovery for disasters of all scales and types.

HOW WE PERFORMED

- During the first four months of Fiscal 2023, NYCEM was actively involved in a total of 972 incidents that necessitated interagency coordination, a 31 percent decrease from the same period in Fiscal 2022 which included 1,407 incidents. NYCEM activated the City's Emergency Operations Center seven times from July to October 2022 for two heat events, two flash flood events, asylum seeker coordination, Mpox response, and support to Puerto Rico for Hurricane Fiona. The City's Emergency Operations Center was activated for a total of 108 days in the first fourth months of Fiscal 2023, down from 123 days during the same time period in Fiscal 2022, as the agency's activation for the COVID-19 response concluded on July 31, 2022.

- NYCEM held one functional exercise in the first four months of Fiscal 2023 compared to two full-scale and functional exercises during the same period in Fiscal 2022. Additionally, 10 tabletop exercises and simulations were held during this time period compared to 19 during the Fiscal 2022 reporting period. Despite the decline in the number of exercises held, there were 444 participants at instructor-led emergency management sessions for the first four months of Fiscal 2023, an 86 percent increase compared to the same period in Fiscal 2022. Additionally, the number of online emergency management courses completed through NYCEM's Learning Management System also increased by over 200 percent from 123 during the first fourth months of Fiscal 2022 to 403 in the Fiscal 2023 reporting period. NYCEM was able to prioritize training programs over the last year as COVID-19 response operations scaled down.

- Total participants at emergency preparedness education sessions decreased 57 percent from 20,237 during the first four months of Fiscal 2022 to 8,697 during the same period in Fiscal 2023. This decrease can be attributed to the departure of COVID-19 temporary outreach staff in Fiscal 2023. To reach additional New Yorkers in the coming year with preparedness education, NYCEM plans to continue building on efforts to have an online presence through webinars and content on social media channels. NYCEM also plans to increase collaboration with community engagement teams at other City agencies to amplify outreach efforts and will train CERT volunteers and community partners to share preparedness information in their own communities.

- Over the first four months of Fiscal 2023, CERT completed 3,202 hours of volunteer service compared to 3,191 hours during the same period in Fiscal 2022. This covered more than 99 volunteer deployments which included canvassing operations for a Bronx sinkhole incident, asylum seeker support, and supporting special events including the Macy's Thanksgiving Day Parade balloon inflation and National Night Out Against Crime.

- Subscribers to Notify NYC, CorpNet, Advance Warning System, and the Community Preparedness Newsletter increased from 944,385 during the first four months of Fiscal 2022 to 1,137,388 during the same period in Fiscal 2023, a 20 percent increase representing more than 190,000 new subscribers. To promote Notify NYC sign-ups, NYCEM ran a subway advertising campaign and launched a summer outreach program where staff hosted events at parks, beaches, and schools to help New Yorkers learn more about the program.

SERVICE 1 Prepare City government, the public, private, and non-profit partners for any disaster.

Goal 1a Conduct planning, training, drills, and exercises regularly with City partners.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Full-scale and functional exercises/drills	15	8	20	14	14	2	1
★ Tabletop exercises	28	17	45	31	31	19	10
Participation in drills coordinated by other agencies or organizations	19	20	25	*	*	12	14
★ Participants at instructor-led emergency management training sessions	1,357	1,446	1,384	2,500	2,500	239	444
Online emergency management courses completed through Learning Management System	891	624	994	*	*	122	403

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

Goal 1b — Increase emergency preparedness and awareness among City residents, the private sector, and non-governmental organizations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Total participants at emergency preparedness education sessions	57,381	6,833	50,854	75,000	75,000	20,237	8,697
Subscribers to Notify NYC, CorpNet, Advance Warning System, and Community Preparedness Newsletter	898,250	933,002	1,061,723	*	*	944,385	1,137,388
Know Your Zone webpage views	NA	26,259	110,754	*	*	NA	23,532
Community events participated in	NA	NA	NA	*	*	NA	175

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

SERVICE 2 — Coordinate citywide emergency mitigation, response, and recovery efforts.

Goal 2a — Provide key alerts and updates before, during, and after an incident.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Notify NYC messages issued	3,910	2,926	2,157	*	*	863	779
★ Average time from incident to issuing of Notify NYC message (minutes:seconds)	5:38	5:45	6:20	7:00	7:00	NA	6:95

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

Goal 2b — Coordinate emergency response and recovery for disasters of all scales and types.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Incidents	6,084	4,630	4,704	*	*	1,407	972
– Field responses	879	798	1,023	*	*	NA	152
– Incidents monitored from Watch Command	6,035	3,991	3,681	*	*	NA	865
Interagency meetings held during field responses	184	155	129	*	*	25	20
★ Days Emergency Operations Center activated	186	365	365	*	*	123	108
Community Emergency Response Team (CERT) volunteer hours	16,936	11,037	8,699	*	*	3,190	3,202
CERT members recruited	127	64	345	*	*	NA	28
Community Emergency Response Team (CERT) deployments	22	50	316	*	*	NA	99

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%

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

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]	$257.9	$289.5	$675.3	$60.2	$162.7	$32.6	$316.5	$70.9
Personnel	196	197	202	85	230	83	195	199
Overtime paid ($000)	$1,953	$1,119	$978	$184	$367	$184	$541	$245

[1]January 2023 Financial Plan.   [2]Expenditures include all funds   "NA" - Not Available

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$19.3	$29.5	All
002 - Other Than Personal Services	$656.0	$133.2	All
Agency Total	$675.3	$162.7	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds.   [2]Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- The previously published service 'Ensure that City government is ready for emergencies,' with associated goals 'Efficiently coordinate emergency response, recovery and mitigation' and 'Regularly conduct planning, training, drills, and exercises,' was retired and replaced with new service 'Prepare City government, the public, private, and non-profit partners for emergencies.' This new service has new associated goals 'Conduct planning, training, drills, and exercises regularly with City partners' and 'Increase emergency preparedness and awareness among City residents, the private sector, and non-governmental organizations.' This change in wording more accurately reflects NYCEM's current activities and priorities.

- The previously published service 'Prepare New York City residents and private sector entities for emergencies,' with associated goals 'Increase emergency preparedness and awareness among City residents, the private sector, and nonprofit organizations,' 'Increase disaster volunteerism through the Community Emergency Response Team (CERT) Program, and 'Collect and disseminate timely and accurate information,' was retired and replaced with new service 'Coordinate citywide emergency mitigation, response, and recovery efforts.' This new service has new associated goals 'Provide key alerts and updates before, during, and after an incident' and 'Coordinate emergency response and recovery for disasters of all scales and types.' This change in wording more accurately reflects NYCEM's current activities and priorities.

- The previously published indicator 'Ready New York events conducted' was retired because the number of Ready New York events conducted will be included in the new metric 'Community events participated in' for Fiscal 2023. This new metric will capture a greater amount of NYCEM's community preparedness work.

- The previously published indicator 'Ready New York webpage views' was retired because the metric is no longer indicative of NYCEM's outreach work, as NYCEM does not actively promote the Ready New York webpage year-round and instead promotes the Know Your Zone webpage. A metric was previously added to track Know Your Zone webpage views.

- New indicator 'Community events participated in' was added to Goal 1b.

ADDITIONAL RESOURCES

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

- Disabilities, Access & Functional Needs Program:
  https://www1.nyc.gov/site/em/ready/disabilities-access-functional-needs.page

- Know Your Zone:
  https://www.nyc.gov/assets/em/html/know-your-zone/knowyourzone.html

- Partners in Preparedness:
  https://www1.nyc.gov/site/em/ready/partners-preparedness.page

- Ready New York:
  https://www1.nyc.gov/site/em/ready/ready-new-york.page

- Ready New York Guides:
  https://www1.nyc.gov/site/em/ready/guides-resources.page

- Community Emergency Response Team (CERT):
  https://www1.nyc.gov/site/em/volunteer/nyc-cert.page

- Community Preparedness:
  https://www1.nyc.gov/site/em/ready/community-preparedness.page

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

- NYC Severe Weather:
  https://www.nyc.gov/site/severeweather/index.page

- Prep Talk podcast:
  https://www1.nyc.gov/site/em/about/podcasts.page

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

- Strategic Plan, 2022–2026:
  https://nyc-oem.maps.arcgis.com/apps/Cascade/index.html?appid=72522e0db548473b9f4fce4d030a976b

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

DEPARTMENT OF CORRECTION
Louis A. Molina, Commissioner
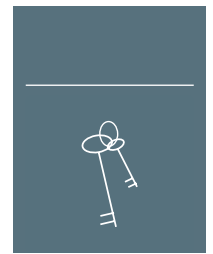
WHAT WE DO

The Department of Correction (DOC) is dedicated to creating safe and humane jails that provide individuals in our care with a path to successfully re-enter their communities. Those in the Department's custody include individuals 18 years of age and older who are awaiting trial, who have been convicted and sentenced to less than one year of incarceration, and persons held on state parole warrants. Pursuant to New York's Raise the Age law, 16- and 17-year-olds were removed from Rikers Island prior to October 1st, 2018. The Department operates seven facilities housing people in custody, six of which are located on Rikers Island. The Department also operates court holding facilities in each of the five boroughs and one hospital prison ward.

Guided by correctional best practices and collaboration with criminal justice stakeholders, the Department continues to implement substantive reforms. With the goal of improving safety for staff and individuals in DOC custody, the Department is focused on increasing accountability for staff and people in custody; improving staffing ratios; modernizing operations; improving data tracking and transparency; developing holistic approaches to behavior management and enhancing programs and services for those in custody to reduce idleness and promote skills development.

FOCUS ON EQUITY

The Department is committed to building jails that serve the public interest and foster the public's trust. Fundamental to this commitment is the belief that the City's jails should be safe and humane. Humane treatment and safety are not two separate goals or parallel tracks; they are inextricably linked and serve as a guiding principle in all areas of reform that the Department undertakes as it works to undo decades of mismanagement and neglect.

With these goals in mind, DOC is focused on creating a culture of accountability and service to persons experiencing incarceration that will ultimately lead to safer and more humane jails. In recent months, the Department has appointed more than 30 new leaders, both from within and outside of the City of New York, bringing diverse perspectives from all over the country. Many of these men and women have broad experience in corrections, law enforcement and business management. They bring new vision and fresh ideas to the Department as they focus on improving the quality of services within the jails, increasing accountability, restoring best correctional practices, enhancing support for staff, increasing programming and educational opportunities, and leveraging data and technology to modernize and improve operations.

While the Department does not determine who comes into custody or how long an individual stays in a jail facility, DOC works hard to ensure that individuals in custody are provided with resources that support a safer environment in the jails. Everyone benefits when people in the Department's custody are given the tools they need to have less adverse contact with the justice system in the future. DOC offers a range of programming and services to meet an individual's unique needs and challenges, including credible messengers, faith-based services, vocational training, and access to education, medical and mental health treatment, and substances abuse services offered by partner agencies. Individuals in need of a higher level of support, such as the young adult population and those in restrictive housing settings, are offered enhanced, targeted programming designed to support meaningful behavioral change and more constructive responses to violent conflict.

DOC has developed a dedicated business unit with expertise in strategic process design, management and program evaluation to ensure it is an evidence-based agency. With the support of this unit, the Department posted a public data dashboard in August 2022, which is updated on a regular basis, with the goal of sharing information and outcomes with local, national and global stakeholders. In addition, DOC continues to enhance its infrastructure by repairing outdated equipment and fixtures and implementing innovative solutions to challenges that have been decades in the making.

OUR SERVICES AND GOALS

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

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

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

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

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

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

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

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

Goal 2b   Reduce idleness by increasing participation of individuals in custody 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

- Due to changes in broader criminal justice policies, the Department's population has changed over the years and become more challenging to manage. Despite the 25 percent increase in admissions, the incarcerated population has remained steady with an average daily population of 5,771 in the previous reporting period as compared to 5,753 in the first four months of Fiscal 2023. Approximately 40 percent of individuals held in the Department's custody throughout the reporting period were awaiting trial for a violent felony offense (i.e., murder, manslaughter, and felony assault) and approximately 15 percent of those in custody are affiliated with a security risk group, or gang. These factors and others contribute to a population that is larger than anticipated, spending longer time in custody than in the past and are more prone to serious acts of violence and disruption while in custody.

- The challenge of managing the population was exacerbated by staffing shortages that impacted operations throughout the Department. DOC has been focused on promoting staff accountability by returning officers from sick leave to facility posts. In January 2022, the average daily sick percentage was 26.1 percent. Through efforts to bring the workforce back to the facilities, the Department has reduced that number to only 12.2 percent in October 2022, with more staff returning to the facilities each day. Improved staffing levels and more efficient staff deployment have allowed the Department to better supervise people in custody and bring programs and services back to the facilities that were paused or modified during the COVID-19 pandemic.

- With the goal of improving safety for staff and individuals in DOC custody, the Department is focused on increasing accountability for staff and people in custody. This focus has contributed to an increase in jail-based arrests of individuals in custody by 66 percent over the first four months of Fiscal 2023 compared to the same period in Fiscal 2022, from 82 to 136.

- In the beginning of Calendar 2022, the Department implemented a Violence Reduction Plan at the Robert N. Davoren Center, which predominantly houses individuals under the age of 22. As part of the plan, the Department blended gangs in housing units, expanded searches for weapons and other contraband, improved staff supervision, and increased and enhanced targeted programming. In July through October of Fiscal 2023, DOC saw almost no change in the number of slashings and stabbings Department-wide as compared to the previous reporting period. However, the rate of serious injury to individuals in custody as a result of violent incidents decreased by 8 percent. Serious injury to staff resulting from assault from individuals in custody has decreased by 32 percent, assault on staff by individuals in custody has decreased by 26 percent and fight/assault infractions decreased by 17 percent. The aforementioned decrease in assaults on staff can likely explain the subsequent decrease in workplace injuries reported (37 percent). The Department will be expanding the Violence Reduction Plan to other facilities throughout Fiscal 2023.

- During the reporting period, DOC worked to finalize a contract with a new tablet vendor that could provide enhanced features on the tablets, including increased language access capabilities, free e-books, and the ability for incarcerated individuals to make phone calls from their tablets. Tablets are a critical tool for reducing idleness and ensuring that people in custody can engage in programmatic and educational activity, which in turn could reduce violence.

- While DOC's rates of use of force incidents with no injuries and minor injuries decreased from 13.38 to 11.52 and 99.60 to 91.88 incidents per 1,000 individuals, respectively, in the first four months of Fiscal 2023 as compared to Fiscal 2022, DOC's rates of use of force incidents with serious injury increased from 6.39 to 7.50 incidents per 1,000 individuals. The Department continues its efforts to ensure staff are provided with the training and supervision they need to consistently apply use of force in line with DOC policy and correctional best-practice.

- Although the total number of searches has decreased by 19 percent in the first four months of Fiscal 2023 as compared to Fiscal 2022, the proportion of those searches that are considered Tactical Search Operations (TSOs) has increased significantly. TSOs are a correctional best-practice. They are strategic searches that are more labor intensive and yield more contraband than other types of searches. This may, in part, explain the 43 percent increase in weapons recovered. DOC staff recovered nearly 1,600 weapons between July and October of Fiscal 2023.

- Average daily attendance in school programs increased by 170 percent during the reporting period. DOC has largely resumed in-person programs, services, and activities that were suspended or modified during the COVID-19 pandemic, and has subsequently seen an increase in participation rates in those services including counseling, external provider, school and fine arts programs.

- "Individual in custody health clinic visits", which consists of the number of health clinic visits made as a result of calls to the Health Triage Line, increased by 154 percent, which may have contributed to an increase in the average clinic waiting time by 30 percent. The Department aims to produce as many individuals to the clinic as possible.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
✹ Admissions	23,317	16,179	17,803	*	*	5,779	7,247
✹ Average daily population	5,841	4,961	5,559	*	*	5,771	5,753
Individuals in custody in Security Risk Group (% ADP)	18.5%	22.6%	18.9%	*	*	19.6%	15.4%
Fight/assault infractions	11,191	11,214	9,248	*	*	3,411	2,827
Jail-based arrests of individuals in custody	258	145	234	*	*	82	136
Searches	282,048	268,579	223,310	*	*	76,425	62,182
Weapons recovered	2,439	2,159	5,022	*	*	1,103	1,577
★ Violent incidents among individuals in custody (monthly rate per 1,000 ADP)	80.1	98.1	87.0	⇩	⇩	93.8	99.1
★ Serious injury to individuals in custody as a result of violent incidents among individuals in custody (monthly rate per 1,000 ADP)	9.6	13.0	18.9	⇩	⇩	19.2	17.7
★ Assault on staff by individual in custody (monthly rate per 1,000 ADP)	15.8	19.6	15.8	⇩	⇩	18.5	13.7
★ Serious injury to staff as a result of assault on staff by individual in custody (monthly rate per 1,000 ADP)	0.65	0.52	0.45	⇩	⇩	0.65	0.44
★ Escapes	2	1	3	⇩	⇩	3	1
★ Non-natural deaths of individuals in custody	0	5	8	⇩	⇩	3	6
Stabbings and Slashings	123	247	491	*	*	156	158

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Incidents of use of force - total	6,806	7,506	7,080	*	*	2,758	2,551
★ Department use of force incidents with serious injury (rate per 1,000 ADP)	2.63	5.31	6.50	⇩	⇩	6.39	7.50
Department use of force incidents with minor injury (rate per 1,000 ADP)	17.79	17.51	12.06	*	*	13.38	11.52
Department use of force incidents with no injury (rate per 1,000 ADP)	77.95	102.29	87.23	*	*	99.60	91.88
Incidents and allegations of use of force	7,047	7,743	7,302	*	*	2,845	2,629

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Individuals in custody with a mental health diagnosis (% ADP)	46%	53%	50%	*	*	49%	51%
Individuals in custody with a serious mental health diagnosis (% ADP)	14.8%	16.5%	16.2%	*	*	16.2%	18.0%
Individual in custody health clinic visits	52,146	16,884	14,600	*	*	4,274	10,837
★ – Average clinic waiting time (minutes)	17	7	11	⇩	⇩	8	11

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Jail-cells unavailable (short-term repair) (%)	4.3%	3.7%	4.3%	1.0%	1.0%	4.1%	3.5%
★ Population as percent of capacity (%)	63%	65%	75%	96%	96%	74%	78%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
✸ On-trial individuals in custody delivered to court on-time (%)	96.7%	94.6%	79.1%	95.0%	95.0%	75.4%	72.2%

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

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

Goal 2a — Prepare as many individuals in custody 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	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Targeted approach to jail services - Number of Sessions	NA	NA	11,913	*	*	2,252	6,503
★ Targeted approach to jail services - Number of Participants	NA	NA	6,526	⇧	⇧	4,256	11,518

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Average daily number of individuals in custody in counseling programs and services	NA	NA	272	*	*	207	439
Average daily number of individuals in custody in education programs	NA	NA	27	*	*	3	2
Average daily number of individuals in custody in external provider programs and services	NA	NA	72	*	*	29	52
Average daily number of individuals in custody in fine arts programs and activities	NA	NA	27	*	*	11	16
Average daily number of individuals in custody in the PAWS programs	NA	NA	24	*	*	NA	20
Average daily number of individuals in custody in recreation programs	NA	NA	133	*	*	132	116
Average daily number of individuals in custody in workforce development programs	NA	NA	46	*	*	26	30
Average daily attendance in school programs	60	11	32	*	*	14	38
★ Individuals in custody participating in programs, services and activities (%)	NA	NA	7.2%	10.0%	10.0%	4.3%	11.0%

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

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

Goal 3a   Provide timely notifications to crime victims.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Victim Identification Notification Everyday (VINE) system registrations	18,843	16,113	4,998	*	*	4,998	NA
VINE confirmed notifications	29,484	26,303	12,504	*	*	12,504	NA

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Workplace injuries reported	4,301	3,911	2,207	*	*	1,194	748
Accidents involving individuals in custody	241	270	283	*	*	102	112

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Letters responded to in 14 days (%)	100.0%	0.0%	91.7%	*	*	75.0%	100.0%
E-mails responded to in 14 days (%)	100.0%	0.0%	72.8%	*	*	51.8%	79.8%

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

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]	$1,287.2	$1,259.3	$1,391.8	$1,275.4	$1,250.4	$1,196.1	$466.1	$462.3
Revenues ($000,000)	$12.6	$11.4	$11.8	$15.3	$11.8	$11.8	$3.9	$3.6
Personnel (uniformed)	9,237	8,388	7,068	7,060	7,060	7,060	7,842	6,735
Personnel (civilian)	1,803	1,661	1,559	2,042	1,797	1,796	1,621	1,523
Overtime paid ($000,000)	$146.6	$153.2	$262.9	$132.7	$132.7	$132.7	$75.6	$83.5
Capital commitments ($000,000)	$42.2	$62.0	$499.3	$1,137.9	$1,129.7	$2,391.1	$9.0	$33.1

[1]January 2023 Financial Plan.   [2]Expenditures include all funds   "NA" - Not Available

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$1,174.2	$1,014.6	
001 - Administration	$110.6	$127.5	All
002 - Operations	$1,063.6	$887.2	All
Other Than Personal Services - Total	$217.7	$235.7	
003 - Operations	$202.1	$208.2	All
004 - Administration	$15.6	$27.5	All
Agency Total	$1,391.8	$1,250.4	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds.   [2] Includes all funds.   [3] Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

None.

ADDITIONAL RESOURCES

For additional information go to:

- The Social Indicators and Equity Report, EquityNYC:
  http://equity.nyc.gov/

For more information on the agency, please visit: www.nyc.gov/doc.
You can view the DOC Data Dashboard by visiting: www.nyc.gov/site/doc/about/doc-data-dashboard.page.

DEPARTMENT OF PROBATION
Michael Forte, Acting Commissioner

WHAT WE DO

The Department of Probation (DOP) helps build stronger and safer communities by working with and supervising people on probation, fostering positive change in their decision-making and behavior through research-based practices and by expanding opportunities for them to move out of the criminal and juvenile justice systems through meaningful education, employment, health and behavioral health services, family engagement and civic participation. DOP also supplies information and recommendations to the courts to help inform sentencing and disposition decisions. In Family Court, DOP provides reports in family offense, custody, child support, visitation, adoption and guardianship cases. In total, DOP provides intake and interstate services, investigations and supervision in some 50,000 cases per year.

DOP operates the Neighborhood Opportunity Network (NeON) in seven communities (Brownsville, Bedford-Stuyvesant, East New York, Harlem, Jamaica, North Staten Island and South Bronx) where a high concentration of people on probation reside. These locations provide a range of opportunities to people on probation and other neighborhood residents. Through the NeONs, DOP reaches thousands of New Yorkers by providing arts programming, High School Equivalency classes, free groceries, access to health insurance enrollment services and more.

FOCUS ON EQUITY

With probation being the largest and most robust alternative to incarceration in New York City, and one of the largest probation agencies in the nation, DOP is committed to ensuring that the people under its supervision—who are disproportionately people of color—have access to the opportunities and services they need in order not just to avoid jail or prison, but to thrive.

DOP brings resources into the NYC neighborhoods which have been disproportionately impacted by the justice system and where large numbers of people on probation call home. DOP's nationally-recognized Neighborhood Opportunity Network (NeON) operates as an engine of equity in seven such communities by partnering with neighborhood residents and community-based organizations to develop ground-up solutions, while also providing people on probation with reporting sites and resources within walking distance of their homes. Recognized with the Excellence in Crime Prevention Award from the American Probation and Parole Association, the NeON model is premised on the value of authentic community engagement.

DOP is committed to minimizing the adverse collateral consequences of being involved in the criminal and juvenile justice systems which fall heavily on people and communities of color. This commitment is demonstrated through the diverse array of resources and programming (educational, employment and more) made available in these communities. Most NeON programs, including NeON Nutrition Kitchens, NeON Arts and NeON Sports, are open to all community residents fostering connectivity between neighbors and destigmatizing people on probation. An independent evaluation of the ground-breaking Arches Transformative Mentoring program, serving 16–24 year-olds on probation who live in NeON neighborhoods, found a more than two-thirds reduction in felony reconvictions among participants. The program was named a finalist in the Harvard Kennedy School's Innovations in American Government Awards.

Through accountability measures and service practices grounded in research, as well as partnerships with community-based organizations and other stakeholders, DOP fosters personal change, increases opportunities to thrive and strengthens communities, thereby building a more equitable and safer city.

OUR SERVICES AND GOALS

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

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

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

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

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

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

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

HOW WE PERFORMED

- During the first four months of Fiscal 2023, the Department completed 2,674 pre-sentence investigations (PSIs) for adults and 226 juvenile Investigation and Reports (I&Rs), respectively a 36 and 51 percent increase from the first four months of Fiscal 2022. These trends were driven by Citywide increases in case processing at local courts that impacted workloads at DOP's investigations units. The adult PSI on-time completion rate was 99 percent, representing no significant change. The juvenile I&R on-time rate decreased seven percentage points to 87 percent.

- All youth arrested between the ages of seven and fifteen who fall under family court jurisdiction are processed post-arrest by DOP. The Department processed 1,750 juvenile intakes through the first four months of Fiscal 2023, exceeding intake processing during the first four months of Fiscal 2022 by 36 percent, based on a year-to-year increase in New York Police Department (NYPD) arrests.

- During the juvenile intake process, probation officers make individual assessments for statutory eligibility and suitability for adjustment, including outreach and communication with complainants, NYPD, and youths' families. The juvenile intake adjustment eligibility rate increased two percentage points to 41 percent during the first four months of Fiscal 2023.

- During the reporting period probation officers completed 2,630 initial risk / need assessments for adults entering probation supervision, an increase of 24 percent from the previous reporting period. Initial assessments for juveniles totaled 821, an increase of 39 percent. These results were consistent with NYPD arrest trends and increased court operations. These initial assessment screenings, based on validated actuarial instruments developed for community supervision, identify criminogenic risk factors and programming needs, and are used to develop Individual Action Plans (IAPs) for those on probation.

- The average monthly rearrest rate for adults on probation supervision increased from 2.1 percent to 2.3 percent, while the juvenile rate decreased from 3.5 percent to 3.0 percent. When viewed as a percentage of all NYPD arrests, the adult rate decreased from 2.5 percent to 2.0 percent, while the juvenile rate declined from 0.2 percent to 0.1 percent. The Department continues to analyze and respond to Citywide arrest trends.

- The average monthly violation of probation (VOP) rate for adults was unchanged at 0.7 percent. Probation violation proceedings ending in revocation for adults increased by nine percentage points to 36 percent. The violation rate for juveniles increased from 0.9 percent to 1.5 percent, while the juvenile revocation rate decreased five percentage points to 34 percent. Preliminary Fiscal 2023 VOP disposition results were impacted by court processing required to clear cases filed during the COVID-19 pandemic.

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

- There were 19 new enrollments of juveniles in alternative-to-placement (ATP) programs, versus 22 youths during the first four months of Fiscal 2022. There were 802 new enrollments in DOP-managed programs, a 37 percent improvement. Increased court and community-based programming activity contributed to growth in referrals and enrollment for managed programs in both operations divisions.

- Early completions represented 17 percent of all adult probation supervision case closings, an increase of two percentage points. The approval rate for early completion applications rose eleven percentage points to 97 percent. The Department continues to prioritize identifying qualified candidates for early completion based on compliance with the terms of probation.

- The rate of adults successfully completing their probation terms during the reporting period decreased four percentage points to 83 percent. The rate for juveniles declined seven percentage points to 83 percent. A trend toward individuals with higher risk and charge characteristics receiving probation sentences continued, as completion rate monitoring and improvement remain prioritized at DOP's internal performance management system.

- The Department's Intelligence Unit (Intel) completed 1,027 enforcement actions, a 69 percent increase, based on enhanced collaboration between Intel and case-bearing officers for field enforcement activities. Intel continues to utilize targeted deployment and enforcement practices aimed at individuals most at risk for recidivism or other misconduct.

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

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

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Adult investigation reports completed - total	6,550	3,708	7,397	*	*	1,969	2,674
Adult investigation reports - on time completion (%)	96.0%	100.0%	98.0%	*	*	100.0%	99.0%
Juvenile investigation reports completed	971	388	725	*	*	150	226
Juvenile investigation reports - on time completion (%)	88.0%	97.0%	95.0%	*	*	94.0%	87.0%

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

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

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Juvenile supervision - Intake cases received	6,097	3,691	4,871	*	*	1,289	1,750
★ Juvenile delinquency cases eligible for adjustment (%)	33%	34%	41%	30%	30%	39%	41%
– low-risk (%)	55%	57%	61%	*	*	59%	61%
– medium-risk (%)	17%	14%	13%	*	*	13%	8%
– high-risk (%)	6%	4%	3%	*	*	4%	2%

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

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

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

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Adult supervision cases - end of period	14,504	11,531	10,109	*	*	10,952	10,038
Juvenile supervision cases - end of period	624	449	478	*	*	421	529
Adult initial risk assessments completed	9,432	5,346	7,036	*	*	2,126	2,630
Juvenile initial risk assessments completed	2,264	1,526	2,216	*	*	590	821
Average time to complete adult initial risk assessments (days)	NA	NA	NA	*	*	NA	8
Average time to complete juvenile initial risk assessments (days)	NA	NA	NA	*	*	NA	27
★ Adult probationer rearrest rate (monthly average) (%)	2.1%	1.7%	2.2%	3.0%	3.0%	2.1%	2.3%
★ Adult probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	3.1%	2.7%	2.4%	2.6%	2.6%	2.5%	2.0%
★ Juvenile probationer rearrest rate (monthly average) (%)	3.2%	2.3%	3.0%	3.5%	3.5%	3.5%	3.0%
★ Juvenile probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	0.3%	0.2%	0.1%	*	*	0.2%	0.1%
★ Average monthly violation rate for adult probationers (%)	1.0%	0.7%	0.7%	*	*	0.7%	0.7%
★ Average monthly violation rate for juvenile probationers (%)	1.7%	0.9%	1.7%	3.0%	3.0%	0.9%	1.5%
Probation violation proceedings ending in revocation for adult probationers (%)	34%	22%	33%	*	*	27%	36%
Probation violation proceedings ending in revocation for juvenile probationers (%)	30%	29%	23%	*	*	39%	34%
Revocation of juveniles not resulting in placement (%)	42.0%	44.0%	34.0%	*	*	20.0%	14.0%
Revocation of juveniles resulting in placement (%)	58.0%	56.0%	66.0%	*	*	80.0%	86.0%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Adult supervision- new individual action plans (IAPs) created for eligible clients (%)	100%	100%	100%	*	*	100%	100%
Juvenile supervision - new Individual action plans (IAPs) created for eligible clients (%)	100%	100%	100%	*	*	100%	100%
New enrollments in alternative-to-placement (ATP) programs	72	57	94	*	*	22	19
✹ New enrollments in DOP-managed programs	857	1,115	1,962	*	*	586	802
Adult probationer early completion rate (%)	16%	18%	13%	*	*	15%	17%
Adult probationer early completion approval rate (%)	89%	92%	90%	*	*	86%	97%
★ Successful completion rate for adult probationers (%)	83%	89%	85%	⇧	⇧	87%	83%
★ Successful completion rate for juvenile probationers (%)	90%	91%	92%	⇧	⇧	90%	83%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Intel enforcement events	1,843	1,417	1,807	*	*	608	1,027

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Completed requests for interpretation	9,485	6,227	7,649	*	*	NA	NA
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%

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

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]	$114.3	$117.5	$113.1	$125.7	$128.1	$116.1	$53.4	$54.2
Revenues ($000)	$321.8	$379.3	$70.7	$452.0	$302.0	$302.0	$70.3	$42.8
Personnel	1,123	1,068	977	1,104	1,118	1,092	1,049	1,008
Overtime paid ($000)	$2,782	$1,506	$884	$1,861	$1,861	$2,776	$188	$402

[1]January 2023 Financial Plan.   [2]Expenditures include all funds   "NA" - Not Available

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$72.2	$79.4	
001 - Executive Management	$9.7	$10.6	All
002 - Probation Services	$62.5	$68.8	All
Other Than Personal Services - Total	$40.9	$48.7	
003 - Probation Services	$40.8	$48.6	All
004 - Executive Management	$0.0	$0.1	All
Agency Total	$113.1	$128.1	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds.   [2] Includes all funds.   [3] Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- The indicators 'Average time to complete adult initial risk assessments (days)' and 'Average time to complete juvenile initial risk assessments (days)' have been added.

- Ana Bermudez served as DOP Commissioner for the duration of the reporting period. Michael Forte was appointed Acting Commissioner in January 2023.

ADDITIONAL RESOURCES

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

- Neighborhood Opportunity Network (NeON) webpage:
  https://www1.nyc.gov/site/neon/index.page

- The Social Indicators and Equity Report, EquityNYC:
  http://equity.nyc.gov/

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

CIVILIAN COMPLAINT REVIEW BOARD
Jonathan Darche, Executive Director

WHAT WE DO

The Civilian Complaint Review Board (CCRB) is an independent agency empowered to receive, investigate, prosecute, mediate, hear, make findings and recommend action on complaints alleging the use of excessive or unnecessary force, abuse of authority, discourtesy, the use of offensive language and untruthful statements by New York City police officers. The Board's investigative staff, composed entirely of civilian employees, conducts investigations in an impartial fashion. The Board forwards its findings to the Police Commissioner.

FOCUS ON EQUITY

CCRB focuses on equitable service delivery by resolving civilian complaints impartially and speedily, conducting outreach to the diverse communities of the City and examining the policies and systemic practices that lead to misconduct complaints. Toward that end, CCRB works to increase the percentage of complaints where findings on the merits are reached and, when officers are found to have committed misconduct, to recommend an effective level of discipline.

CCRB continues to extend its outreach to underserved communities. CCRB has provided greater access for individuals who cannot travel to Manhattan to meet with investigators and CCRB's investigative team regularly conducts field interviews throughout the five boroughs, as well as on Rikers Island. The Board also conducts evening public meetings across the City. CCRB's website, which contains materials in eight languages, allows the public to file complaints, track the status of their complaints and view up-to-date maps with the number of misconduct complaints filed in each police precinct. CCRB is in the process of building a new Civilian Assistance Unit (CAU) to serve and support complainants, victims and witnesses with special needs, particularly victims of sexual misconduct.

The CCRB Youth Advisory Council (YAC), a 19-member working committee made up of young leaders, ages 10–24, who are committed to criminal justice issues and improving police-community relations, launched in winter of 2018. The YAC meets quarterly and advises CCRB staff about their efforts to engage young New Yorkers to serve as ambassadors to their communities about CCRB and join team-building activities.

OUR SERVICES AND GOALS

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

    Goal 1a   Improve the quality and timeliness of investigations.

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

    Goal 1c   Improve the quality and timeliness of prosecutions.

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

    Goal 2a   Increase outreach and education of City residents.

HOW WE PERFORMED

- During the first four months of Fiscal 2023 the public filed 1,243 complaints about uniformed members of service, up 13 percent from 1,104 in the first four months of the previous year.   The percent of officers disciplined by NYPD in any way as a result of substantiated allegations dropped to 40 percent from 83 percent during the previous reporting period. This is partly the result of disciplinary actions not being taken against officers whose cases are closed less than 60 days prior to the expiration of the Statute of Limitations date.

- The average time to complete an investigation lowered to 495 days from 527 days. The average number of days to complete a substantiated investigation decreased by 20 percent and average age of open docket decreased by 22 percent in the first four months of Fiscal 2023. This represents a normalization of case times, as cases that have been open the longest throughout the COVID-19 pandemic close. Cases raised during the COVID-19 pandemic had an extended statute of limitations due to the difficulties in investigating them and conducting interviews during the pandemic. The length of these cases continued to cause CCRB's case completion times to rise over the previous reporting period. As CCRB clears these cases, there has been a 17 percent increase in the number of cases closed. However, six percent of substantiated cases had their statute of limitations expire, compared to zero percent during the previous reporting period.

- During the first four months of Fiscal 2023 the percent of all cases that were fully investigated rose to 49 percent from 25 percent over the previous reporting period. A number of factors may impact this subset of cases, such as the availability of body worn camera footage or reachability of the complainant, and so this number fluctuates.

- During the reporting period CCRB's outreach team performed 311 outreach presentations, up from 281 the first four months of the previous fiscal year. CCRB conducts outreach presentations to inform the public of the agency's functions.

- 21 cases were successfully mediated during the first four months of Fiscal 2023, down from 46 the first four months of the previous fiscal year. The number of civilians who accepted mediation dropped 41 percent from the previous reporting period, from 75 percent to 35 percent, which affected the number of mediations CCRB was able to perform. Mediations are dependent on the willingness of civilians and members of service to choose the mediation process. However, CCRB decreased the average mediation case completion time (days) with those it did have by 77 percent, from 409 days to 95 days.

- During the reporting period CCRB's Administrative Prosecution Unit closed a total of 28 cases compared to 22 cases in the same period in Fiscal 2022.

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

Goal 1a	Improve the quality and timeliness of investigations.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
✸ Total civilian complaints against uniformed members of the New York City Police Department	4,597	3,326	3,483	*	*	1,104	1,243
Average age of open docket (days)	142	263	218	*	*	297	232
★ Average time to complete a full investigation (days)	290	378	591	120	120	527	495
★ Full investigations as a percentage of total cases closed (%)	34%	22%	52%	40%	40%	25%	49%
Cases closed	3,991	2,703	3,593	*	*	934	1,095
★ Closed allegations with findings on the merits (%)	55%	57%	55%	55%	55%	54%	56%
★ Average time to complete a substantiated investigation (days)	326	433	614	140	140	586	471
★ Substantiated cases in which the statute of limitations expired (%)	0%	2%	1%	0%	0%	0%	6%
★ Officers disciplined (excluding pending and filed cases) (%)	82%	89%	54%	*	*	83%	40%
– Cases closed by plea	7	4	7	*	*	2	7

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Cases with mutual agreement to mediate	237	70	33	*	*	0	39
Officers who accepted mediation (%)	59%	75%	85%	*	*	77%	91%
Civilians who accepted mediation (%)	36%	49%	37%	*	*	75%	35%
Cases successfully mediated	126	44	119	*	*	46	21
★ Average mediation case completion time (days)	129	407	434	120	120	409	95
★ Mediation satisfaction rate (%)	83%	94%	98%	94%	94%	98%	96%

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

Goal 1c	Improve the quality and timeliness of prosecutions.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Administrative prosecution cases closed	60	21	63	*	*	22	28
– Cases closed by trial	39	10	24	*	*	11	11

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

SERVICE 2   Inform and educate the public about the agency.

Goal 2a	Increase outreach and education of City residents.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Outreach presentations conducted	749	452	853	*	*	281	311

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Completed requests for interpretation	660	256	299	*	*	NA	NA
Letters responded to in 14 days (%)	53%	70%	73%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	69%	69%	*	*	50%	100%
CORE facility rating	100	NA	98	*	*	NA	NA

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

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22[1]	FY23[1]	FY21	FY22
Expenditures ($000,000)[2]	$18.5	$19.7	$20.9	$24.8	$24.1	$23.5	$7.0	$5.9
Personnel	178	203	191	269	265	265	193	200
Overtime paid ($000)	$544	$343	$80	$0	$250	$250	$24	$66

[1]February 2022 Financial Plan.   [2]Expenditures include all funds   "NA" - Not Available

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY21[1] ($000,000)	February 2022 Financial Plan FY22[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$16.4	$19.0	All
002 - Other Than Personal Services	$4.5	$5.2	All
Agency Total	$20.9	$24.1	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.   [2] Includes all funds.   [3] Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Data for the first four months of Fiscal 2022 changed for the following indicators due to normal data fluctuations past the lag time. As cases progress, new information may be collected that changes the jurisdiction of a complaint, or otherwise adds or removes it from CCRB's case list.

  – 'Total civilian complaints against uniformed members of the New York City Police Department' indicator data changed to 1,104 from 1,114.

  – 'Average age of open docket (days)' indicator data changed from 295 to 297.

  – 'Cases closed' indicator data changed to 934 from 940.

  – 'Officers who accepted mediation (%)' indicator data changed from 69 percent to 77 percent.

  – 'Administrative prosecution cases closed' indicator data changed from 19 to 22.

  – 'Outreach presentations conducted' indicator data changed from 274 to 281.

- For the 'Substantiated cases in which the statute of limitations expired (%)' indicator, this indicator previously measured whether cases passed CCRB's normal statute of limitations range of 18 months and now tracks whether a case went past its own statute of limitations. During the COVID-19 pandemic, the Governor created a tolling period (March 2020–November 2020) during which the statute of limitations did not run. As a result, data for the first four months of Fiscal 2022 was corrected from 73 percent to 0 percent.

- For the 'Officers disciplined (excluding pending and filed cases) (%)' indicator, data for the first four months of Fiscal 2022 changed from 78 percent to 83 percent as a normal result of a high lag time on penalty data.

ADDITIONAL RESOURCES

For additional information go to:

- Monthly statistics:
  http://www1.nyc.gov/site/ccrb/policy/monthly-statistical-reports.page

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

- Status of complaints:
  https://apps.nyc.gov/ccrb-status-lookup/

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

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

- The Social Indicators and Equity Report, EquityNYC:
  http://equity.nyc.gov/

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

LAW DEPARTMENT

Hon. Sylvia O. Hinds-Radix, Corporation Counsel

WHAT WE DO

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

FOCUS ON EQUITY

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

OUR SERVICES AND GOALS

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

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

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

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

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

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

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

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

HOW WE PERFORMED

- In the first four months of Fiscal 2023, the payout for judgments and claims brought against the City in state and federal court decreased 17 percent compared to the same period of Fiscal 2022. Fiscal 2022 saw an unusually high total payout for judgements and claims, attributable in large part to the Court system's return to routine operations subsequent to the first wave of the pandemic and continued settlement activities of longstanding cases. The first four months of Fiscal 2023 represent a return towards pre-pandemic norms.

- Cases commenced during the first four months of Fiscal 2023 in state court increased two percent, while cases pending in state court increased by nearly six percent. Cases pending on the trial calendar decreased by nearly 42 percent in part due to a continued targeted effort to resolve meritorious trial ready cases. Affirmative motion practice increased nearly six percent while the win rate on affirmative motions decreased by 19 percentage points during the same period.

- The Special Federal Litigation Division's assertive approach to litigation, negotiations, and trials resulted in a slight decrease in new cases commenced against the city in federal court, as well as a 12 percent decrease in pending cases in federal court. It should be noted that the 42 percent downturn in dismissals and discontinuances is a product of both fewer cases filed as well as the complexity of pending matters (such as reverse conviction cases) generally requiring longer discovery periods.

- Families entitled to a support order that get a support order rose by nearly 34 percentage points in the first four months of Fiscal 2023 compared with the prior reporting period. This was primarily due to an increase in the number of cases in which personal jurisdiction over the non-custodial parents was obtained. The increase of personal jurisdiction findings by the Court is likely based on many factors including the Court's return to pre-pandemic child support operations and permitting new filings beginning in July 2021.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Total citywide payout for judgments and claims ($000)	$623,183	$575,955	$794,702	⇩	⇩	$72,447	$60,404
★ Total cases commenced against the City	7,468	9,103	8,284	*	*	2,791	2,838
– Cases commenced against the City in state court	6,805	8,533	7,586	7,600	7,600	2,568	2,619
– Cases commenced against the City in federal court	663	748	698	1,050	1,050	223	219

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Cases pending in state court	21,858	25,273	26,732	23,700	23,700	26,225	27,737
– Cases pending on trial calendar	2,059	3,978	2,442	2,700	2,700	3,885	2,274
Affirmative motions to dismiss or for summary judgment	1,131	610	645	*	*	151	160
★ Win rate on affirmative motions (%)	74%	82%	85%	78%	78%	95%	76%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Cases pending in federal court	814	882	770	1,150	1,150	855	756
Dismissals and discontinuances	166	146	142	*	*	53	31

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

SERVICE 2   Prosecute juvenile delinquency cases in Family Court.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Referred cases filed for prosecution (%)	30%	30%	35%	55%	55%	36%	32%
Juvenile conviction rate (%)	68%	77%	75%	75%	75%	71%	70%
Juveniles successfully referred to a diversion program with no new delinquency referral within one year (%)	87%	82%	89%	75%	75%	92%	83%
Crime victims referred for community-based services (%)	66%	48%	52%	45%	45%	49%	53%

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Filing of enforcement referrals within 60 days of referral (%)	NA	NA	96%	90%	90%	NA	94%
Families entitled to a support order that get a support order (%)	66%	81%	62%	65%	65%	55%	86%

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Completed requests for interpretation	1,095	413	703	*	*	NA	NA
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%

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

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]	$275.3	$263.1	$264.6	$280.0	$271.7	$220.9	$95.2	$102.9
Revenues ($000,000)	$35.4	$67.9	$18.0	$18.0	$19.0	$18.0	$4.8	$10.0
Personnel	1,809	1,705	1,530	1,837	1,666	1,631	1,658	1,513
Overtime paid ($000)	$1,692	$355	$1,817	$2,131	$2,296	$2,131	$253	$573

[1]January 2023 Financial Plan.   [2]Expenditures include all funds   "NA" - Not Available

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$148.0	$148.8	All
002 - Other Than Personal Services	$116.6	$122.8	All
Agency Total	$264.6	$271.7	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds.   [2] Includes all funds.   [3] Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- 'Total citywide payout for judgments and claims ($000)' in the first four months of Fiscal 2022 was adjusted down to $72,447 from $162,468 to reflect the Office of Management and Budget's accounting of judgements and claims rather than the Law Department's internal accounting, per policy.

ADDITIONAL RESOURCES

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

DEPARTMENT OF INVESTIGATION
Jocelyn Strauber, Commissioner

WHAT WE DO

The Department of Investigation (DOI) is a law enforcement agency that promotes and maintains integrity and efficiency in City government by investigating potential corruption, gross mismanagement, waste, and abuse by City agencies, entities, employees and contractors. DOI has oversight of more than 45 mayoral agencies with over 300,000 employees, as well as dozens of City boards and commissions. DOI attacks corruption comprehensively through investigations that lead to arrests, public reports, and recommendations for policy and procedural reforms intended to strengthen agencies' internal controls and improve their operations. DOI's mission is to identify and seek to prevent criminal misconduct, waste, abuse, and mismanagement, and to ensure wrongdoers—whether public officials, City employees, contractors, or other third parties—are held accountable, and thereby improve the way City government functions. DOI serves New Yorkers by acting as an independent and nonpartisan watchdog for City government.

FOCUS ON EQUITY

DOI's commitment to equity focuses on improving integrity, effectiveness, and confidence in City government and rooting out corruption, mismanagement, and fraud, which threaten New Yorkers' access to services. We work to hold individuals engaged in misconduct accountable and to return stolen funds to the City. We also make policy and procedure recommendations (PPRs) to remedy vulnerabilities that our investigations identify, to improve agency policies and procedures, and to prevent future misconduct, so that City government can serve all New Yorkers more efficiently and with integrity.

Over the first four months of Fiscal 2023, DOI investigations culminated in a number of arrests and convictions that demonstrate how corruption, fraud, and other wrongdoing undermine City government and waste valuable resources. These cases exemplify how DOI investigations can have a tangible impact on the most vulnerable New Yorkers. For example, a DOI investigation led to the arrest of two individuals charged by the U.S. Attorney's Office for the Southern District of New York (SDNY) in a $5.4 million scheme to defraud a program at the Human Resources Administration that provided cash assistance to homeless veterans seeking permanent housing. As a result of another DOI investigation, six real estate developers were indicted by the Manhattan District Attorney's Office (DANY) for defrauding New York State's 421-a tax exemption program meant to promote affordable housing and collectively reaping more than $1.6 million in illegal property tax benefits. DOI also partnered with SDNY on a case that led to the arrest of a disaster relief consultant hired by the City to provide Hurricane Sandy-related recovery services who defrauded the Office of Management and Budget by obtaining nearly $400,000 in fraudulent reimbursements.

Other investigations during the reporting period reflect DOI's mandate to root out corruption and wrongdoing. For example, one DOI investigation resulted in an indictment of a construction company for stealing more than $1.7 million in wages from workers on City capital projects, charged by DANY. Another DOI investigation resulted in the guilty pleas of two correction officers in separate cases prosecuted by the U.S. Attorney's Office for the Eastern District of New York for accepting nearly $45,000 in bribe payments, in exchange for smuggling contraband narcotics and cell phones into Rikers Island.

DOI aims to ensure that all City employees are informed about the City's anti-corruption rules and that they play a critical role in helping to root out corruption by reporting complaints of fraud, waste, and abuse to DOI for investigation. To that end, DOI conducted 117 corruption prevention and whistleblower lectures during the first four months of Fiscal 2023; 12,453 people attended those lectures. An additional 10,160 individuals were trained through DOI's e-learning modules.

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 2023, written policy and procedure recommendations (PPRs) issued to City agencies decreased from 38 issued to 5 issued when compared to the same period in Fiscal 2022. Whether PPRs are issued depends on whether a case merits a systemic policy and procedural change and can fluctuate based on the cases before the Department. While the acceptance and implementation rate for our PPRs remained consistent compared to the same period in Fiscal 2022, written PPRs issued during the previous fiscal year that are still pending an outcome from City agencies increased from 5 percent in Fiscal 2022 to 9 percent in Fiscal 2023.

- The number of corruption prevention and whistleblower lectures conducted in person or via webinar increased by 179 percent to 117 during the reporting period. This increase is due, in part, to an effort to make our lectures more accessible to uniformed staff within the Department of Sanitation who typically do not have computers available during their shifts.

- In partnership with the Department of Citywide Administrative Services, a DOI corruption prevention and whistleblower lecture is regularly hosted on a digital, e-learning platform for City employees. In this reporting period, the number of lecture attendees increased by 183 percent, likely as a result of the transition from a remote and hybrid office setting to full-time, in-office work, facilitating the completion of outstanding training courses; and efforts by new staff to coordinate e-learning training in City agencies, in connection with the new administration.

- Third- party integrity monitors have legal, auditing, investigative, and other skills and generally are selected by DOI to oversee the activity of specified City vendors who have had historical issues that raise questions about their integrity. Such vendors pay the cost of the monitor, who also may assist the vendors with reforms to their business practices. DOI also has appointed integrity monitors to help the City oversee high value projects proactively, to limit the risk of fraud and abuse. The number of integrity monitoring agreements increased from 9 in the Fiscal 2022 reporting period to 11 this reporting period. The number of monitorships fluctuates based on the needs of City agencies in particular the nature of vendors they may need to contract with. Several monitorships are scheduled to end during Fiscal 2023, which will affect the full fiscal year picture.

- The number of closed investigations increased 18 percent from the first four months of Fiscal 2022, reflecting DOIs efforts to investigate and resolve outstanding cases efficiently and thoroughly so as to conserve our investigative resources where possible.

- During the reporting period, referrals for civil and administrative action, referrals for criminal prosecution, and arrests resulting from DOI investigations all decreased. DOI investigations during this four-month period compared to the same period in last fiscal year resulted in 16 percent fewer administrative referrals, 32 percent fewer criminal referrals, and 61 percent fewer arrests. The reduced referrals and arrests are partially attributable to the type of complaints referred to DOI for investigation during this period, the pace at which our prosecutorial partners are conducting investigations and charging cases, as well as DOI's own reduced investigative resources across the agency.

- DOI consistently advocates for funds to be recovered and returned where appropriate. DOI's ability to do so is impacted by, among other things, the nature of the resolution of the case and judicial determinations which are beyond DOI's control. In the current reporting period, financial recoveries to the City ordered/agreed were over $1.3 million, compared to approximately $550,000 in the prior reporting period. This increase is primarily attributed to two cases that each had recoveries of over $375,000 ordered. Approximately $711,000 was collected during this reporting period, compared to approximately $5.9 million in the prior period. The prior year's amount was primarily due to one $5.4 million-dollar collection. DOI also works to obtain financial recoveries for individuals and non-City entities. Those recoveries were $1.2 million in this reporting period, compared to approximately $300,000 in the prior reporting period, an over 300 percent increase.

- The average time to complete a background investigation increased 25 percent from 81 days in the last reporting period to 101 days in this period. The completion time continues to be well under the 180-day target. Of those backgrounds received after July 2019, the number of background investigations closed increased 30 percent this reporting period, reflective of the increased efforts to ensure initiated investigations are closed within the target timeframe. An additional 280 backlogged background investigations (background investigations received prior to Fiscal 2020) were closed during this reporting period, down 55 percent from the number closed in the first four months of Fiscal 2022. The increase in completion time (although still well within our target), and the decrease in the number of backlogged investigations closed are due to staffing shortages within the background unit. The number of backlogged background investigations remaining open has dropped to under 1,000 cases this reporting period, a 53 percent decrease in total backlogged cases from the same period last year.

- The time to notify agencies of arrests of current childcare, home care, and family care workers after they are reported to DOI improved from two days in the reporting period for Fiscal 2022 to one day in the Fiscal 2023 reporting period. This trend downward has continued over the past three reporting periods.

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	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Complaints	12,017	11,543	12,316	*	*	4,314	4,327
★ Written policy and procedure recommendations (PPRs) issued to City agencies	193	313	264	*	*	38	5
Written PPRs issued during previous fiscal years that have been accepted by City agencies (%)	91%	90%	87%	75%	75%	90%	87%
- Written PPRs issued during previous fiscal years that have been implemented of those accepted by City agencies (%)	87%	86%	86%	*	*	86%	86%
Written PPRs issued during previous fiscal years that are still pending an outcome from City agencies (%)	3%	5%	9%	*	*	5%	9%
Written PPRs issued during previous fiscal years that have been rejected by City agencies (%)	4%	4%	4%	*	*	4%	4%
★ Corruption prevention and whistleblower lectures conducted	318	67	66	100	100	42	117
Corruption prevention lecture e-learning attendees	26,298	25,028	24,013	*	*	3,587	10,160
Integrity monitoring agreements	12	10	12	*	*	9	11
Vendor name checks completed within 30 days (%)	80%	92%	93%	85%	85%	92%	96%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Average time to complete an investigation (days)	215	218	213	180	180	204	216
Active Investigations	1,784	1,632	1,549	*	*	913	977
Closed Investigations	1,035	930	802	*	*	246	289
★ Referrals for civil and administrative action	1,003	936	975	*	*	331	278
★ Referrals for criminal prosecution	778	523	400	*	*	143	98
★ Arrests resulting from DOI investigations	545	288	275	*	*	119	46
Financial recoveries to the City ordered/agreed ($000)	$2,556	$2,715	$1,863	*	*	$550	$1,309
Financial recoveries to the City collected ($000)	$2,044	$2,580	$7,017	*	*	$5,948	$712
Financial recoveries to individuals and non-City entities ordered/agreed ($000)	$2,639	$3,419	$3,810	*	*	$300	$1,209

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

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

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

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Average time to complete a background investigation (from date of receipt) (days)	88	107	71	180	180	81	101
Closed background investigations (of those opened on or after July 1, 2019)	1,354	1,180	1,386	*	*	379	493
Background investigations received and closed within 6 months (%)	97%	91%	99%	80%	80%	99%	100%
Backlogged background investigations closed during the reporting period	1,880	1,879	1,443	*	*	621	280
Backlogged background investigations remaining open	4,599	2,720	1,276	*	*	2,099	996
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	4	1	*	*	2	1

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

AGENCY CUSTOMER SERVICE

	Actual			Target		4-Month Actual	
Performance Indicators							
Customer Experience	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
Average wait time to speak with a customer service agent (minutes)	3	3	3	*	*	NA	3
CORE facility rating	100	NA	NA	*	*	NA	NA
Completed requests for interpretation	5	NA	9	*	*	NA	3

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

AGENCY RESOURCES

	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
Resource Indicators	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]	$53.2	$51.4	$49.9	$53.5	$56.9	$45.3	$29.3	$30.2
Revenues ($000,000)	$2.6	$1.7	$2.6	$2.4	$2.4	$3.4	$0.7	$0.4
Personnel	362	332	287	350	326	295	314	277
Overtime paid ($000)	$696	$146	$377	$107	$107	$107	$161	$110

[1]January 2023 Financial Plan.   [2]Expenditures include all funds   "NA" - Not Available

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$26.9	$28.2	
001 - Personal Services	$22.2	$22.4	All
003 - Inspector General	$4.7	$5.9	All
Other Than Personal Services - Total	$23.0	$28.7	
002 - Other Than Personal Services	$22.6	$28.2	All
004 - Inspector General	$0.4	$0.5	All
Agency Total	$49.9	$56.9	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds. [2] Includes all funds.   [3] Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✏

- The Department revised the four-month Fiscal 2022 values for 'Complaints' (revised upward from 4,308 to 4,314) 'Written PPRs issued to City agencies' (revised upward from 30 to 38), 'Written PPRs issued during previous fiscal years that are still pending an outcome from City agencies (%)' (revised downward from 6% to 5%), 'Corruption prevention and whistleblower lectures conducted' (revised upward from 36 to 42), 'Corruption prevention lecture e-learning attendees' (revised upward from 2,592 to 3,587) 'Average time to complete an investigation (days)' (revised upward from 202 to 204), 'Referrals for civil and administrative action' (revised upward from 322 to 331), 'Referrals for criminal prosecution' (revised upward from 140 to 143), 'Arrests resulting from DOI investigations' (revised upward from 115 to 119) to reflect updated data.

- The Department revised the four-month Fiscal 2022 value for 'Financial recoveries to the City ordered/agreed ($000)' from $6,160,456 to $550 to properly reflect the data in thousands of dollars, as well as to address the fact that the amount originally reported as "ordered" in the four-month Fiscal 2022 reporting period in fact was collected in the reporting period; it was ordered in a prior reporting period.

- The Department revised the four-month Fiscal 2022 value for 'Financial recoveries to the City collected ($000)' from $5,799,662 to $5,948 to properly reflect the data in thousands of dollars as well as to reflect more up-to-date data.

- New indicator 'Financial recoveries to individuals and non-City entities ordered/agreed ($000)' was added to Goal 1b.

ADDITIONAL RESOURCES

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

CITY COMMISSION ON HUMAN RIGHTS
Annabel Palma, Commissioner/Chair

WHAT WE DO

The New York City Commission on Human Rights (CCHR) enforces the New York City Human Rights Law (NYCHRL), educates the public about their rights and responsibilities under the NYCHRL, and encourages positive community relations. The NYCHRL prohibits discrimination in employment, housing, and public accommodations and is one of the most comprehensive antidiscrimination laws in the country. CCHR achieves its this mission through its law enforcement, community outreach, media, and legislative and policy work. CCHR's Law Enforcement Bureau (LEB) impartially investigates alleged violations of the law; negotiates and resolves matters; provides early intervention in cases of ongoing discrimination, retaliation, as well as to ensure accommodations; and, where appropriate, tries cases before an independent administrative law judge. Mediation services are offered through the independent Office of Mediation and Conflict Resolution. CCHR's Community Relations Bureau (CRB) educates the public on New Yorkers' human rights and cultivates deep community relationships through roundtable discussions, workshops, trainings, and other sustained engagements. CRB also collaborates with the small business community, including chambers of commerce, merchant associations, and business improvement districts to facilitate compliance with the NYCHRL. CCHR's Office of the Chair is the agency's policy, legislative, and adjudicatory hub. The Office convenes public hearings and stakeholder discussions, interfaces with sister agencies, publishes reports and public-facing materials on key issues, publishes legal guidance and promulgates rules, issues final decisions and orders, and develops media campaigns.

FOCUS ON EQUITY

The Commission's commitment to equity, diversity, and inclusion continues to be the cornerstone of the agency's work. Meeting New Yorkers where they are is essential to accessible government and the agency's work. CCHR continues to innovate, adapt, and leverage its resources to expand outreach and intake services, in order to maximize opportunities to engage New Yorkers and eliminate barriers to reporting discrimination or bias when it occurs. Hybrid events, which involve providing both physical and virtual services, and the new expansion of intake into borough offices are two ways the agency is expanding its reach and accessibility.

The agency's focus on equity and engagement is at the core of recent public education and outreach campaigns on Human Rights Law protection. Following recent amendments to the Human Rights Law requiring employers to post salary ranges in job advertisements—which aims to level the playing field and advance pay equity—CCHR developed a multi-media campaign in the top ten limited English proficiency languages spoken by the population of New York City.

CCHR also used this campaign to build on related work to educate New Yorkers on protections for sexual and reproductive health decisions as well as required accommodations for pregnancy and lactation, which are even more vital in the wake of recent Supreme Court decisions. The agency also engaged with small business owners in all boroughs to provide accessible tools and guidance in ten languages on how to comply with new and longstanding employment protections.

Amplifying CCHR's commitment to diversity, equity, and inclusion, the Commission participated in interagency conversations to elevate that the City of New York has, and cultivates, a diverse workforce. One such event, "LGBTQ+ CityTalk: Proudly Diverse," was a public facing event, focused on bringing together LGBTQ+ employees that work for the city, which examined the ways equal employment opportunities & diversity and inclusion inform agencies work, and provided an opportunity to speak about CCHR's anti-discrimination protections in employment.

The agency additionally organized events in local communities, including an African Heritage Month celebration and a Hispanic Heritage month event. Internally for staff, the agency held periodic virtual community check-ins, and the employee engagement committee hosted several events recognizing and honoring NYC's cultural diversity. Over recent years, the Commission has created new avenues to strengthen relationships with Native Americans and Indigenous Peoples, sharing information and learning more about how our agency can respond to community's needs. One such example was the translation of CCHR's "Know Your Rights" video content into K'iche and Mixtec. At the end of 2021, the Commission held a Native American and Indigenous Leaders Roundtable with community representatives, and published a Land Acknowledgement, drafted in collaboration with the Lenape Center. Since that time, CCHR has been creating opportunities for more robust city government engagement with NYC's Indigenous peoples and conducting an informal needs assessment to inform agency work.

OUR SERVICES AND GOALS

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

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

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

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

HOW WE PERFORMED

- In the first four months of Fiscal 2023, the Law Enforcement Bureau (LEB) fielded 3,773 inquiries from the public, slightly lower than the record number of inquiries received for the same period last year. During the same period, 85 complaints were filed, 19 percent fewer than during the same period last year. Due to many factors and dynamic circumstances still evolving from the City's emergence from the COVID-19 pandemic, it is not possible to definitively assess the cause for that decline at this time.

- In the first four months of Fiscal 2023, 290 new matters were initiated, 79 percent more than the same period last year. New matters are those inquiries that, in turn, require follow-up from Commission staff, which might result in, for example, a resolution before filing a complaint or the filing of a complaint. Additionally, there was a 38 percent decline in open matters and 21 percent decline in open complaints.

- During this reporting period, LEB completed 125 pre-complaint resolutions—matters resolved on consent of all parties prior to the filing of a complaint—a 127 percent increase from the same period last fiscal year. Pre-complaint resolution is an ongoing, multi-administration effort, and the increase from Fiscal 2022 may be attributed to the increased demand for these services signaled by the post-pandemic record number of inquiries as well the increase in new matters being opened. Pre-complaint resolutions result from the Commission's efforts to triage inquiries and matters at an early stage to route appropriate matters resolution before the filing of a complaint and/or referral to sibling agencies and community resources.

- During this reporting period, LEB completed 56 modifications for accessibility for people with disabilities, 50 more than reported in the same period last fiscal year and an 88 percent increase from all of Fiscal 2022, which may result from the same observed increases in inquiries and new matters noted above.

- During this reporting period, LEB closed 188 cases, which is more than the number of cases that were filed in the same period, a trend that has been maintained since Fiscal 2019. The number of pending complaints that are less than a year old declined by 59 percent. The average age of the complaint caseload increased by 12 percent but remains the second lowest in the past five fiscal years. CCHR relies on attorneys to close cases and handle complaints and is currently experiencing a shortage of attorneys in line with citywide hiring and retention trends.

- In the first four months of Fiscal 2023, CRB served 52,193 people, compared to 23,636 from the same period last fiscal year, a 120 percent increase, reflecting CRB's ongoing work with community partners to engage and educate hard-to-reach communities. In this reporting period, CRB held 663 conferences, workshops, and training sessions, compared to 390 during the same period last fiscal year, a 70 percent increase. Additionally, CRB held 77 youth-based training sessions in the first four months of Fiscal 2023, 47 more than during the same period last fiscal year. These increases in public-facing events and training sessions are due in part to recent strides made in CRB's ongoing efforts to educate the public on longstanding human rights protection, and in part to CRB's strategic outreaches around new changes to human rights laws.

- CCHR engaged in 54 affirmative and proactive public interventions specifically targeting root causes of bias and hate incidents, a 17 percent increase from the same period last fiscal year. CCHR uses a holistic approach that focuses on prevention, solidarity, and community building.

- In the first four months of Fiscal 2023, the average number of days to completion for an Office of Mediation and Conflict Resolution (OCMR) case was 113, which has been steadily declining since CCHR first began tracking this in 2018.

SERVICE 1 Enforce the NYC Human Rights Law.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Inquiries received	10,015	9,055	11,942	*	*	4,162	3,773
Matters initiated	1,307	881	449	*	*	162	290
Pre-complaint resolutions	406	214	196	*	*	55	125
Modifications for accessibility for people with disabilities	72	46	27	*	*	6	56
★ ❋ Complaints filed	525	643	318	*	*	105	85
Complaints closed	1,066	895	667	*	*	253	188
– Complaints closed (%) - no probable cause determination	1%	0%	0%	*	*	0%	0%
– Complaints closed (%) - probable cause determination	23%	22%	13%	*	*	14%	32%
– Complaints closed (%) - administrative cause	51%	48%	56%	*	*	63%	40%
– Complaints closed (%) - settlement	25%	30%	31%	*	*	23%	28%
Complaints successfully mediated	43	47	45	*	*	14	10
Complaints referred to the Office of Administrative Trials and Hearings	20	13	4	*	*	1	1
Value of damages for complainants ($)	$6,549,397	$8,069,100	$6,166,414	*	*	$2,418,235	$1,031,133
Value of civil penalties imposed ($)	$969,750	$1,678,000	$878,500	*	*	$155,000	$241,500
Open matters	2,398	2,411	1,555	*	*	2,327	1,446
Open complaints	1,165	1,012	773	*	*	899	708
★ Average age of complaint caseload (days)	515	427	503	⇩	⇩	447	501
Complaints pending by age - less than one year	416	546	268	*	*	431	175
Average days to completion for an Office of Mediation and Conflict Resolution case	183	154	124	*	*	NA	113

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Conferences, workshops and training sessions	1,481	1,683	1,794	1,500	1,500	390	663
Youth-based training sessions conducted	300	293	169	250	250	30	77
People served	99,858	102,121	107,136	95,000	95,000	23,636	52,193
Bias/Hate Prevention and Intervention	467	383	104	*	*	46	54

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Letters responded to in 14 days (%)	99.0%	98.0%	100.0%	*	*	100.0%	100.0%
E-mails responded to in 14 days (%)	100.0%	99.0%	99.0%	*	*	100.0%	100.0%
Completed customer requests for interpretation	1,550	1,519	1,373	*	*	449	499
Average wait time to speak with a customer service agent (minutes)	3	0	0	*	*	0	2
CORE customer experience rating (0-100)	100	100	98	*	*	NA	NA

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

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]	$12.2	$11.9	$11.2	$15.2	$13.9	$12.8	$4.4	$3.8
Personnel	128	120	101	146	126	126	110	104
Overtime paid ($000)	$0	$4	$1	$15	$15	$15	$1	$0

[1]January 2023 Financial Plan.   [2]Expenditures include all funds   "NA" - Not Available

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$9.2	$11.5	
001 - Personal Services	$5.3	$4.6	All
003 - Community Development	$3.9	$6.9	All
Other Than Personal Services - Total	$2.0	$2.5	
002 - Other Than Personal Services	$0.5	$0.6	All
004 - Community Development	$1.6	$1.9	All
Agency Total	$11.2	$13.9	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds.   [2] Includes all funds.   [3] Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- New indicator 'Average days to completion for an Office of Mediation and Conflict Resolution case' was added to goal 1a.

ADDITIONAL RESOURCES

- The Social Indicators and Equity Report, EquityNYC: http://equity.nyc.gov/

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

OFFICE OF ADMINISTRATIVE TRIALS AND HEARINGS Asim Rehman, Commissioner and
Chief Administrative Law Judge

WHAT WE DO

The Office of Administrative Trials and Hearings (OATH) is the City's central, independent administrative law court. OATH has three divisions responsible for adjudicating City matters: the OATH Trials Division, the OATH Hearings Division and the OATH Special Education Hearings Division. The Trials Division adjudicates a wide range of issues that can be referred by any City agency, board or commission. Its caseload includes employee discipline hearings for civil servants, Conflicts of Interest Board cases, proceedings related to the retention of seized vehicles by the police, City-issued license revocation cases, real estate, zoning and loft law violations, City contract disputes, cases involving violations of paid sick day and fair workweek laws and the City Human Rights Law. Trials are conducted by Administrative Law Judges who are appointed to five-year terms. Hearings at the Hearings Division are conducted by Hearing Officers on summonses issued by 25 different City enforcement agencies for alleged violations of law or City rules. These summonses are issued by the Departments of Buildings, Sanitation, Consumer and Worker Protection, Health and Mental Hygiene and the Taxi and Limousine Commission, among others. The Special Education Hearings Division adjudicates disputes about special education services provided to New York City children. OATH also houses the Center for Creative Conflict Resolution which provides mediation and restorative justice support to City government agencies and the Administrative Judicial Institute, a resource center that provides training, continuing education and support services for the City's Administrative Law Judges and Hearing Officers.

FOCUS ON EQUITY

OATH remained fully operational during the pandemic by allowing all summonses to be responded to over the phone and in Fiscal 2023 it continues to provide this convenient hearing option to those who want to challenge summonses they received from City enforcement agencies. To provide convenience to all residents and businesses, OATH instituted a call-back function so that respondents do not expend their time or their phone plan's minutes and data waiting for their hearing to begin. OATH also launched a text message system to allow respondents to get reminders of their upcoming hearings along with short, simple instructions on how to proceed.

To ensure that OATH services are accessible, and its procedures are understandable to residents and small businesses who may not be able to afford a lawyer or other representative, OATH's Help Center provides self-represented respondents with one-on-one help sessions to provide case-specific information and options and help them understand their rights and how to navigate OATH's processes. OATH continues to develop a small business unit within its Help Center to assist small businesses that receive summonses and to provide information about benefits offered by the City's Department of Small Business Services.

In Fiscal 2022, the City and New York signed a Memorandum of Agreement that designated OATH as the independent administrative tribunal to hold hearings related to New York City students who may require special education services. Having these hearings at OATH brings independence to the hearing process and more efficient and modern court operations. In addition to added efficiency, having full-time adjudicators deciding these cases means more accountability and more consistent standards and outcomes.

OUR SERVICES AND GOALS

SERVICE 1 **Adjudicate alleged violations of State and City administrative laws.**

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

SERVICE 2 **Adjudicate alleged violations of City administrative laws.**

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

SERVICE 3 **Provide conflict resolution services and restorative practices to City agencies and the public through OATH's Center for Creative Conflict Resolution.**

Goal 3a   Administer mediations, trainings, and restorative group sessions to restore interpersonal relationships between City employees who experience conflict at work and to support City residents and businesses who experience conflict with their neighbors or landlords.

HOW WE PERFORMED

- In the first four months of Fiscal Year 2023, City agencies brought 1,227 cases to the OATH Trials Division which represents a 64 percent increase when compared to the number of cases filed during the same period in Fiscal 2022. The increase was mainly due to an increase in disciplinary matters brought by the Department of Correction against its civil service employees.

- Due to the increase in total cases brought by City agencies to the OATH Trials Division, the number of cases closed at the OATH Trials Division increased by 91 percent and the number of cases processed by Administrative Law Judges (ALJs) increased by 71 percent.

- In the first four months of Fiscal Year 2023, the City's enforcement agencies filed 19 percent more summonses for hearings at the OATH Hearings Division, as compared to the same period in Fiscal 2022.

- Due to the increase in the total number of summonses filed with the OATH Hearings Division, the total number of pre-hearing activities increased by 26 percent.

- OATH's Help Center conducted 15,433 individual one-on-one help sessions with self-represented respondents in the first four months of Fiscal 2023 which represents an 85 percent increase over the same period in Fiscal 2022.OATH saw a notable decline in the number of such sessions during the pandemic (Fiscal 2021 and Fiscal 2022), and the Fiscal 2023 levels are relatively consistent with pre-pandemic levels.

- For the first time, OATH is tracking the average days it takes to initiate Help Sessions once a self-represented respondent contacts the Help Center. In the first four months of Fiscal 2023, the average response time of the Help Center was under one calendar day, at 0.27 days.

- In the first four months of Fiscal 2023, OATH's Center for Creative Conflict Resolution (CCCR) conducted 216 percent more Consultations for City personnel than during the same period in Fiscal 2022. The increase can be contributed to the signing of Executive Order 63 in 2021 which mandated each agency consult with the Center regarding restorative justice approaches that can be incorporated into their work and assign an Alternative Dispute Resolution Coordinator to serve as a liaison to the CCCR and refer matters to the Center for services as appropriate. This has increased exposure to the CCCR resulting in more inquiries and consults.

- For the first time, OATH is tracking satisfaction of services provided by OATH's Center for Creative Conflict Resolution (CCCR). In the first four months of Fiscal 2023, 96 percent of all participants reported satisfaction with the services they received.

- Completed customer requests for language interpretation decreased by 25 percent in the first four months in Fiscal 2023 compared to the first four months in Fiscal 2022. OATH has robust interpretation and translation services. It may be that fewer respondents who require OATH's language accessible services were issued summonses during the first quarter of Fiscal 2023 than in the same period in Fiscal 2022.

SERVICE 1 — Adjudicate alleged violations of State and City administrative laws.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
OATH Trials Division cases with decisions issued within 45 business days (%)	90%	85%	78%	*	*	85%	90%
OATH Trials Division facts and conclusions adopted by agencies (%)	98%	99%	96%	96%	96%	92%	100%
OATH Trials Division settlement rate (%)	52%	51%	57%	55%	55%	58%	52%
Cases filed at the OATH Trials Division (total)	2,245	2,349	2,975	*	*	747	1,227
Cases closed at the OATH Trials Division (total)	2,118	2,257	2,748	*	*	729	1,392
Cases processed per ALJ (total)	186.2	184.6	178.7	*	*	58.1	99.0
Average time for the OATH Trials Division to issue decisions after records closed (business days)	16.61	33.43	33.47	*	*	22.23	31.25

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

SERVICE 2 — Adjudicate alleged violations of City administrative laws.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Total summonses received from the issuing agencies at the OATH Hearings Division	701,862	539,745	571,354	*	*	192,699	229,149
Total Summonses Adjudicated	263,699	231,612	228,967	*	*	73,799	77,817
★ Total number of pre-hearing activities at the OATH Hearings Division	238,791	180,628	193,455	*	*	68,510	86,499
Total summonses processed at the OATH Hearings Division	484,589	517,615	480,551	*	*	173,617	180,300
Summonses with decision rendered at the OATH Hearings Division	196,631	137,482	158,578	*	*	49,133	58,436
★ Average time from OATH Hearings Division hearing assignment to decision rendered (calendar days)	7	9	10	*	*	9	9
Defenses submitted by mail (% of total remote hearings/submissions)	12.5%	1.7%	1.7%	*	*	2.3%	1.6%
OATH hearings by phone (% of total remote hearings/submissions)	39.0%	89.8%	87.5%	*	*	86.7%	88.3%
OATH one-click online submissions (% of total remote hearings/submissions)	48.6%	8.5%	10.8%	*	*	11.0%	10.2%
Total number of help sessions conducted by OATH Help Centers	35,232	33,834	40,637	*	*	8,333	15,433
Defenses submitted by mail	4,363	3,642	3,877	*	*	1,692	1,192
Hearings by phone	13,647	197,873	196,407	*	*	63,626	67,887
One-click online submissions	17,003	18,794	24,173	*	*	8,102	7,838
Average days after emailed request is made to initiate Help Session	NA	NA	NA	*	*	NA	0.27

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

SERVICE 3 — Provide conflict resolution services and restorative practices to City agencies and the public through OATH's Center for Creative Conflict Resolution.

Goal 3a — Administer mediations, trainings, and restorative group sessions to restore interpersonal relationships between City employees who experience conflict at work and to support City residents and businesses who experience conflict with their neighbors or landlords.

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Mediations administered for City employees	NA	36	45	*	*	18	16
Conflict resolution trainings administered for City employees.	NA	36	51	*	*	16	18
Coaching sessions for City personnel	NA	69	69	*	*	20	37
Consultations for City personnel	NA	147	148	*	*	32	102
Restorative group sessions	NA	47	25	*	*	7	3
Mediations administered for members of the public	NA	12	12	*	*	3	3
Participants who reported satisfaction with conflict resolution services (% of total participants)	NA	NA	NA	*	*	NA	96%

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Completed customer requests for interpretation	12,940	6,300	8,541	*	*	2,860	2,797
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	99.89%	100%	100%	*	*	99.99%	87.3%
CORE customer experience rating (0-100)	100	NA	100	*	*	NA	NA

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

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan[1]	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]	$44.7	$42.2	$44.7	$68.2	$65.1	$62.9	$17.0	$18.2
Revenues ($000,000)	$145.2	$120.3	$136.3	$146.5	$136.2	$137.2	$53.8	$49.9
Personnel	365	350	379	544	513	513	347	370
Overtime paid ($000)	$51	$116	$68	$50	$50	$50	$27	$13

[1]January 2023 Financial Plan.   [2]Expenditures include all funds   "NA" - Not Available

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$34.3	$46.0	All
002 - Other Than Personal Services	$10.4	$19.2	All
Agency Total	$44.7	$65.1	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds.   [2] Includes all funds.   [3] Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

• New indicator 'Participants who reported satisfaction with conflict resolution services (% of total participants)' was added to goal 3a.

• New indicator 'Average number of days after emailed request is made to initiate Help Session' was added to goal 2a.

ADDITIONAL RESOURCES

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

BUSINESS INTEGRITY
COMMISSION **Elizabeth Crotty, Commissioner and Chair**

WHAT WE DO

The Business Integrity Commission (BIC) regulates the trade waste industry in the City of New York and the wholesalers and other market businesses operating in the City's public wholesale markets, and ensures the integrity of the regulated businesses in these industries. Through the vigorous background investigations of license and registration applications, the establishment of standards for services by and conduct of licensed and registered business, and the criminal and regulatory investigations, BIC carries out its mandate to remove and prevent the infiltration of organized crime and other forms of corruption in these regulated businesses and industries. BIC protects New York City consumers by seeking to ensure that businesses in these industries and markets act in an honest manner. By fostering an open marketplace, BIC protects the businesses in those industries and markets from unfair competition. BIC also regulates safety, and particularly traffic safety, in the trade waste industry. BIC also has the authority to regulate the shipboard gambling industry, although that industry currently does not operate in New York City.

FOCUS ON EQUITY

The core mission of BIC is to eliminate corruption, including organized crime, from the trade waste industry and the public wholesale markets. By fostering an open marketplace, BIC seeks to ensure that the regulated businesses are able to compete fairly and that the industries are free from the criminal activity that once dominated them. In addition, BIC regulates traffic safety in the trade waste industry through development of relevant rules, vigorous enforcement of those rules, and outreach to the industry. BIC has worked closely with the Department of Sanitation (DSNY) on waste equity policies to reduce the impacts of commercial waste on historically overburdened neighborhoods, mainly with the passing of the DSNY Commercial Waste Zones (CWZ) program. Once implemented by DSNY, CWZ will reduce trade waste truck traffic, thus lowering the negative environmental impacts such traffic generates, improving safety on New York City streets, and enhancing the quality of life in every NYC neighborhood. By seeking to ensure businesses in the regulated industries operate with good character, honesty, and integrity, BIC helps to maintain a fair marketplace for all businesses involved in the industries, including the regulated companies themselves and their customers.

At BIC, leadership is committed to promoting a diverse and inclusive workplace culture for its employees as supported by policies such as BIC's Equal Employment Opportunity Commitment Statement. All BIC staff complete regular equity and inclusion training, including LGBTQ Inclusion, Sexual Harassment Prevention, and Disability Etiquette. BIC's public-facing staff receive customer service training and have been recognized for their professionalism. BIC's multi-lingual employees translate for applicants who have difficulty understanding English.

In addition, BIC's recruitment efforts utilize best practices to ensure diversity and fairness around hiring and internal promotional opportunities. A tolerant and equitable workplace empowers employees to perform to their full potential and BIC can better communicate with its applicants and the public with a workforce reflective of the City's population.

OUR SERVICES AND GOALS

SERVICE 1   Regulate the trade waste industry in the City.

Goal 1a   Ensure that all businesses in the trade waste industry in the City 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 City's public wholesale markets abide by the law.

Goal 2b   Process registration applications for businesses in and around the City's public wholesale markets in a timely manner.

HOW WE PERFORMED

- BIC enforcement of trade waste industry regulations is fundamental to the agency's regulatory mission. In the first four months of Fiscal 2023, the number of violations BIC issued to licensed and registered businesses increased dramatically to 853, up from 173 in the first four months of Fiscal 2022. This jumped significantly in part due to advancing a backlog of violations, as well as enforcement of the 2021 added rules focused on traffic safety in the trade waste industry. Also, with BIC's heightened on-street enforcement, the number of violations BIC issued to trade waste haulers operating without a license or registration increased 10 percent to 282 in the first four months of Fiscal 2023, up from 257 in the same period in Fiscal 2022. Trade waste hauling companies which operate in the City without a BIC license or registration pose both corruption and safety risks, as these entities have not been vetted by BIC.

- Over the past several years, the processing of trade waste applications has been greatly impacted by several compounding factors. These include a decline in staff without authorization to backfill roles (particularly a decrease in attorneys in line with citywide trends and the under-resourcing of the Background Investigations Unit, which at times was reduced by half), new and expanded responsibilities, and disruption of the renewal submission cycle due to COVID-19 emergency executive orders and related legislation that suspended expiration of BIC licenses and registrations. Once the mandated suspension of expirations ended, there was an influx of out-of-cycle renewal applications. In the beginning of Fiscal 2023, we are beginning to see some improvements on processing applications due to internal strategies and the authorization to backfill some vacancies in late Fiscal 2022. During the first four months of Fiscal 2023, the number of trade waste renewal applications pending improved 24 percent and decreased to 890 total applications, down from 1,176 in the same period of Fiscal 2022. In the first four months of Fiscal 2023, the average time to approve a trade waste renewal application improved by 42 percent to 277 days, down from 475 days in the same period in Fiscal 2022. Also, the number of trade waste renewal applications approved increased from 120 in the first four months of Fiscal 2022 to 300 in the same period in Fiscal 2023.

- The average time to approve a public wholesale market renewal application improved as the time decreased by 46 percent to 110 days in the first four months of Fiscal 2023, down from 206 days for the same period in Fiscal 2022. In the first four months of Fiscal 2023, the number of public wholesale market renewal applications approved increased from 16 to 46. Two public wholesale market new applications were approved in the first four months of Fiscal 2023, compared to four in the same period of Fiscal 2022. The average time to approve a public wholesale market new application improved six percent to 107 days in the first four months of Fiscal 2023, down from 114 days in the same period of Fiscal 2022.

SERVICE 1 — Regulate the trade waste industry in the City.

Goal 1a — Ensure that all businesses in the trade waste industry in the City abide by the law.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Violations issued to private waste haulers	746	648	1,088	*	*	430	1,135
★ Violations issued to legally operating private waste haulers	545	412	526	*	*	173	853
★ Violations issued to illegally operating private waste haulers	201	236	562	*	*	257	282
Private Waste Hauler Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	98.0%	81.0%	83.0%	*	*	77.0%	83.0%
★ Waste hauling applications denied	6	5	1	*	*	0	0
Waste hauling complaints received	334	319	292	*	*	128	102
★ Critical Indicator ✱ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Waste hauling applications pending - New	53	79	105	*	*	107	88
Average age of pending waste hauling applications (days) - New	157	152	165	*	*	160	178
Waste hauling applications approved - New	134	102	134	*	*	30	90
★ Average time to approve waste hauling applications (days) - New	129	191	209	150	150	214	181
Waste hauling applications pending - Renewal	586	1,015	1,071	*	*	1,176	890
Average age of pending waste hauling applications (days) - Renewal	160	230	281	*	*	270	294
Waste hauling applications approved - Renewal	627	267	645	*	*	120	300
★ Average time to approve waste hauling applications (days) - Renewal	241	370	369	210	210	475	277
★ Critical Indicator ✷ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None							

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

| Goal 2a | Ensure that businesses in and around City's public wholesale markets abide by the law. | | | | | | |

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Violations issued at public wholesale markets	54	54	35	*	*	9	11
Public Wholesale Markets Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	100.0%	96.0%	94.0%	*	*	88.0%	100.0%
★ Public wholesale market applications denied	0	2	0	*	*	0	0
★ Critical Indicator ✷ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None							

| Goal 2b | Process registration applications for businesses in and around the City's public wholesale markets in a timely manner. | | | | | | |

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Public wholesale market applications pending - New	3	6	3	*	*	3	6
Average age of pending public wholesale market applications (days) - New	278	154	170	*	*	138	65
Public wholesale market applications approved - New	11	4	9	*	*	4	2
★ Average time to approve public wholesale market applications (days) - New	178	265	193	150	150	114	107
Public wholesale market applications pending - Renewal	42	25	43	*	*	39	39
Average age of pending public wholesale market applications (days) - Renewal	174	205	110	*	*	111	106
Public wholesale market applications approved - Renewal	100	47	78	*	*	16	46
★ Average time to approve public wholesale market applications (days) - Renewal	263	302	170	210	210	206	110
★ Critical Indicator ✷ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Letters responded to in 14 days (%)	100%	100%	75%	*	*	100%	NA
E-mails responded to in 14 days (%)	99%	100%	100%	*	*	100%	100%
Completed customer requests for interpretation	44	56	36	*	*	NA	NA
CORE customer experience rating of facilities (0-100)	100	NA	NA	*	*	NA	NA
★ Critical Indicator ✷ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]	$8.8	$8.9	$8.7	$9.3	$8.9	$8.4	$4.3	$4.4
Revenues ($000,000)	$5.5	$5.1	$6.8	$4.9	$4.9	$6.6	$2.2	$2.2
Personnel	82	80	71	82	77	76	76	70
Overtime paid ($000)	$172	$149	$120	$25	$38	$25	$43	$25

[1]February 2022 Financial Plan.   [2]Expenditures include all funds   "NA" - Not Available

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$6.1	$6.1	All
002 - Other Than Personal Services	$2.7	$2.8	All
Agency Total	$8.7	$8.9	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds.   [2] Includes all funds.   [3] Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Service 1 was changed to read 'Regulate the trade waste industry in the City' in place of 'Regulate the city's commercial waste hauling industry.' Goal 1a and Goal 1b were changed to read 'trade waste' in place of 'commercial waste hauling.' Goal 2b was changed to read 'applications for businesses in and around the City's wholesale markets' in place of 'applications for the City's public wholesale businesses.' These changes are to keep the services and goals language in line with BIC's internal and external language use and publications.

- The previously published indicator 'Average wait time to speak with a customer service agent (minutes)' was retired because BIC has shifted to handling matters mainly through phone, email, or fax due to customer preference and now pre-schedules all in-person appointments, meaning that in-person visitors no longer have any wait times. This change in in-person appointments works due to decreased demand for in-person service and additionally assists with stricter visitor protocols in the building.

- 'Letters responded to in 14 days (%)' was reported as NA for the first four months of Fiscal 2023 because no letters were received during this period.

ADDITIONAL RESOURCES

For additional information go to:

- The Social Indicators and Equity Report, EquityNYC: http://equity.nyc.gov/

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

Basic Services for All New Yorkers

Basic Services for All New Yorkers

DEPARTMENT OF SANITATION   Jessica S. Tisch, Commissioner

WHAT WE DO

The Department of Sanitation (DSNY) keeps New York City clean, safe, and healthy by collecting 24 million pounds of waste each day, cleaning our streets, and clearing snow and ice from 19,000 lane-miles of roadways and bike lanes. The Department operates 59 district garages and manages a fleet of more than 2,000 collection trucks, 433 mechanical brooms, and more than 700 large and small salt-spreaders.

FOCUS ON EQUITY

DSNY is committed to providing high-quality, responsive cleaning, collection, and snow removal services to all New Yorkers, regardless of where they live. As of this year, DSNY has reoriented around cleanliness functions, regularly cleaning over 1,000 areas in the City that had been ignored for decades such as step streets, overpasses, walkways and medians. For the first time, the Department is engaging in meaningful enforcement against the crime of illegal dumping, not only cleaning up, but making dumpers pay for what they have done to our neighborhoods.

The Fiscal 2023 adopted budget contains an additional $40.6 million in new funding, an unprecedented investment in making our City cleaner, a key prerequisite to our City's economic recovery. In November, the Administration also announced $14.5 million in new funding this fiscal year as part of an effort to "Get Stuff Clean," including the new Targeted Neighborhood Taskforce to clean previously neglected areas around the city, increased litter basket service, restored highway ramp cleaning, and expanded camera enforcement against illegal dumping. These additional cleaning services will be focused in areas that need them most, creating cleaner, more vibrant neighborhoods and commercial corridors to support an equitable recovery.

In October 2022, DSNY rolled out yard and food waste collection for every resident in the borough of Queens, offering the program universally and borough-wide for the first time. This new program, the largest of its kind in the country, is much more cost-effective than previous programs and significantly easier for residents to participate in.

OUR SERVICES AND GOALS

SERVICE 1 Clean streets, sidewalks and vacant lots.

Goal 1a   Increase street and sidewalk cleanliness.

Goal 1b   Enforcement of Sanitation regulations.

SERVICE 2 Collect and dispose of refuse.

Goal 2a   Improve efficiency of refuse handling.

SERVICE 3 Recycle refuse.

Goal 3a   Increase street and sidewalk cleanliness.

Goal 3b   Enforcement of recycling regulations.

Goal 3c   Expand opportunities to reuse and recycle textile, electronic, and hazardous waste.

SERVICE 4 Collect organics and compost it.

Goal 4a   Increase organics composting.

SERVICE 5 Prepare and clear snow and ice from City streets and roadways.

Goal 5a   Stay ahead and be prepared for winter storms and impacts.

HOW WE PERFORMED

- The total number of litter baskets serviced in the first four months of Fiscal 2023 was 3.6 million, the first time this metric was reported in the PMMR. This represents a substantial increase in litter basket service, attributable to $22 million in new funding added in the Fiscal 2023 adopted budget. This corresponds to a 56 percent decrease in 311 complaints for overflowing litter baskets in the first four months of Fiscal 2023 compared to the same period in Fiscal 2022.

- Missed refuse collections decreased from 1.9 percent in the first four months of Fiscal 2022 to 0.01 percent in Fiscal 2023. This decrease corresponds to an overall decrease in 311 complaints for missed trash collection over the same period of 53%.

- As the City returned to pre-pandemic Fiscal 2019 waste generation patterns at the start of Fiscal 2023, there was a 10 percent decrease in the tons of refuse disposed and a 9 percent decrease in the curbside and containerized recycled tons.

- Decreases in overall tonnage and route adjustments in Fiscal 2023 allowed the percentage of refuse trucks dumped on shift to increase from 36.9 percent in the first four months of Fiscal 2022 to 42.8 percent in the same time period in Fiscal 2023. Similarly, the percentage of recycling trucks dumped on shift increased from 20.9 percent in the first four months of Fiscal 2022 to 23.6 percent in the same time period of Fiscal 2023.

- Over the Fiscal 2023 reporting period, there were 20,314 total violations issued, which represented a 35 percent increase compared to the first four months of Fiscal 2022.

- With the restoration of dedicated Sanitation Worker positions for needle collection, there were 32,680 syringe needles collected during first four months of Fiscal 2023, a 36 percent increase compared to the same period in Fiscal 2022.

SERVICE 1   Clean streets, sidewalks and vacant lots.

Goal 1a   Increase street and sidewalk cleanliness.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Streets rated acceptably clean (%)	96.4%	93.7%	89.6%	92.0%	92.0%	93.8%	93.5%
Streets rated filthy (%)	0.1%	0.6%	1.5%	*	*	1.0%	0.7%
★ Sidewalks rated acceptably clean (%)	96.8%	97.6%	95.2%	97.0%	97.0%	97.3%	95.9%
Sidewalks rated filthy (%)	0.1%	0.5%	0.8%	*	*	0.6%	0.6%
★ Vacant lot cleaning requests	3,008	3,015	2,941	2,500	2,500	1,388	1,556
★ Lots cleaned citywide	3,098	1,231	1,652	3,200	3,200	505	376
Other non-lot locations cleaned	200	688	1,352	*	*	231	602
★ Total number of needles removed	0.0	32,252.0	69,692.0	⇧	⇧	24,002.0	32,680.0
Total number of litter baskets serviced	NA	NA	NA	*	*	NA	3,575,596

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

Goal 1b   Enforcement of Sanitation regulations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Violations issued	56,844	42,694	46,329	*	*	15,033	20,314

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

SERVICE 2   Collect and dispose of refuse.

Goal 2a   Improve efficiency of refuse handling.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Tons of refuse disposed (000)	3,204.4	3,399.1	3,351.1	3,150.0	3,150.0	1,191.6	1,072.2
★ Refuse tons per truck-shift	9.3	9.9	9.4	10.7	10.7	9.7	9.5
★ Trucks dumped on shift (%)	45.2%	44.6%	35.7%	45.6%	45.6%	36.9%	42.8%
Tons per day disposed	10,610	11,293	11,170	*	*	11,682	10,511
Average outage rate for all collection trucks (%)	19%	18%	20%	*	*	21%	26%
Missed refuse collections (%)	0.1%	0.8%	1.2%	*	*	1.9%	0.0%

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

SERVICE 3   Recycle refuse.

Goal 3a   Increase the percentage of waste recycled.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ ✹ Curbside and containerized recycling diversion rate (%)	18.5%	17.6%	17.0%	23.0%	23.0%	16.5%	16.7%
★ Curbside and containerized recycled tons (000)	689.7	692.4	616.1	848.6	848.6	223.0	203.1
Total annual recycling diversion rate (%)	21.6%	20.8%	19.6%	*	*	NA	NA
Recycled tons per day	2,802	2,868	2,616	2,270	2,270	NA	NA
Total tons recycled (000)	874	912	816	*	*	NA	NA
★ Recycling tons per truck-shift	5.8	5.8	5.2	6.2	6.2	5.4	5.2
Missed recycling collections (%)	0.3%	0.7%	1.0%	*	*	1.7%	0.0%
Recycling trucks dumped on shift (%)	25.9%	26.5%	19.7%	*	*	20.9%	23.6%

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

Goal 3b   Enforcement of recycling regulations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Recycling summonses issued	55,610	35,590	32,015	*	*	9,455	10,653

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

Goal 3c   Expand opportunities to reuse and recycle textile, electronic, and hazardous waste.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Total tons HHW recycled (000)	0.6	0.0	0.3	*	*	NA	NA
Total tons textiles recycled (000)	13.2	12.1	10.1	*	*	NA	NA
Total tons e-waste recycled (000)	9.6	8.5	8.9	*	*	NA	NA

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

SERVICE 4 Collect organics and compost it.

Goal 4a Increase organics composting.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Total tons of organics diverted (000)	48.5	76.3	77.4	*	*	NA	NA

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

SERVICE 5 Prepare and clear snow and ice from City streets and roadways.

Goal 5a Stay ahead and be prepared for winter storms and impacts.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Snowfall (total inches)	4.0	43.3	19.5	*	*	0.0	0.0
Salt used (tons)	227,352	454,443	339,842	*	*	0	0
Brine (gallons)	NA	NA	229,935	*	*	NA	NA
Snow Activation Events	NA	10	17	*	*	NA	NA

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Cases commenced against the City in state and federal court	378	287	486	*	*	74	124
Payout ($000)	$34,990	$51,186	$92,307	*	*	$22,559	$26,398
Private transfer station permits	60	58	58	*	*	58	58
Private transfer station inspections performed	5,321	4,064	4,116	*	*	1,342	1,296
Total Office of Administrative Trials and Hearings violations issued	315,477	263,039	240,143	*	*	74,296	100,370
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	86%	88%	87%	*	*	86%	89%
Refuse collection cost per ton ($)	$311	$342	NA	*	*	NA	NA
Refuse cost per ton (fully loaded) ($)	$524	$545	NA	*	*	NA	NA
Disposal cost per ton ($)	$213	$203	NA	*	*	NA	NA
Recycling cost per ton (fully loaded) ($)	$716	$668	NA	*	*	NA	NA
Recycling collection cost per ton ($)	$643	$615	NA	*	*	NA	NA
Paper recycling revenue per ton ($)	$12	$13	$19	*	*	$13	$19
Removal cost per inch of snow ($000)	$13,076	$3,241	$5,564	*	*	NA	NA
Workplace injuries reported (uniform and civilian)	1,049	1,035	987	*	*	349	283

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Completed requests for interpretation	253	41	181	*	*	NA	NA
Letters responded to in 14 days (%)	72%	88%	92%	*	*	95%	88%
E-mails responded to in 14 days (%)	79%	91%	91%	*	*	92%	90%

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

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Percent meeting time to close – Sanitation Condition - Street Cond/Dump-Out/Drop-Off (5 days)	89	85	82	*	*	82	NA
Percent meeting time to close – Literature Request - Blue Recycling Decals (7 days)	NA	NA	NA	*	*	NA	NA
Percent meeting time to close – Literature Request - Green Mixed Paper Recycling Decals (7 days)	NA	NA	NA	*	*	NA	NA
Percent meeting time to close – Dirty Conditions - Illegal Postering (7 days)	87	95	90	*	*	91	NA

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

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]	$2,103.2	$2,378.7	$2,040.3	$1,877.0	$1,932.9	$1,823.2	$848.2	$891.6
Revenues ($000,000)	$24.9	$23.3	$20.6	$17.4	$25.8	$21.9	$5.5	$9.1
Personnel (uniformed)	7,755	7,220	7,614	7,449	7,599	7,649	7,817	8,046
Personnel (civilian)	2,171	2,109	2,115	2,318	2,202	2,170	2,078	2,056
Overtime paid ($000,000)	$156.2	$283.0	$284.4	$158.0	$45.8	$44.6	$81.1	$55.4
Capital commitments ($000,000)	$266.8	$242.8	$170.7	$279.5	$373.2	$899.6	$13.9	$32.5

[1]January 2023 Financial Plan.   [2]Expenditures include all funds   "NA" - Not Available

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$1,267.1	$1,142.8	
101 - Executive Administrative	$80.6	$67.7	All
102 - Cleaning and Collection	$975.4	$880.9	1a, 1b, 2a, 3a, 3b, 3c
103 - Waste Disposal	$46.9	$36.7	2a, 3a, 3b, 3c
104 - Building Management	$29.7	$26.7	*
105 - Bureau of Motor Equipment	$73.9	$76.5	All
107 - Snow Budget	$60.6	$54.4	5a
Other Than Personal Services - Total	$773.2	$790.1	
106 - Executive and Administrative	$107.2	$144.4	All
109 - Cleaning and Collection	$35.5	$49.8	1a, 1b, 2a, 3a, 3b, 3c
110 - Waste Disposal	$555.6	$520.6	2a, 3a, 3b, 3c
111 - Building Management	$3.9	$6.6	*
112 - Motor Equipment	$26.3	$26.8	All
113 - Snow Budget	$44.7	$41.9	5a
Agency Total	$2,040.3	$1,932.9	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds.   [2] Includes all funds.   [3] Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✏

- 'Total number of litter baskets serviced' was added as a new indicator.

- Indicators 'Percent meeting time to close – Sanitation Condition - Street Cond/Dump-Out/ Drop-Off (5 days)' and 'Percent meeting time to close – Dirty Conditions - Illegal Postering (7 days)' were marked NA due to migration to a new customer relationship management system.

ADDITIONAL RESOURCES

For additional information go to:

- Targeted Neighborhood Taskforce:
  https://www1.nyc.gov/assets/dsny/site/services/cleaning/tnt

- Food Scraps and Yard Waste:
  https://www1.nyc.gov/assets/dsny/site/services/food-scraps-and-yard-waste-page

- Commercial Waste Zones:
  https://www1.nyc.gov/assets/dsny/site/resources/reports/commercial-waste-zones-plan

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

DEPARTMENT OF PARKS & RECREATION Susan M. Donoghue, Commissioner

WHAT WE DO

The Department of Parks and Recreation (DPR) plans, maintains and cares for a more than 30,000 acre municipal parks system that encompasses over 2,000 parks, 1,000 playgrounds, 36 recreation centers, over 650,000 street trees and two million more in parks. DPR's thousands of public programs include free Shape Up NYC fitness classes, Kids in Motion children's programing, and Urban Park Rangers' nature education. Through initiatives like Parks Without Borders, DPR is bringing innovative design to sites across the City. DPR's capital program strengthens the City's infrastructure by developing and improving parks, playgrounds, pools and recreational facilities.

FOCUS ON EQUITY

With equity front and center, DPR's efforts build on the core principles of good park development: targeted capital investment, strong community and public-private partnerships, innovative programming, and efficient and effective maintenance. Interconnection among each of these areas is essential to the growth of a truly 21st century park system.

The Agency continues to demonstrate that its internal culture must have an equitable foundation. Since its announcement in summer 2022, DPR's new Diversity Equity Inclusion and Belonging (DEIB) office has worked to establish itself across the agency through an informative "roadshow" sharing current and planned initiatives with agency staff. Along with the Fire Department (FDNY), Office of Labor Relations (OLR), Department of Environmental Protection (DEP) and Department of Transportation, the DEIB office led factfinding discussions; the desire of staff for increased agency accountability informed our overall initiatives as well as the planning of the DEI Council. The division implemented quarterly reviews of Department of Citywide Administrative Services' (DCAS) underrepresented workforce data to inform recruitment strategies. DPR continues to expand the successful "Reflections On" platform to include listening sessions addressing Asian hate crimes, domestic violence, and compassionate responses related to gender identity, sexual orientation, and human rights.

In fall 2022, DPR grew its commitment to providing safe and engaging recreational and cultural programming opportunities for young people across New York City by expanding recreation center hours at nine sites. Seven of the nine sites are in neighborhoods most impacted by the pandemic as identified by the Taskforce on Racial Inclusion & Equity (TRIE). This effort increased operating hours by 17 percent, adding 1,400 programming hours. This initiative supported Saturday Night Lights, a summer program which provides access to free youth sports programming on Saturday nights.

DPR's work focuses on long-term equitable park development and sustainable service improvements. In fall 2021, the Community Parks Initiative (CPI), the City's equity informed program that reconstructs historically underserved neighborhood parks through a data-driven approach, received baselined funding of $435 million over 10 years. In July 2022, DPR began design for the first 10 of the baselined sites and unveiled the selection of 10 additional sites—located in communities hardest hit by COVID-19. To date, DPR has transformed 65 CPI sites.

OUR SERVICES AND GOALS

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

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

Goal 1b   Provide an overall quality park experience.

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

Goal 2a   Maintain and preserve trees under DPR stewardship.

Goal 2b   Resolve high-priority tree work promptly.

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

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

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

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

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

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

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

HOW WE PERFORMED

- During the first quarter of Fiscal 2023, crimes against persons increased from 179 to 231 and crimes against properties increased from 175 to 223. The New York City Police Department (NYPD) is principally responsible for ensuring public safety throughout the City, including parks. DPR is committed to assisting NYPD in this effort to provide a positive and safe experience for all park visitors.

- DPR pruned 4,966 street trees via the block pruning program in the first four months of Fiscal 2023, a 73 percent decrease from the same period in Fiscal 2022. This is due to delayed registration of pruning contracts, particularly in Brooklyn and Queens. Block pruning in Brooklyn and Queens was suspended in Fiscal 2022 due to unforeseen legal matters with the pruning contractor, however, work in Queens has since resumed.

- Tree inspections, which includes inspections by DPR staff and consultants, are down 53 percent in the first four months of Fiscal 2023 compared to the same period in Fiscal 2022, due to a delayed design contract. In Fiscal 2022, there were 40,032 inspections conducted by design consultants, compared to just 7,852 in Fiscal 2023. In-house inspections by DPR staff remained relatively constant, at 19,835 in Fiscal 2022 versus 20,938 in Fiscal 2023.

- DPR planted 2,748 trees in first four months of Fiscal 2023 down from 5,075 in the same period in Fiscal 2022. Tree planting on City streets, in landscaped and natural areas of parks fluctuate in the four-month reporting period due to the timing of DPR planting season, delivery of trees from nurseries, weather, and the timeline of ongoing forest restoration contracts.

- DPR completed 32 capital projects in the reporting period, with 72 percent of project construction completed on time or early and 94 percent within budget. Although on-time completions were just shy of the target for the first quarter, DPR is confident it will meet the target by the end of the fiscal year and keep the trajectory of exceeding the within budget target. Examples of completed projects include the Melrose Commons Site 62 Park Construction in the Bronx and Susan Smith McKinney Steward Park Reconstruction in Brooklyn. Completed in September 2022, the $9.3 million dollar Melrose Commons Site 62 project constructed a vibrant community park on the underutilized city property. Previously a brownfield site, the park construction removed contaminated soils and replaced it with clean fill. Park programming includes a multi-purpose synthetic turf field, adult fitness area, misting station, dog run with separate zones for large dogs and small dogs, a seating area with benches, game tables/chairs, park lighting, pathways with seating, and beautiful plantings. At Susan Smith McKinney Steward Park, a $6.9 million dollar project upgraded the play equipment and spray shower. The larger section of the park converted the multi-use asphalt field to a synthetic turf field, which will serve as a large gathering space as requested by the community, with a variety of seating arrangements. This project included several sustainable features including increased shade to further reduce the heat island effect and increased permeable surfaces.

- Recreation centers have reopened to the public following COVID-19 related closures. While membership and attendance have steadily increased compared to Fiscal 2022, they remain below pre-pandemic levels. Recreation center membership increased to 111,630 in Fiscal 2023, a 320 percent increase from 26,575 in Fiscal 2022 when a new membership registration system was introduced. Attendance also increased to 346,851 in Fiscal 2023, a 383 percent increase from 71,818 in Fiscal 2022. However, there are six centers and five indoor pools currently closed for capital improvements, both of which impact membership and attendance. In October 2022, DPR received $7.1 million to expand operating hours at nine recreation centers across all five boroughs. The additional funds will also support programming including the Saturday Night Lights initiative for City youth.

- Attendance at all non-recreation center programs increased 43 percent in the first four months of Fiscal 2023. In particular, attendance at Urban Park Ranger programming and facilities increased because teachers and youth group leaders were more likely to be able to attend in-person programming such as The Natural Classroom and Custom Adventure programs. In Fiscal 2022 the Urban Park Ranger staff doubled with the addition of fifty Rangers through the Play Fair initiative, increasing capacity to offer The Natural Classroom and Weekend Adventure programs into Fiscal 2023.

- Volunteer participation increased 25 percent compared to last year. This is largely due to community groups staying active for longer periods throughout the year and bringing out more people per project than in previous years. While weather may have played a role, Partnerships for Parks has noticed a rebound in community engagement and stewardship during the pandemic, with the outdoors cast in a new light as safe spaces for gatherings and opportunities for giving back. Many companies have also prioritized corporate social responsibility (CSR) in recent years and instilled regular remote work policies, making park stewardship an increasingly popular way to get staff together for a team-building experience while accomplishing social and environmental goals. Lastly, the Junior Litter League program was taken to new heights this fall, with hundreds of youths from 20 organizations and schools not only removing litter from local parks but also raking leaves, learning about the importance of the environment, and competing to win fun prizes.

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	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Parks rated acceptable for overall condition (%)	91%	86%	86%	85%	85%	83%	84%
– Overall condition of small parks and playgrounds (%)	90%	86%	86%	*	*	83%	84%
– Overall condition of large parks (%)	87%	81%	80%	*	*	78%	83%
– Overall condition of greenstreets (%)	97%	94%	93%	*	*	89%	87%
★ Parks rated acceptable for cleanliness (%)	94%	91%	92%	90%	90%	90%	90%
– Cleanliness of small parks and playgrounds (%)	94%	90%	93%	*	*	90%	89%
– Cleanliness of large parks (%)	92%	87%	88%	*	*	85%	87%
– Cleanliness of greenstreets (%)	99%	97%	98%	*	*	96%	97%
★ Play equipment rated acceptable (%)	97%	96%	96%	95%	95%	95%	96%
★ Safety surfaces rated acceptable (%)	95%	95%	93%	95%	95%	91%	94%
★ Comfort stations in service (in season only) (%)	94%	91%	96%	95%	95%	95%	93%
★ Spray showers in service (in season only) (%)	98%	98%	98%	95%	95%	99%	99%
★ Drinking fountains in service (in season only) (%)	96%	95%	95%	95%	95%	96%	96%
★ Recreation centers rated acceptable for cleanliness (%)	100%	NA	100%	95%	95%	NA	NA
★ Recreation centers rated acceptable for overall condition (%)	90%	NA	87%	85%	85%	NA	NA
Monuments receiving annual maintenance (%)	80%	74%	81%	*	*	32%	33%

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

Goal 1b — Provide an overall quality park experience.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Major felonies reported on Parks' properties (excludes Central Park) - Crimes against persons	611	437	592	⇩	⇩	179	231
– Crimes against properties	472	230	499	*	*	175	224
Summonses issued	16,929	20,917	24,511	*	*	7,543	8,857
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	81.1%	91.7%	90.8%	*	*	93.6%	91.8%

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

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

Goal 2a   Maintain and preserve trees under DPR stewardship.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Street trees pruned - Block program	59,771	18,900	43,463	65,000	65,000	18,255	4,966
– Annual pruning goal completed (%)	92%	NA	67%	*	*	28%	8%
– Street trees pruned as a percent of pruning eligible trees	11%	3%	8%	*	*	NA	NA
Trees removed	11,321	11,818	11,686	*	*	3,373	2,888
Tree inspections	138,671	87,725	184,449	*	*	60,716	28,790

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

Goal 2b   Resolve high-priority tree work promptly.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Immediate priority tree work resolved within 7 days (%)	97%	92%	99%	*	*	99%	97%
★ High-priority tree work resolved within 28 days (%)	91%	95%	97%	*	*	98%	98%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Trees planted	21,799	22,144	32,468	⇧	⇧	5,075	2,748
– Trees planted along city streets	9,241	9,305	14,842	*	*	1,060	569
– Trees planted on landscaped areas of parks	4,337	2,339	3,096	*	*	424	361
– Trees planted in natural areas of parks	8,221	10,500	14,530	*	*	3,591	1,818

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Capital projects completed	121	143	119	*	*	35	32
★ Capital projects completed on time or early (%)	78%	85%	81%	80%	80%	86%	72%
Capital projects completed within budget (%)	92%	93%	86%	85%	85%	83%	94%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ ✹ New Yorkers living within walking distance of a park (%)	81.7%	81.7%	83.6%	⇧	⇧	NA	NA

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Total recreation center memberships	142,915	142,915	100,385	⇧	⇧	26,575	111,630
★ Total recreation center attendance	1,947,377	4,227	776,001	⇧	⇧	71,818	346,851
★ Attendance at outdoor Olympic and intermediate pools (pool season)	204,899	892,306	986,448	*	*	NA	NA
Attendance at historic house museums	510,492	486,836	540,287	*	*	420,941	448,133
Attendance at skating rinks	481,433	308,044	500,675	*	*	NA	NA
Total attendance at non-recreation center programs	695,594	118,350	385,140	*	*	213,697	305,832

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Community partner groups engaged by Partnerships for Parks	589	506	485	*	*	476	483
Volunteer turnout	28,194	19,093	32,413	*	*	13,139	16,471

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Workplace injuries reported	444	436	445	*	*	161	144

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY20	FY21	FY22	FY23	FY24	FY22	FY23
E-mails routed and responded to in 14 days (%)	68%	68%	73%	60%	60%	70%	74%
Letters routed and responded to in 14 days (%)	83%	81%	83%	60%	60%	84%	82%
Completed customer requests for interpretation	263	216	283	*	*	NA	NA
CORE customer experience rating (0-100)	98	100	100	85	85	NA	NA

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

Performance Indicators	Actual			Target		4-Month Actual	
Response to 311 Service Requests (SRs)	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Total public service requests received - Forestry	85,699	141,772	91,785	*	*	43,033	38,850
– Downed Trees, downed limbs, and hanging limbs	23,578	69,654	23,337	*	*	12,642	8,968
Damaged Tree - Branch or Limb Has Fallen Down - % of SRs Meeting Time to First Action (8 days)	94%	78%	77%	95%	95%	76%	72%
Percent meeting time to first action - Dead Tree - Dead/Dying Tree (30 days for trees planted within a 2 year period, 7 days for all other trees)	52%	53%	66%	90%	90%	53%	66%
Percent meeting time to first action - New Tree Request - For One Address (180 days)	100%	84%	55%	90%	90%	34%	85%
Percent meeting time to first action - Overgrown Tree/Branches - Hitting Building (30 days)	74%	84%	78%	95%	95%	72%	55%
Percent meeting time to first action - Root/Sewer/Sidewalk Condition - Trees and Sidewalks Program (30 days)	36%	21%	14%	85%	85%	14%	17%

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

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]	$567.2	$526.6	$588.2	$624.2	$628.7	$582.7	$211.5	$200.0
Revenues ($000,000)	$61.8	$23.4	$55.7	$65.2	$63.2	$63.2	$18.0	$24.7
Personnel (Total FT and FTE)	6,936	6,026	7,198	8,217	8,121	7,844	6,411	7,274
Full-time equivalent (FTE) personnel	2,700	2,021	3,448	3,387	3,460	3,258	2,507	3,111
- Parks Opportunity Program (POP) participants[3]	1,420	779	819	1,603	1,603	1,603	730	892
Overtime paid ($000,000)	$24.3	$24.8	$29.9	$15.8	$15.9	$15.8	$10.5	$11.5
Capital commitments ($000,000)	$332.9	$483.5	$538.4	$694.8	$762.3	$577.5	$77.1	$167.8

[1]January 2023 Financial Plan.   [2]Expenditures include all funds   "NA" - Not Available   [3]The Parks Opportunity Program participants, reflected as full-time equivalents, are a subtotal of the Department's total Personnel count reported above.

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$458.3	$454.1	
001 - Executive Management and Administrative Services	$8.7	$9.5	All
002 - Maintenance and Operations	$375.4	$363.1	1a, 1b, 2a, 2b, 2c, 3a, 4a, 4b
003 - Design and Engineering	$48.3	$50.5	2c, 3a, 3b
004 - Recreation Services	$26.0	$30.9	4a, 4b
Other Than Personal Services - Total	$129.9	$174.6	
006 - Maintenance and Operations	$99.7	$141.1	1a, 1b, 2a, 2b, 2c, 3a, 4a, 4b
007 - Executive Management and Administrative Services	$26.6	$28.1	All
009 - Recreation Services	$1.4	$2.9	4a, 4b
010 - Design and Engineering	$2.1	$2.6	2c, 3a, 3b
Agency Total	$588.2	$628.7	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds.   [2]Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

None.

ADDITIONAL RESOURCES

For additional information go to:

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

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

- The Social Indicators and Equity Report, EquityNYC:
  http://equity.nyc.gov/

- Volunteer opportunities in New York City Parks:
  https://www.nycgovparks.org/events/volunteer

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

DEPARTMENT OF CULTURAL AFFAIRS

Laurie Cumbo, Commissioner
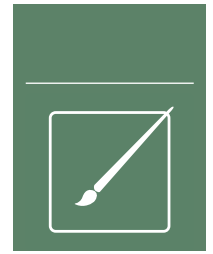
WHAT WE DO

The Department of Cultural Affairs (DCLA) provides financial support and technical assistance to the City's cultural community, including 34 City-owned institutions that comprise the Cultural Institutions Group (CIG) and over 1,000 cultural nonprofit organizations serving constituencies in all boroughs of the City. DCLA manages a significant portfolio of cultural capital projects; provides donated materials for arts programs to public schools, cultural and social service groups; and also commissions works of public art for City-funded construction projects.

FOCUS ON EQUITY

DCLA builds equity into all of its work supporting New York City's remarkable cultural community. DCLA strives to equitably distribute public funds and other resources to cultural organizations across the City's five boroughs. DCLA continued to work with the 34 cultural organizations that make up CIG to ensure their diversity, equity, and inclusion plans were piloted successfully, including meeting with each CIG leadership team to discuss their plans to foster more diverse, equitable, and inclusive organizations in detail. Through its Cultural Development Fund (CDF), the DCLA utilizes a democratic, peer panel review process to distribute grants to over 1,000 applicants that represent the extraordinary cultural breadth of New York City and share a commitment to public service and public participation. DCLA also administers several funding initiatives on behalf of the New York City Council that provide support for arts and cultural projects across the City, including Cultural After School Adventures (CASA), the Cultural Immigrant Initiative, Coalition of Theaters of Color, Anti-Gun Violence Initiative, and the SU-CASA creative aging program. DCLA works with the 34 members of the Cultural Institutions Group to ensure funding resources to our partners at these organizations, which encompass all sizes, boroughs, and disciplines. DCLA also continued to fund the City University of New York (CUNY) Cultural Corps, one of DCLA's signature workforce development programs that creates opportunities for CUNY students to work in the City's cultural sector. The agency continued to administer its Language Access and Disability Forward Fund two grant opportunities designed to support more accessible cultural programming citywide.

DCLA continued to enact far-reaching equity reforms to its funding processes, ensuring that public support reached communities in all corners of NYC. Reforms to the Cultural Development Fund doubled the minimum grant award from $5,000 to $10,000, provided major boosts for smaller groups and organizations led by people of color, and dramatically increased the number of groups receiving city support for the first time. The agency's new capital investments in cultural groups in all five boroughs - such as the Universal Hip Hop Museum in the Bronx, the Queens Theatre, Noel Pointer Foundation in Brooklyn, St. George Theatre on Staten Island, and Afro-Latin Jazz Alliance in Manhattan - will help lay the groundwork for more vibrant, equitably supported cultural sector for years to come.

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

- Operating support payments made to CIG by the fifth day of each month was not achieved for July and August of the Fiscal 2023 reporting period due to timing of budget adoption, resulting in a 33.7 percent decrease compared to the previous reporting period. However, DCLA is on track to improve the percentage of payments made within the timeframe outlined in the metrics for the remainder of the fiscal year.

- The number of DOE/school transactions remain lower than pre-pandemic levels. Still, the number is growing and has potential to reach the Fiscal 2023 target. Overall, the number of donations, transactions, schools and arts groups served since Fiscal 2022 are growing, and this trend is expected to continue.

- Over the first four months of Fiscal 2023, 18 percent of emails were responded to within 14 days, a 67.5 percent decrease from the same period in Fiscal 2022. DCLA's correspondence response rate suffered due to temporary staff turnover and headcount reduction.

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	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Operating support payments made to Cultural Institutions Group by the 5th day of each month (%)	27%	0%	81%	100%	100%	33%	67%
★ Average days to issue initial Cultural Development Fund (CDF) payments after complying with all City requirements	12	20	21	7	7	NA	NA
★ Average days to issue final CDF payments	13	19	NA	5	5	NA	NA
Program organizations awarded CDF payments	987	1,037	1,022	*	*	1,022	1,096
Total financial support provided to qualifying organizations ($000,000)	$200.2	$174.2	$206.0	*	*	NA	NA
★ Total operational support to CIGs ($000,000)	NA	$102.3	$121.8	*	*	NA	NA

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Capital projects authorized to proceed	55	22	50	*	*	NA	NA
★ Capital projects planned that were initiated (%)	86%	81%	100%	66%	66%	NA	NA

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Schools, non-profits and City/State agencies served by Materials for the Arts (MFTA)	2,031	484	1,181	*	*	744	844
★ MFTA transactions	4,103	1,029	1,857	5,300	5,300	1,668	2,568

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Visitors to the Cultural Institutions Group (000)	14,927	10,956	16,228	*	*	NA	NA
– Visitors using free admission and/or tickets (%)	29%	62%	42%	*	*	NA	NA
★ Total number of CDF seminars held	NA	12.0	4.0	*	*	NA	NA

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY20	FY21	FY22	FY23	FY24	FY22	FY23
E-mails responded to in 14 days (%)	90%	94%	38%	88%	88%	86%	18%
Letters responded to in 14 days (%)	100%	NA	NA	90%	90%	NA	NA

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

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]	$209.9	$185.1	$229.8	$238.1	$239.8	$149.8	$116.9	$114.4
Personnel	67	66	61	66	72	72	62	62
Overtime paid ($000)	$6	$0	$0	$0	$6	$0	$0	$6
Capital commitments ($000,000)	$126.5	$126.4	$55.7	$199.2	$155.9	$131.9	$9.4	$13.9

[1]January 2023 Financial Plan.   [2]Expenditures include all funds   "NA" - Not Available

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$5.3	$5.6	
001 - Office of the Commissioner	$5.3	$5.6	All
Other Than Personal Services - Total	$224.5	$234.2	
002 - Office of the Commissioner	$2.8	$3.2	All
003 - Cultural Programs	$83.1	$90.9	1a, 1b
004 - Metropolitan Museum of Art	$20.7	$24.0	1a, 1b
005 - New York Botanical Garden	$8.0	$8.6	1a, 1b
006 - American Museum of Natural History	$17.7	$19.8	1a, 1b
007 - The Wildlife Conservation Society	$19.9	$20.1	1a, 1b
008 - Brooklyn Museum	$8.7	$9.7	1a, 1b
009 - Brooklyn Children's Museum	$2.6	$2.8	1a, 1b
010 - Brooklyn Botanical Garden	$4.7	$5.8	1a, 1b
011 - Queens Botanical Garden	$1.8	$1.9	1a, 1b
012 - New York Hall of Science	$2.9	$2.7	1a, 1b
013 - Staten Island Institute of Arts and Sciences	$1.3	$1.4	1a, 1b
014 - Staten Island Zoological Society	$2.3	$2.5	1a, 1b
015 - Staten Island Historical Society	$1.0	$1.1	1a, 1b
016 - Museum of the City of New York	$2.1	$2.3	1a, 1b
017 - Wave Hill	$1.7	$2.0	1a, 1b
019 - Brooklyn Academy of Music	$2.9	$3.5	1a, 1b
020 - Snug Harbor Cultural Center	$2.5	$2.7	1a, 1b
021 - Studio Museum in Harlem	$0.8	$0.9	1a, 1b
022 - Other Cultural Institutions	$35.9	$26.9	1a, 1b
024 - New York Shakespeare Festival	$1.2	$1.3	1a, 1b
Agency Total	$229.8	$239.8	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds.   [2] Includes all funds.   [3] Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

None.

ADDITIONAL RESOURCES

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

- Materials for the Arts:
  https://www1.nyc.gov/content/mfta/pages/

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

DEPARTMENT OF CONSUMER AND WORKER PROTECTION

WHAT WE DO

NYC Department of Consumer and Worker Protection (DCWP) protects and enhances the daily economic lives of New Yorkers to create thriving communities. DCWP licenses more than 51,000 businesses in more than 40 industries and enforces key consumer protection, licensing, and workplace laws that apply to countless more. By supporting businesses through equitable enforcement and access to resources and, by helping to resolve complaints, DCWP protects the marketplace from predatory practices and strives to create a culture of compliance. Through its community outreach and the work of its offices of Financial Empowerment and Labor Policy & Standards, DCWP empowers consumers and working families by providing the tools and resources they need to be educated consumers and to achieve financial health and work-life balance. DCWP also conducts research and advocates for public policy that furthers its work to support New York City's communities.

FOCUS ON EQUITY

At the core of DCWP's mission is the goal to create thriving communities, which can only be achieved through equity. DCWP places great emphasis on identifying and addressing areas of inequity using a multipronged approach of advocacy, education and enforcement to effect change. DCWP's commitment to a fair marketplace starts with an education first approach to its enforcement work. DCWP prioritizes educating businesses about their obligations under the law and providing them with the tools they need to achieve compliance and avoid violations. DCWP also concentrates its work in industries and communities where we see the city's most vulnerable consumers being preyed upon.

To promote equity in the workplace, DCWP's Office of Labor Policy & Standards (OLPS) enforces NYC's worker protection laws, ensuring all workers have access to paid sick leave, fair scheduling protections, and other rights. OLPS also develops innovative policies to raise job standards in low-wage industries, where employees are primarily women, immigrants, and people of color. OLPS applies the law equally, without regard to immigration status.

DCWP's Office of Financial Empowerment (OFE) focuses on initiatives that educate, empower, and protect residents and neighborhoods with low- and moderate-incomes so they can improve financial health and build assets. This work, which is often targeted based in a foundation of research that identifies the most vulnerable communities, includes providing free financial counseling and coaching at the NYC Financial Empowerment Centers, increasing access to safe and affordable financial products and services, and helping eligible New Yorkers file their taxes for free and claim valuable refundable tax credits, like the Earned Income Tax Credit through the NYC Free Tax Prep Coalition.

OUR SERVICES AND GOALS

SERVICE 1 **Protect and advocate for consumers and ensure businesses comply with applicable laws and regulations.**

Goal 1a Respond to consumer complaints and mediate with businesses to achieve fair and timely outcomes.

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

Goal 1c Promptly negotiate settlements on violations issued to businesses.

SERVICE 2 **Assist and educate businesses about their contributions towards a fair marketplace for all.**

Goal 2a Assist businesses in meeting their licensing requirements.

Goal 2b Engage with businesses to help them understand their role in promoting a fair marketplace for all.

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

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

SERVICE 4 **Protect and advocate for workers.**

Goal 4a Investigate worker complaints in a timely manner to ensure their rights under NYC's worker protection laws are upheld.

Goal 4b Assist freelancers in exercising their rights under the Freelance Isn't Free Law.

HOW WE PERFORMED

- The number of complaints entering mediation increased by four percent, from 639 to 663, and correspondingly the number of mediations resolved increased from 631 to 641, over the first four months of Fiscal 2023 compared to the same period of Fiscal 2022. The amount of consumer restitution awarded increased to $589,000, a $70,000 (13 percent) increase from the same period last year. DCWP processed 54 percent of mediated complaints within the target of 28 days compared to 50 percent during the same four-month period last year, while all complaints continue to be processed within 90 days as targeted. The median time to resolve a complaint remained unchanged, at 28 days. The median days to respond to inspection referrals dropped significantly, from 21 days in the first four months of Fiscal 2022 to just nine days in Fiscal 2023, a 57 percent decrease. This improvement is largely due to improvements in business.

- The first four months of Fiscal 2023 is the first time DCWP is reporting inspections data since returning to full operations, post-pandemic. As such, the count of inspections and summonses are all substantially greater than the first four months of Fiscal 2022. For example, the number of inspections conducted during the first four months of Fiscal 2023 increased by 50 percent, from 10,844 in the same reporting period in Fiscal 2022 to 16,291, while the number of summonses increased by 1,996 (80 percent), to 4,481.

- Except for the license requirement compliance rate, which decreased from 91 percent to 82 percent, in part due to the expiration of the Executive Order that waived the requirement to renew licenses, the compliance-rate indicators were more affected by the change in reporting systems (see noteworthy changes) than the increased number of inspections. For example, compared to the first four months of Fiscal 2022, compliance with licensing regulations decreased by two percentage points, to 95 percent. Consumer protection law compliance decreased by four percentage points, from 88 percent in the first four months of Fiscal 2022 to 84 percent in the same reporting period of Fiscal 2023. When compared to the same reporting periods, the compliance rate for out-of-package tobacco sales increased from 98 percent to 99 percent and compliance with sales of flavored tobacco products decreased slightly, from 82 percent to 80 percent. Similarly, the compliance rates for gasoline pump inspections remained consistent at more than 99 percent while the compliance rate for fuel trucks increased from 86 percent to 89 percent.

- The total amount of fines collected by DCWP attorneys and settlement officers increased by 62 percent, from $1,892,000 in the first four months of Fiscal 2022 to $3,070,000 in Fiscal 2023. Cases settled by agreement and penalties paid in full before their original hearing date increased from 51 percent to 52 percent.

- The number of license applications received decreased by 22 percent, from 10,921 to 8,529 during the first four months of Fiscal 2023. The change is mainly the result of two factors. First, certain license categories renew every odd year (e.g., 2019, 2021), and some renew every even year (e.g., 2020, 2022), while others are on an annual renewal cycle, so substantial differences between odd and even fiscal years is expected. Secondly, the Executive Order that extended license terms during the pandemic ended in August 2021 but extended the renewal period for licenses that expired during the pandemic through mid-October 2021, which lead to a larger than normal influx of renewals during the first few months of Fiscal 2022. The average days to process basic license applications decreased from 13 days to just four during the first four months of Fiscal 2023. This is a return to normal business operations post-pandemic and the expedited processing of renewals as the Executive Order extending their license expiration date wound down. The percent of license applications received online decreased by one percentage point, from 41 percent in the first four months of Fiscal 2022 to 40 percent during the same four months of Fiscal 2023. The average wait time at the licensing centers remained unchanged, at five minutes.

- DCWP's Office of Financial Empowerment (OFE) saw a 26 percent increase in the number of clients served by financial counseling programs compared to the first four months of Fiscal 2022, rising from 2,884 to 3,623. The number of first-time clients increased by a third, from 1,578 to 2,100, and the percent of new clients achieving short-term financial goals within their first year in the program increased from seven percent to nine percent. The number of clients achieving long-term financial goals decreased by three percentage points, from 11 percent in Fiscal 2022 to eight percent in Fiscal 2023. Since October 2022, OFE clients have reduced their total debt by an additional $10.97 million, a total reduction of $99.34 million, and increased their total savings by $2.15 million to $13.42 million.

- DCWP's Office of Labor Policy & Standards (OLPS) received 108 workplace complaints in the first four months of Fiscal 2023, down 53 (32 percent) from the same period in Fiscal 2022. The number of investigations opened decreased slightly, from 84 to 83 (one percent) while the median number of days to open investigations decreased by 49 percent, from 49 days to just 25. The number of investigations closed also decreased, from 112 to 89, a 21 percent decrease from Fiscal 2022, while the median number of days to close investigations increased from 165 to 174, a six percent increase. The amount of restitution increased by 2,752 percent due almost entirely to a multimillion-dollar settlement with Chipotle – a case which also accounts for most of the $1,063,354 increase in penalties assessed and the more than 13,000 increase in the number of workers entitled to restitution.

- In the first four months of Fiscal 2023, the number of complaints received from freelance workers increased by 95 percent, from 80 to 156 and the number of navigation cases opened increased by 86 percent, from 76 to 141. The number of navigation cases closed decrease by 19 percent, from 161 in Fiscal 2022 to 131 in the first four months of Fiscal 2023. The amount recovered by freelancers registering complaints decreased by 52 percent, from $366,063 to $175,983. The amount recovered is self-reported by freelancers in follow-up conducted by OLPS and does not necessarily reflect the actual amount of all moneys recovered.

SERVICE 1 Protect and advocate for consumers and ensure businesses comply with applicable laws and regulations.

Goal 1a Respond to consumer complaints and mediate with businesses to achieve fair and timely outcomes.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Complaints entering mediation	2,166	2,155	1,970	*	*	639	663
Mediated complaints resolved	2,099	2,092	1,917	*	*	631	641
Mediations completed within 28 days (%)	54%	52%	50%	50%	50%	50%	54%
– Within 0-50 days (%)	91%	93%	86%	85%	85%	93%	96%
– Within 0-90 days (%)	99%	100%	99%	100%	100%	100%	100%
★ Median days to close mediations	27	28	31	28	28	28	28
Consumer restitution awarded ($000)	$1,187	$1,018	$1,696	*	*	$520	$589
Complaints referred for inspection	4,358	2,854	3,566	*	*	548	1,764
★ Median days to respond to inspection referrals	28	26	12	⇩	⇩	21	9

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

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

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Sites inspected - Total	41,705	25,706	37,754	*	*	10,844	16,291
Sites inspected - Proactive	26,090	19,436	12,398	*	*	3,194	5,671
Sites inspected - Tobacco program	11,161	3,291	10,796	*	*	3,986	5,934
Sites inspected - Referred	4,443	2,979	14,560	*	*	3,664	4,686
Sites issued summonses - Total	10,967	6,367	8,239	*	*	2,485	4,481
Sites issued summonses - Proactive inspection summonses	7,343	3,996	1,775	*	*	430	1,046
Sites issued summonses - Tobacco program inspection summonses	2,225	1,296	4,583	*	*	1,668	2,629
Sites issued summonses - Referred inspection summonses	1,397	1,075	1,881	*	*	387	806
License Law – License requirement compliance rate (%)	90%	97%	85%	*	*	91%	82%
License Law – Licensee compliance rate (%)	86%	82%	94%	*	*	97%	95%
Consumer protection law compliance rate (%)	86%	95%	86%	*	*	88%	84%
Weights and Measures Law compliance rate - gasoline pumps (%)	100%	99%	99%	98%	98%	100%	100%
Weights and Measures Law compliance rate - fuel trucks (%)	76%	81%	85%	72%	72%	86%	89%
★ Tobacco Program - Sale to youth compliance rate (%)	89%	99%	90%	⇧	⇧	90%	86%
Tobacco Program – Out of package sales compliance rate (%)	97%	93%	97%	*	*	98%	99%
Tobacco Program - Flavored tobacco and e-cigarette compliance rate (%)	97%	80%	82%	*	*	82%	80%

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

Goal 1c   Promptly negotiate settlements on violations issued to businesses.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Total settlements ($000)	$4,357	$3,083	$6,613	*	*	$1,892	$3,070
Cases settled prior to original hearing date (%)	63%	59%	48%	*	*	51%	52%

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

SERVICE 2   Assist and educate businesses about their contributions towards a fair marketplace for all.

Goal 2a   Assist businesses in meeting their licensing requirements.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Applications received	30,718	34,291	26,268	*	*	10,921	8,529
★ Average processing time (days)	3	8	6	4	4	13	4
Applications submitted online (%)	22%	46%	42%	*	*	41%	40%
★ Average Licensing Center wait time (minutes)	5	10	4	15	15	5	5

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

Goal 2b   Engage with businesses to help them understand their role in promoting a fair marketplace for all.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Businesses participating in engagement and outreach events	17,089	20,756	21,168	*	*	7,020	NA

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

SERVICE 3   Educate and empower New Yorkers with low incomes.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Clients served	6,899	6,901	7,160	*	*	2,884	3,623
First-time clients	5,096	4,873	5,017	*	*	1,578	2,100
Clients achieving short-term success within their first year (%)	7%	5%	9%	*	*	7%	9%
Clients achieving long-term financial goals (%)	16%	13%	18%	*	*	11%	8%
Cumulative debt reduced ($000)	$79,837	$85,057	$95,102	*	*	$88,367	$99,338
Cumulative savings increase ($)	$7,860,236	$9,978,759	$12,475,648	*	*	$11,269,435	$13,416,316
Tax returns filed through the NYC Free Tax Preparation Program	67,132	70,241	78,679	*	*	NA	NA

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

SERVICE 4 Protect and advocate for workers.

Investigate worker complaints in a timely manner to ensure their rights under NYC's worker protection laws are upheld.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Complaints Received	558	1,727	386	*	*	158	108
Investigations Opened	311	198	251	*	*	84	83
★ Median days to open investigations	10	71	29	⇩	⇩	49	25
Investigations Closed	257	216	266	*	*	112	89
Median days to close investigations	162	233.5	143	*	*	165	174
Workers entitled to restitution	3,890	1,154	7,957	*	*	1,049	14,124
Worker restitution assessed ($)	$1,912,792	$1,063,469	$3,620,499	*	*	$752,785	$21,476,333
Penalties assessed ($)	$257,184	$243,817	$251,167	*	*	$102,236	$1,165,590

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

Goal 4b Assist freelancers in exercising their rights under the Freelance Isn't Free Law.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Complaints received	652	283	332	*	*	80	156
Navigation cases opened	607	322	325	*	*	76	141
Navigation cases closed	427	531	370	*	*	161	131
Amount recovered by complainants ($)	$519,210	$309,243	$604,521	*	*	$366,063	$175,983

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Average customer in-person wait time (minutes)	4	10	4	17	17	NA	NA
Completed customer requests for interpretation	2,429	3,682	3,404	*	*	NA	NA
CORE customer experience rating (0-100)	99	100	100	87	87	NA	NA

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

Performance Indicators	Actual			Target		4-Month Actual	
Response to 311 Service Requests (SRs)	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Percent meeting time to first action - Consumer Complaint - Exchange/Refund/Return (4 days)	100%	98%	NA	85%	85%	NA	NA
Percent meeting time to first action - Consumer Complaint - False Advertising (4 days)	100%	94%	NA	85%	85%	NA	NA
Percent meeting time to first action - Consumer Complaint - Non-Delivery Goods/Services (4 days)	100%	96%	NA	85%	85%	NA	NA
Percent meeting time to first action - Consumer Complaint - Overcharge (4 days)	100%	100%	NA	85%	85%	NA	NA
Percent meeting time to first action - DCA / DOHMH New License Application Request - General Street Vendor License (7 days)	100%	NA	NA	85%	85%	NA	NA

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

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]	$41.5	$42.5	$59.4	$69.9	$67.5	$64.2	$21.1	$33.6
Revenues ($000,000)	$22.1	$13.5	$16.9	$15.9	$20.6	$16.7	$5.6	$7.2
Personnel	390	366	400	485	$449	$448	359	410
Overtime paid ($000)	$147	$106	$46	$114	$115	$114	$10	$25

[1]January 2023 Financial Plan.   [2]Expenditures include all funds   "NA" - Not Available

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$27.2	$31.3	
001 - Administration	$13.6	$15.1	All
002 - Licensing and Enforcement	$13.7	$16.3	1b, 1c, 2a, 2b, 4a
Other Than Personal Services - Total	$32.2	$36.1	
003 - Other than Personal Services	$32.2	$36.1	All
Agency Total	$59.4	$67.5	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds.   [2]Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- With the introduction of a new Automated Inspection Management System (AIMS) in July 2020, DCWP began collecting inspection data in a new and more efficient way then we were able to, previously. This, coupled with operational changes to inspection priorities and practice, has resulted in substantial changes to the indicators under goal 2a, both in how inspections are counted and how they are categorized. Changes are reflected in the current fiscal year and retroactively beginning in Fiscal 2021.

  – Total inspections: DCWP is now able to group multiple records in to a single "Inspection Record," which more accurately captures the number of individual visits to a business. As a consequence of this grouping, the total number of inspections is smaller.

  – The compliance rates for license requirements, license law and consumer protection law, and to a lesser extent tobacco Sale to Minor, Out of Package, and Flavored Tobacco, were necessarily impacted due to the overall change in the inspection counts for the reasons stated above.

  – Because of these changes, the number of summonses across all categories is lower than what would previously have been reported. The AIMS system allows DCWP to group multiple summonses into a single count of inspections that resulted in any summons, so we are no longer counting individual summonses, as that would give a misleading view of the ratio of summonses to inspections.

- Under goal 4a, DCWP re-evaluated how it was calculating the 'Median days to open investigations' indicator and determined that the emphasis was more appropriately assigned to the topics and laws listed on the enforcement matter record rather than on the initial intake record(s). The decision was made because, in practice, what is included on the enforcement matter better defines what is actually being investigated. This has resulted in a different set of records being included from both the intake and enforcement side of the association and, subsequently, DCWP restating historical numbers to reflect this new method.

- Under goal 4a, there were data entry errors in the Fiscal 2022 MMR that incorrectly reported the number of complaints received in Fiscal 2020, the amount of penalties assessed in Fiscal 2020, the number of investigations opened in Fiscal 2021, the amount of restitution awarded in Fiscal 2021, and the number of employees entitled to restitution in Fiscal 2022. The numbers have been corrected.

- Data was updated for the first four months of Fiscal 2022 for 'Total Settlements ($000).'

- Previously reported fiscal year data under Goal 1b was updated.

ADDITIONAL RESOURCES

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

- Licenses
  https://www1.nyc.gov/site/dca/businesses/licenses.page

- Worker Rights
  https://www1.nyc.gov/site/dca/workers/worker-rights.page

- Third-Party Food Delivery Services
  https://www1.nyc.gov/site/dca/about/Third-Party-Food-Delivery-Services.page

- NYC Financial Empowerment Centers
  https://www1.nyc.gov/site/dca/consumers/get-free-financial-counseling.page

- NYC Free Tax Prep
  https://www1.nyc.gov/site/dca/consumers/file-your-taxes.page

- Street Vendors
  https://www1.nyc.gov/site/dca/businesses/street-vendors.page

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

OFFICE OF TECHNOLOGY AND INNOVATION
311 CUSTOMER SERVICE CENTER

Joe Morrisroe, Deputy Commissioner

WHAT WE DO

The 311 Customer Service Center delivers fast and easy access to government services and information to all New Yorkers. NYC 311 can be reached via the call center, 311 Online, 311 Mobile App, 311 Facebook, 311 on Twitter, text messaging at 311-NYC (692) and 311 TTY at (212) 504-4115. Information and assistance are also accessible by Skyping "NYC311" or by using a video relay service at (212) NEW-YORK (212-639-9675). NYC 311's services are available via phone in 175 languages, 24 hours a day, seven days a week, 365 days a year.

FOCUS ON EQUITY

NYC 311 is committed to equitably serving the public interest of all New York City residents, business owners and visitors. With so many New Yorkers accessing government resources through 311, its work is inherently tied to fair and transparent service delivery, particularly for non-English speakers, who it aims to serve in their preferred language. Historically underserved communities rely on 311 for support particularly since the COVID-19 pandemic. COVID-19-related inquiries to 311 (information on testing and vaccinations, housing, financial assistance, etc.) remained top drivers of its call volume during the first four months of Fiscal 2023. To ensure that 311 provided prompt service to underserved communities in a time of crisis, 311 continued its expanded operations, which began at the start of the pandemic: additional call centers; increased number of surge call takers; prioritized hiring of Spanish-speaking call takers; and express lanes at the call center to prioritize COVID-19-related requests.

OUR SERVICES AND GOALS

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

Goal 1a   Increase public access to government services and information.

HOW WE PERFORMED

- 311 received 10.8 million contacts from New Yorkers across its call center, website, mobile, text and social media channels during the first four months of Fiscal 2023. Approximately 5.5 million calls were made to 311; 4.5 million contacts came through 311's website, and 800,000 came through the 311 mobile application, text, and social media. 311 continued to deliver critical services related to the COVID-19 pandemic, including requests for information on testing and vaccinations, tenant and housing needs, food resources and financial assistance.

- The average wait time to speak with a Tier 1 agent was 30 seconds during peak hours and 14 seconds outside of those hours, improvements of 68 percent and 53 percent, respectively, compared with the same period in Fiscal 2022.

SERVICE 1 Provide public access to City government.

Goal 1a Increase public access to government services and information.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
311 calls (000)	21,515	21,715	18,231	*	*	6,087	5,509
311 Spanish language calls (000)	897	648	529	*	*	199	169
311 calls in languages other than English or Spanish (000)	81	112	85	*	*	32	24
311 mobile app contacts (000)	2,201	2,227	2,187	*	*	680	685
311-NYC (text) contacts (000)	424	356	311	*	*	127	109
311 Online site visits (000)	10,553	13,415	13,472	*	*	4,424	4,487
Completed service requests (000)	2,913	3,461	3,558	*	*	1,317	1,209
Knowledge articles accessed (000)	12,194	25,371	17,406	*	*	5,715	5,556
Average wait time (tier 1 calls) Peak hours (11am-3pm, M-F) (minutes:seconds)	1:46	1:07	0:52	*	*	1:33	0:30
Average wait time (tier 1 calls) Off-peak hours (minutes:seconds)	0:56	0:20	0:18	*	*	0:30	0:14

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY20	FY21	FY22	FY23	FY24	FY22	FY23
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
Customer satisfaction index	85	83	83	*	*	NA	NA

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

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]	$45.2	$53.7	$71.3	$58.9	$54.7	$55.1	$23.2	$26.5
Personnel	403	387	352	388	388	388	368	350
Overtime paid ($000)	$400	$255	$239	$239	$239	$239	$66	$32

[1] January 2023 Financial Plan.   [2]Expenditures include all funds   "NA" - Not Available   The figures shown in the table above are subtotals of the Department of Information Technology and Telecommunications totals that appear in the DoITT chapter of this report.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

None.

ADDITIONAL RESOURCES

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

- 311 Online:
http://www.nyc.gov/311

- 311 Facebook:
http://www.facebook.com/pages/NYC-311/84372567650

- 311 on Twitter:
https://twitter.com/nyc311

- 311 Mobile App:
http://www1.nyc.gov/connect/applications.page

TAXI AND LIMOUSINE COMMISSION David Do, Commissioner and Chair

WHAT WE DO

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

FOCUS ON EQUITY

Increasing accessible and equitable service is a top priority for TLC. After experiencing a decrease in the total number of vehicles on the road, including wheelchair accessible vehicles, during the COVID-19 pandemic, TLC worked hard to ensure wheelchair accessible service stabilized and increased across all sectors throughout 2022. TLC maintained the pause on issuing new FHV licenses, with an exception for wheelchair accessible vehicles. TLC also continued processing payments through the Taxi Improvement Fund (TIF) which provided over $50 million in direct payments to the owners and drivers of wheelchair accessible vehicles throughout the pandemic and through all of 2022. The results have been positive as the number of wheelchair accessible vehicles increased and the number of trips completed by these vehicles have stabilized. All education providers have also resumed service after experiencing closures during the pandemic. Throughout 2022, TLC continued delivering its hands-on driver education course on Passenger Assistance and Wheelchair Accessible Vehicle Training, which reflects the needs of passengers with disabilities by covering in-depth information about the disability community, disability etiquette and the unique role drivers play in providing equitable transit for New York City residents and visitors. The course also includes in-vehicle training where TLC-licensed Drivers can practice steps they must follow during the wheelchair securement process before they are expected to perform the process professionally. TLC is also providing relief to Medallion Owners through the Medallion Relief Program. The program already achieved over $50 million in debt relief in Fiscal 2022 and is poised to provide hundreds of millions of dollars in debt relief to up to 3,000 medallion owners under an enhanced version of the Medallion Relief Program by the end of the 2022 calendar year.

OUR SERVICES AND GOALS

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

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

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

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

Goal 1d Provide excellent customer service to licensees.

Goal 1e Promote excellent customer service to passengers.

HOW WE PERFORMED

- TLC looks towards the post-pandemic future as the agency continues to improve and enlarge its accessible fleet option for all ridership. There are 3,023 active wheelchair accessible yellow taxis available for the public during the first four months of Fiscal 2023, a 25 percent increase compared with the same period in Fiscal 2022. The total number of accessible FHVs grew from 2,710 in Fiscal 2022 to 3,667 vehicles in Fiscal 2023. The total number of accessible boro taxis, however, declined from 52 in Fiscal 2022 to 31 in Fiscal 2023, mirroring the overall decline in active boro taxis since the start of the COVID-19 pandemic.

- The number of hearing induction loops in vehicles has declined 19 percent as the only vehicle model equipped with induction loops, the purpose built NV200, ceased production in 2021 and the remaining NV200 taxis reach their retirement dates and are removed from service. Accessible dispatch median wait time stayed consistent since the last reporting period at an average of 13 minutes, and the fulfilled requested trips increased to 87 percent.

- By the end of the first four months of Fiscal 2023, there were 3,667 FHV Wheelchair Accessible Vehicles (WAVs) on the road, a 35 percent increase compared to the first four months of Fiscal 2022. These vehicles have completed over 700,000 trips since Feb 2019 and continue to advance TLC's goal of achieving greater accessibility for all that request a WAV.

- TLC FHV accessibility rules now require all bases to either dispatch at least 25 percent of their trips to a WAV or work with an approved central dispatcher who fulfills requests for wheelchair accessible service and must meet certain wait time thresholds. The central dispatcher requirements apply to over 98 percent of FHV trips with the current approved dispatchers being Uber and Lyft. Because of these rules, TLC has seen a dramatic improvement in accessible service in the for-hire fleet. In 2019, the first year that these rules were in effect, 74 percent of WAV-requested trips had wait times of under 15 minutes. By 2022, well over 90 percent of Uber and Lyft WAV trips had wait times of under 15 minutes, while between 75 percent and 85 percent had wait times of under 10 minutes. By the end of Fiscal 2023, Accessible dispatch median wait time citywide had decreased 6 percent compared to the same time period last year. TLC will continue to monitor and improve its FHV accessibility rules to ensure that passengers who use wheelchairs have truly equivalent service.

- Medallion safety and inspections have slowly risen 14.7 percent as more medallions are removed from storage and return to the road. FHV inspection volume also has increased as the industry recovers. However, boro taxis had fewer inspection visits as less are active on the road. Average time to conduct an inspection increased 27.8 percent due to uptick in FHV volume, and construction at the TLC Woodside facility. We foresee these increased average inspection times to continue for the remainder of Fiscal 2023.

- TLC's highest priority is promoting safety among all its licensed drivers and their passengers, pedestrians, and bicyclists. To maintain public safety, TLC Enforcement concentrated deployment to pursue the Vision Zero. TLC Enforcement officers issued 7,027 Vision Zero summonses in the first four months of Fiscal 2023.

- Customer wait times at the Long Island City Licensing facility continue to improve as it falls closer to pre COVID-19 pandemic time, decreasing by 20 percent compared to the same time last year. This can be attributed to increased staff capacity and operational restructuring. TLC driver licensing continued to rebound as more new license applications were submitted and processed, and an increase in the number of drivers entering their renewal cycle was observed. These factors led to a 125 percent increase in TLC driver licenses issued this reporting period, compared to the same period in Fiscal 2022. Despite this increase, the average time to issue a new driver's license decreased 13 percent and the average TLC processing time decreased 20 percent due to improved service availability allowing applicants to complete necessary license requirements. Call wait times have also reduced by 38 percent due in part to staff returning to the workforce.

- As the City continues to recover from the COVID-19 pandemic, the number of trips completed by TLC licensees has increased along with a correlated increase in the number of consumer complaints filed, which have increased 56 percent compared to Fiscal 2022. TLC continues to process a high volume of complaints per month which has resulted in a 24 percent increase in time to close while staying within target. The number of administrative summonses fluctuates due to the cyclical nature of some violations, as well as the policy goals and technical issues affecting other types of violations. We continue to see a significant increase in licensee compliance with administrative directives, and acceptance of administrative settlement offers, which results in a reduction in the number of summonses issued.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Active medallion taxis that are accessible	1,052	1,914	2,790	*	*	2,423	3,023
Active Boro Taxis that are accessible	43	43	40	*	*	52	31
Active FHVs that are accessible	1,113	2,247	3,320	*	*	2,710	3,667
Accessible dispatch median wait time citywide (minutes:seconds)	12:25	12:22	13:52	*	*	14:21	13:26
Accessible dispatch trips fulfilled as a percent of requested trips (%)	89.2%	89.7%	86.0%	*	*	85.2%	87.2%
Active medallion vehicles with hearing induction loops	3,007	2,967	2,763	*	*	2,921	2,355

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Medallion safety and emissions inspections conducted	27,000	16,226	17,560	*	*	8,252	9,464
★ Medallion safety and emissions failure rate - Initial inspection (%)	33.1%	27.6%	29.3%	35.0%	35.0%	28.4%	27.9%
– Re-inspection (%)	6.8%	6.7%	5.1%	*	*	7.5%	9.1%
Medallion safety and emissions inspections completed on schedule (%)	59.9%	27.2%	34.2%	*	*	42.4%	50.7%
For-hire vehicle (FHV) safety and emissions inspections conducted at TLC facility	69,640	72,717	74,432	*	*	22,679	26,133
★ FHV safety and emissions failure rate - Initial inspection (%)	30.1%	24.7%	25.8%	35.0%	35.0%	25.2%	27.0%
– Re-Inspection (%)	9.0%	8.6%	8.7%	*	*	8.8%	9.0%
FHV safety and emissions inspections completed on schedule (%)	98.6%	97.7%	97.8%	*	*	97.7%	98.5%
Boro Taxi safety and emissions inspections conducted	8,009	5,689	4,347	*	*	1,507	1,182
★ Boro Taxi safety and emissions failure rate - Initial inspection (%)	38.0%	31.8%	34.4%	45.0%	45.0%	34.1%	39.8%
– Re-inspection (%)	12.0%	10.6%	9.0%	*	*	11.2%	11.5%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Patrol summonses issued to drivers	37,887	16,508	32,692	*	*	12,120	10,736
Patrol summonses issued to owners/agents/bases	12,908	2,067	4,014	*	*	1,470	1,815
★ Patrol summonses issued for illegal street hails (drivers and vehicle owners)	7,904	1,085	2,056	*	*	836	393
★ Patrol summonses issued for unlicensed activity (drivers and vehicle owners)	7,928	2,091	3,698	*	*	1,219	1,547
Administrative summonses issued to drivers	19,019	6,447	8,730	*	*	3,142	2,254
Administrative summonses issued to owners/agents/bases	22,225	18,225	11,917	*	*	4,430	3,818
Violations admitted to or upheld at the Taxi and Limousine Tribunal at the Office of Administrative Trials and Hearings (%)	90.5%	93.9%	95.5%	*	*	94.3%	94.2%

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

Goal 1d — Provide excellent customer service to licensees.

Performance Indicators	Actual FY20	Actual FY21	Actual FY22	Target FY23	Target FY24	4-Month Actual FY22	4-Month Actual FY23
★ Average wait time at Long Island City licensing facility (hours: minutes)	0:24	0:46	0:33	0:25	0:25	0:41	0:33
TLC driver licenses issued	72,889	55,564	47,226	*	*	11,571	26,017
– New licenses issued	6,769	4,777	15,641	*	*	5,566	6,369
Average time to issue a new driver license from initial application (calendar days)	50.0	85.3	65.7	*	*	63.1	55.2
– Average agency processing time	6.1	7.5	6.5	*	*	6.4	5.1
★ Number of owners approved for the Medallion Relief Program	NA	NA	NA	⇧	⇧	NA	1,380
★ Average time to conduct a safety and emissions inspection of a medallion taxi (hours:minutes)	0:48	0:31	0:22	1:00	1:00	0:22	0:22
★ Average time to conduct a safety and emissions inspection of a FHV (hours:minutes)	0:35	0:26	0:18	1:00	1:00	0:18	0:23
★ Average time to conduct a safety and emissions inspection of a Boro Taxi (hours:minutes)	0:45	0:32	0:21	1:00	1:00	0:20	0:19

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

Goal 1e — Promote excellent customer service to passengers.

Performance Indicators	Actual FY20	Actual FY21	Actual FY22	Target FY23	Target FY24	4-Month Actual FY22	4-Month Actual FY23
TLC driver complaints received	19,739	9,250	16,629	*	*	4,715	7,334
– Complaints that were eligible for prosecution	14,453	5,952	9,290	*	*	2,729	4,329
★ Average time to close a consumer complaint (calendar days): TLC driver	50.5	22.3	22.4	50.0	50.0	22.9	28.4

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual FY20	Actual FY21	Actual FY22	Target FY23	Target FY24	4-Month Actual FY22	4-Month Actual FY23
Medallion vehicles	13,587	13,587	13,587	*	*	13,587	13,587
For-hire vehicles	110,430	96,437	95,712	*	*	95,578	95,943
– Boro Taxis	3,068	2,508	2,379	*	*	2,481	2,338

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual FY20	Actual FY21	Actual FY22	Target FY23	Target FY24	4-Month Actual FY22	4-Month Actual FY23
Customer Experience							
E-mails responded to in 14 days (%)	NA	99%	95%	85%	85%	97%	78%
Letters responded to in 14 days (%)	81%	40%	64%	90%	90%	69%	76%
Average call wait time (minutes:seconds)	6:24	8:02	3:37	*	*	5:03	3:10
Completed customer requests for interpretation	11,878	12,061	12,938	*	*	NA	NA
CORE customer experience rating (1-100)	96	NA	100	85	85	NA	NA

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

Performance Indicators	Actual FY20	Actual FY21	Actual FY22	Target FY23	Target FY24	4-Month Actual FY22	4-Month Actual FY23
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - For-hire Vehicle Complaint (14 days)	NA	97%	100%	90%	90%	99%	100%
Percent meeting time to first action - Lost Property (7 days)	97%	100%	97%	90%	90%	94%	99%
Percent meeting time to first action - Miscellaneous Comments (14 days)	NA	NA	NA	60%	60%	NA	NA
Percent meeting time to first action - Request for Information (14 days)	NA	NA	NA	60%	60%	NA	NA
Percent meeting time to first action - Taxi Complaint (14 days)	NA	98%	100%	90%	90%	100%	100%

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

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY231	FY241	FY22	FY23
Expenditures ($000,000)[2]	$52.9	$53.2	$64.9	$155.5	$171.5	$51.3	$18.6	$70.9
Revenues ($000,000)	$67.7	$55.7	$59.4	$56.1	$53.4	$56.7	$17.3	$24.8
Personnel	641	566	520	615	551	551	532	483
Overtime paid ($000)	$1,214	$767	$559	$809	$809	$809	$176	$232

[1]January 2023 Financial Plan.   [2]Expenditures include all funds   "NA" - Not Available

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$37.0	$37.1	All
002 - Other Than Personal Services	$27.9	$134.4	All
Agency Total	$64.9	$171.5	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds.   [2]Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- 'Number of owners approved for the Medallion Relief Program' was added as a new indicator

ADDITIONAL RESOURCES

For additional information go to:

- Industry Reports:
  https://www1.nyc.gov/site/tlc/about/industry-reports.page

- Taxi Improvement Fund (TIF):
  https://www.nyc.gov/site/tlc/about/taxi-improvement-fund.page

- Driver Education:
  https://www.nyc.gov/site/tlc/drivers/driver-education.page

- Medallion Relief Program:
  https://www.nyc.gov/site/tlc/about/taxi-medallion-owner-relief-program.page

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

Health and
Human Services
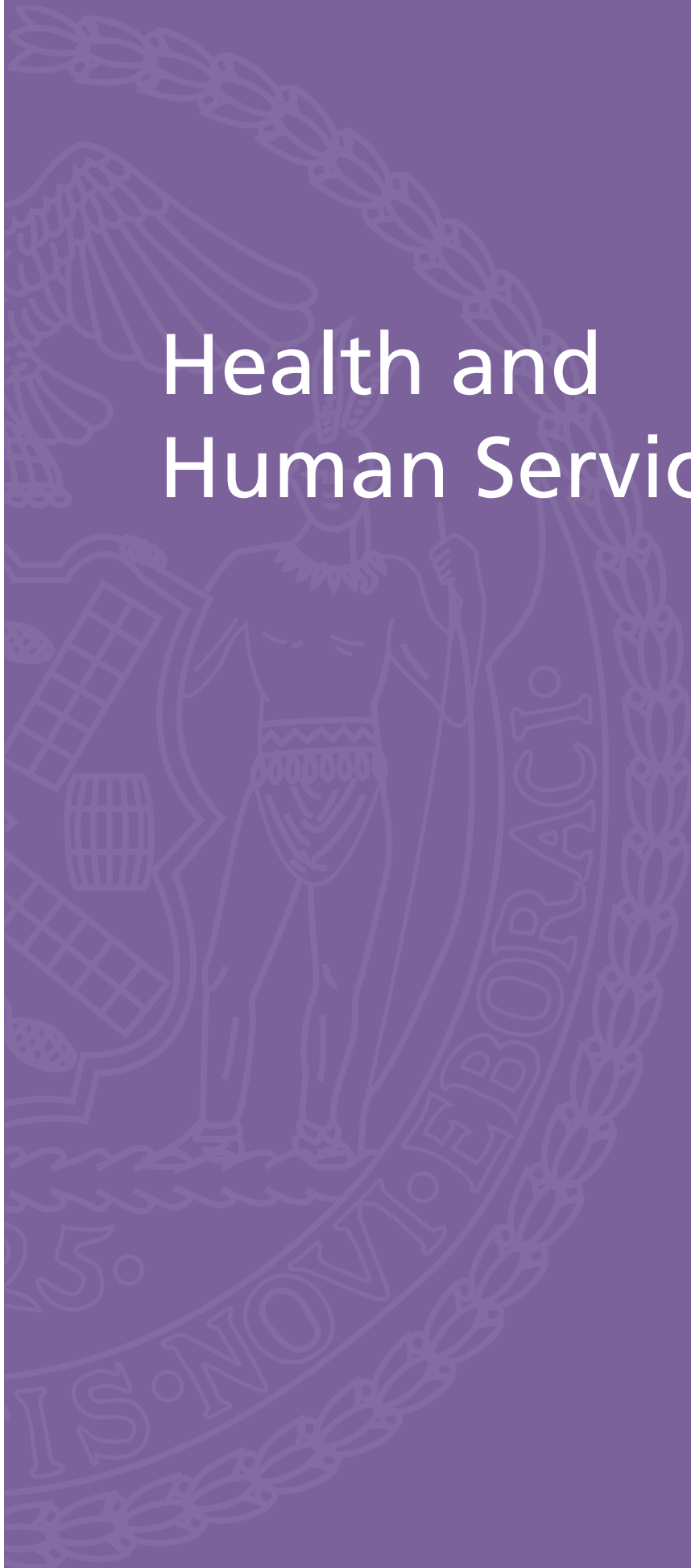
Health and
Human Services

DEPARTMENT OF HEALTH AND MENTAL HYGIENE Dr. Ashwin Vasan, Commissioner

WHAT WE DO

The Department of Health and Mental Hygiene (DOHMH) protects and promotes the health and well-being of New Yorkers. The Department engages with communities to develop and implement robust public health programming and policy recommendations, enforces health regulations, responds to public health emergencies, and provides limited direct health services. The Department serves as the lead agency for design and oversight of city-wide population health strategy, policy, and programming, and works toward a city where all New Yorkers can realize their full health potential, regardless of who they are, how old they are, where they are from or where they live.

The Department aims to address parallel pandemics including infections such as tuberculosis and chronic diseases such as heart disease, mental health, overdose, racism, and social instability. It continues to be integral in the City's COVID-19 recovery efforts by collaborating with community partners in data-driven decision making.

The Department contracts with community-based organizations to deliver mental health, developmental disability and alcohol and substance use disorder treatment services. It works with health care providers to improve health care delivery and to increase the use of preventive services, such as immunizations and cancer screenings, provides direct services at four tuberculosis clinics, eight sexual health clinics, one immunization clinic (note some sites are currently closed), three Neighborhood Action Centers and more than 1,200 public schools. It issues birth and death certificates, inspects restaurants and child care centers and protects public safety through immediate response to emergent public health threats. The Department's Early Intervention program serves infants and toddlers with developmental delays.

FOCUS ON EQUITY

To improve health outcomes faster, the City must be deliberate in naming and addressing inequities in health outcomes rooted in historical and contemporary injustices and discrimination, including structural racism and discriminatory practices. The Department aims to integrate equity into all its work as one of its core values. To advance our anti-racism public health practice and increase institutional accountability, the New York City Board of Health passed a resolution on racism as a public health crisis, requesting that the Department commit to actions that would lead to equitable outcomes. In part, this work has been anchored by three strategic priorities focused on the intersecting systems and structures that produce and maintain health inequities, as well as on the City at large:

- Creating Healthy Neighborhoods

- Promoting Healthy Childhoods and a Life Course Approach to Well Being

- Bridging Public Health and Health Care

These focus areas will make sure the Department works to interrupt the vicious cycles that create and maintain inequities in both behavioral and physical health by neighborhood, address harms that accumulate across the life course, and advance common aims to improve public health and achieve health equity by connecting our public health and health care systems. The Department promotes equity by using data and storytelling to highlight injustices, embed equity in all policies, prioritize investments in neighborhoods most impacted by long-standing disinvestment, and implement community-based programing to effect change and foster optimal health. To increase equitable health outcomes, the City must be deliberate in identifying and disrupting structural racism and practices rooted in white supremacy in all areas of the Department's work.

OUR SERVICES AND GOALS

SERVICE 1 **Detect and control infectious diseases.**

    Goal 1a Reduce new cases of HIV and other sexually transmitted infections.

    Goal 1b Prevent the spread of other infectious diseases.

SERVICE 2 **Prevent chronic diseases by promoting healthy behaviors and preventive health care.**

    Goal 2a Reduce tobacco use and promote physical activity and healthy eating.

    Goal 2b Improve preventive health care.

SERVICE 3 **Promote a safe environment.**

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

    Goal 3b Reduce the threat of foodborne illness.

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

SERVICE 4 **Prevent and address mental illness, developmental delays and disabilities, and substance misuse.**

    Goal 4a Reduce the adverse health consequences of substance misuse.

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

SERVICE 5 **Provide high quality and timely service to the public.**

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

HOW WE PERFORMED

- New HIV diagnoses continue to decline in New York City annually due to wide-ranging programming in the City related to the Ending the Epidemic campaign. Through the first quarter of Calendar 2022 there were 374 new HIV diagnoses, an 8.1 percent decrease from the 407 during the same period in Calendar 2021. Annual data and trends from 2020 to 2022 should be interpreted with caution due to the impact of COVID-19 on access to HIV testing, and surveillance activities in New York City.

- Safer sex product distribution increased 4.7 percent during the first four months of Fiscal 2023 compared to the same period in Fiscal 2022. As COVID-19 restrictions were lifted and venues and distribution partners began to reopen, our distribution has increased to pre-COVID-19 levels.

- Reporting of new tuberculosis cases (TB cases) fluctuates month to month and is not consistent throughout the year. This is especially true since 2020, when the Department observed a 20 percent decline in TB cases, which it believes is attributable to pandemic-related factors, such as reduced access to care, possible declines in community-based transmission, potential underreporting, and delays in diagnosis. The exact impact of such factors has yet to be fully quantified or confirmed. An 18.9 percent increase in the first four months of Calendar 2022 compared to Calendar 2021 likely represents a return to pre-pandemic case rates. During this reporting period, as in prior years, most TB cases (89 percent) were among the non-US born population, and non-Hispanic Black individuals disproportionately made up 50 percent of US-born TB cases. The Department has been increasing targeted testing efforts in high-risk communities to achieve lower TB case rates within these populations.

- Routine pediatric vaccination has been negatively impacted by the COVID-19 pandemic among other factors. Through the first quarter of Fiscal 2023 there were 59.2 percent of children aged 19–35 months with up-to-date immunizations, a 5.3 percentage point decrease from the same period in Fiscal 2022 (64.5 percent). The decrease in coverage may also be attributed to the declining number of births in New York City and the lagging census estimates of children living in the City. The Department is confronting rising vaccination hesitancy through media campaigns, providing educational forums to providers and community-based organizations, and providing tools to talk about vaccine confidence with patients and parents.

- In the first four months of Calendar 2022 the number of children under the age of 6 with blood lead levels of 5 or more micrograms per deciliter was 909, a 5.1 percent increase from the first four months of Calendar 2021. Similarly, the number of children under the age of 18 with blood lead levels of 5 or more micrograms per deciliter was 1,122, a 7.7 percent increase from the first four months of Calendar 2021. The COVID-19 pandemic led to significant changes in health care utilization—including a drop in blood lead testing among children. Because of these changes, as well as a decline in the population caused by residents moving out of the City during the pandemic, 2021 and 2022 surveillance data and their variance should be interpreted with caution. The Department is implementing multiple strategies to promote blood lead testing, including contacting health care providers and families directly and conducting outreach via social media, print campaigns and other forms of public messaging.

- In the first four months of Fiscal 2023 the Department conducted 1,474 full inspections of group child care centers, a 23.2 percent decrease from the 1,920 inspections conducted during the same period of the prior fiscal year. For six weeks in the summer of 2022, the Child Care Bureau shifted staff to process a backlog of 22,000 comprehensive background check applications, which reduced the number of inspections.

- In the first four months of Fiscal 2023 the Department inspected 31.4 percent of permitted restaurants, a 10.0 percentage point increase from the first four months of Fiscal 2022. The Department also conducted 62,000 initial pest control inspections, a 114.2 percent increase from the prior fiscal year. The Department is returning to normal operations after multiple years of volatility due to the COVID-19 pandemic.

- The number of Supportive Connections provided by NYC Well dropped from 158,290 through the first four months of Fiscal 2022 to 127,642 through the same period in Fiscal 2023, a decrease of 19.4 percent. This was impacted by the national launch of 988, which routes callers to local crisis hotlines such as NYC Well, but data collection is not yet consolidated. As data are consolidated, the Department anticipates an increase in calls into 988 commensurate with reduced calls to NYC Well.

- The number of individuals who received services from long-term mobile community-based treatment providers through the first four months of Fiscal 2023 was 4,981, a 19.3 percent increase from the same period in Fiscal 2022. This growth reflects the opening of new Intensive Mobile Treatment teams, which were procured in prior years and made available for referrals during the reporting period.

- Over the first four months of Fiscal 2023, 199 individuals were engaged by a Co-Response Team (CRT), a decrease from 218 over the same period in Fiscal 2022. Despite this, the Department is confident it will reach the newly established target of 600 individuals by the end of Fiscal 2023 because CRT has expanded the number of referral sources, and because all law enforcement referrals will now be assessed by a CRT. Team deployments will also have more face-to-face contacts because teams will contact community members via telephone before their visit.

- The average response time for birth certificates was 2.3 days, outperforming the target of 3 days. The average response time declined by 66 percent compared to the same period last year. The faster processing time is related to process improvements, such as automating processes that were previously manual. The overall volume of customer requests for vital records remains high and is consistent with vital records jurisdictions across the US representing a long-term trend in increasing order volume for birth certificates. Additionally, most customer requests are now submitted online rather than in person. Online orders are much more efficient to process than in person or mailed requests. The Department has been able to meet the surge in customer orders by successfully transitioning most customer requests to online orders.

- The average response time for death certificates was 1.8 days, a decline of almost 70 percent from the last reporting period and outperforming the target of three days. As noted above, the faster processing times are related to process improvements.

- During the first four months of Fiscal 2023 the number of workplace injuries reported was 27, a 28.9 percent decrease from the 38 that were reported through the same period in Fiscal 2022. The difference may reflect a return to more routine operations after high activity during the COVID-19 response undertaken by the Department, a lot of which took place offsite.

- There was a 12 percent increase in completed requests for interpretation during the first four months of Fiscal 2023 compared to the same period in Fiscal 2022. One of the main reasons for the increase in over-the-phone interpretation requests is due to the outbreak of mpox this past summer. It led to more inquiries at the Call Center from clients with lower English proficiency. Additionally, the Department started providing in-person interpreters at the mpox vaccination sites on a daily basis, and more programs have started using interpretation services at their events. In general, more programs had events during the summer season when the weather is warm which caused an uptick in in-person interpretation requests.

- During the first four months of Fiscal 2023 the proportion of letters responded to in 14 days was 51 percent, a 19 percentage point reduction from 70 percent in the first four months of Fiscal 2022. Most overdue letters were related to mpox or rodent inspections. Responses regarding mpox required more time and review as new operations and policies were implemented. Department Pest Control Services office is experiencing staffing shortages and a higher number of complaints, resulting in slower response time.

- In the first four months of Fiscal 2023, 60 percent of all rodent complaints were responded to within 14 days, a 15 percentage point increase over the same period in the prior year when complaint response times were impacted by the continued deployment of inspection staff to support citywide COVID-19 mitigation efforts.

- In the first four months of Fiscal 2023, 95 percent of smoking complaints were responded to within 14 days, a 10 percentage point increase from the prior year. The Department is responding more frequently to smoking complaints with warning letters and inspecting in instances of repeated or egregious allegations.

SERVICE 1 **Detect and control infectious diseases.**

Reduce new cases of HIV and other sexually transmitted infections.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ New HIV diagnoses (CY Preliminary)	1,772	1,396	1,594	⇩	⇩	407	374
★ Patients enrolled in Ryan White Part A with current antiretroviral (ARV) prescription at last assessment (%)	96.4%	97.5%	97.8%	98.0%	98.0%	98.6%	97.4%
★ Syphilis cases	2,055	2,340	2,180	⇩	⇩	772	789
Safer sex product distribution (000)	27,336	13,784	18,605	20,000	20,000	6,250	6,541

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

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Goal 1b   Prevent the spread of other infectious diseases.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ New tuberculosis cases (CY)	559	444	530	⇩	⇩	143	170
Seniors, aged 65+, who reported receiving a flu shot in the last 12 months (%) (CY)	67.6%	69.8%	68.5%	70.0%	70.0%	NA	NA
★ Children aged 19-35 months with up-to-date immunizations (%)	69.3%	65.4%	61.3%	75.0%	75.0%	64.5%	59.2%
★ Children in the public schools who are in compliance with required immunizations (%)	98.2%	96.9%	97.0%	99.0%	99.0%	92.8%	93.2%
★ HPV vaccine series completion (%)	45.5%	44.9%	43.5%	53.0%	53.0%	45.1%	43.2%

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

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SERVICE 2 **Prevent chronic diseases by promoting healthy behaviors and preventive health care.**

Goal 2a   Reduce tobacco use and promote physical activity and healthy eating.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Adults who smoke (%) (CY)	11.9%	10.9%	9.1%	9.0%	9.0%	NA	NA
Adults with obesity (%) (CY)	24.8%	25.4%	27.7%	23.0%	27.7%	NA	NA
Adults who consume an average of one or more sugar-sweetened beverages per day (%) (CY)	22.1%	22.3%	21.7%	19.0%	19.0%	NA	NA

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

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Goal 2b   Improve preventive health care.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Adult New Yorkers without health insurance (%) (CY)	12.7%	12.6%	12.1%	10.5%	10.5%	NA	NA
Adults with hypertension meeting blood pressure goal (%) (CY)	69.5%	NA	NA	69.7%	69.7%	NA	NA
Adults, aged 45-75, screened for colorectal cancer (%) (CY)	NA	NA	60.5%	64.1%	64.1%	NA	NA
★ Asthma-related emergency department visits among children ages 5-17 (per 10,000 children) (CY) (preliminary)	150.6	NA	NA	133.1	133.1	NA	NA
★ ✹ Infant mortality rate (per 1,000 live births) (CY)	4.2	3.9	4.0	4.1	4.1	NA	NA
★ Diabetes management among adult New Yorkers (%)	70.9%	NA	NA	⇧	⇧	NA	NA

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

SERVICE 3   **Promote a safe environment.**

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

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Childhood blood lead levels - number of children under the age of 18 with blood lead levels of 5 micrograms per deciliter or greater (CY)	3,739	3,015	3,027	⇩	⇩	1,042	1,122
★ Childhood blood lead levels - number of children under the age of 6 with blood lead levels of 5 micrograms per deciliter or greater (CY)	3,050	2,603	2,546	⇩	⇩	865	909
★ Active group child care center full inspections	6,102	3,687	6,124	*	*	1,920	1,474
★ Active group child care center initial inspections that do not require a compliance inspection (%)	74.0%	81.1%	81.7%	⇧	⇧	82.2%	78.4%

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

Goal 3b   Reduce the threat of foodborne illness.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Restaurants inspected (%)	72.3%	3.3%	71.7%	100.0%	100.0%	21.4%	31.4%
★ Restaurants scoring an 'A' grade (%)	93.5%	92.2%	92.9%	⇧	⇧	92.6%	92.7%

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

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

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Initial pest control inspections (000)	110	54	115	*	*	29	62
Initial inspections with active rat signs (ARS) (%)	14.7%	26.9%	25.4%	*	*	22.0%	22.1%
★ Compliance inspections found to be rat free (%)	46.3%	30.0%	30.1%	⇧	⇧	30.8%	29.3%
Dogs licensed (000)	83.4	93.2	87.5	105.0	105.0	90.0	83.0

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

SERVICE 4   **Prevent and address mental illness, developmental delays and disabilities, and substance misuse.**

Goal 4a   Reduce the adverse health consequences of substance misuse.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Buprenorphine patients (CY)	16,383	15,949	15,080	16,919	16,919	10,654	10,537
★ Deaths from unintentional drug overdose (CY)	1,497	2,103	2,668	⇩	⇩	625	NA

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Individuals in the assisted outpatient mental health treatment program	2,321	2,292	2,247	*	*	1,761	1,923
Units of supportive housing available to persons with or at risk for developing serious mental health and substance use disorders (000)	9.6	9.9	10.6	11.4	11.7	10.2	11.1
New children receiving services from the Early Intervention Program (000)	12.4	12.8	14.9	*	*	4.7	5.0
Supportive connections provided by NYC Well, a behavioral health helpline	262,200	372,900	394,631	335,800	500,000	158,290	127,642
Individuals who received services from long-term mobile community-based treatment providers	4,477	4,583	4,949	5,169	6,072	4,176	4,981
New individuals engaged by a Co-Response Team	498	661	635	500	600	218	199

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

SERVICE 5   Provide high quality and timely service to the public.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Average response time for birth certificates by mail/online/in person (days)	5.1	5.1	5.4	3.0	3.0	6.8	2.3
★ Average response time for death certificates by mail/online/in person (days)	2.5	3.7	4.2	3.0	3.0	5.9	1.8

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Workplace injuries reported	120	97	85	*	*	38	27
ECB violations received at the Office of Administrative Trials and Hearings	21,452	16,709	35,108	*	*	NA	14,720
ECB violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	67.6%	70.9%	65.4%	*	*	NA	67.3%

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Completed requests for interpretation	39,655	59,963	41,755	*	*	15,680	17,569
Letters responded to in 14 days (%)	69%	42%	64%	70%	70%	70%	51%
E-mails responded to in 14 days (%)	90%	91%	90%	80%	80%	89%	86%
Average wait time to speak with a customer service agent (minutes)	1	0	0	10	10	NA	NA
CORE facility rating	99	99	100	85	85	NA	NA
Calls answered in 30 seconds (%)	70%	78%	45%	80%	75%	35%	35%

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

Performance Indicators	Actual			Target		4-Month Actual	
Response to 311 Service Requests (SRs)	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Percent meeting time to first action - Rodent (14 days)	37%	40%	56%	73%	73%	45%	60%
Percent meeting time to first action - Food Establishment (14 days)	89%	94%	93%	90%	90%	95%	96%
Percent meeting time to first action - Food Poisoning (3 days)	100%	99%	99%	90%	90%	97%	100%
Percent meeting time to first action - Indoor Air Quality (14 days)	98%	97%	98%	95%	95%	96%	98%
Percent meeting time to first action - Smoking Complaint (14 days)	80%	77%	79%	75%	75%	85%	95%

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

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]	$1,860.3	$2,181.3	$2,613.2	$2,284.5	$2,887.5	$2,027.4	$1,432.6	$1,561.9
Revenues ($000,000)	$31.9	$29.3	$34.0	$32.0	$30.8	$32.0	$10.7	$10.8
Personnel	6,907	6,542	6,090	7,240	6,880	6,851	6,294	6,104
Overtime paid ($000,000)	$22.8	$46.5	$22.5	$5.5	$17.6	$5.6	$7.4	$8.5
Capital commitments ($000,000)	$50.1	$59.3	$248.5	$512.6	$561.4	$94.3	$53.9	$216.3
Human services contract budget ($000,000)	$732.0	$713.5	$780.1	$890.5	$950.9	$882.8	$256.4	$286.3

[1]January 2023 Financial Plan.   [2]Expenditures include all funds   "NA" - Not Available

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$539.7	$594.8	
101 - Health Administration	$61.1	$63.2	All
102 - Disease Control	$118.4	$138.4	1a, 1b
103 - Family and Child Health	$120.5	$123.4	1b, 2b
104 - Environmental Health Services	$73.1	$79.4	2b, 3a, 3b, 3c
105 - Early Intervention	$14.6	$16.8	4b
106 - Office of Chief Medical Examiner	$71.5	$73.0	Refer to table in OCME chapter
107 - Center for Health Equity & Community Wellness	$20.1	$29.3	2a, 2b
108 - Mental Hygiene Management Services	$43.5	$53.4	4a, 4b
109 - Epidemiology	$16.9	$17.9	2a, 2b, 5a
Other Than Personal Services - Total	$2,073.5	$2,292.7	
111 - Health Administration	$147.2	$194.7	All
112 - Disease Control	$888.7	$860.9	1a, 1b
113 - Family and Child Health	$73.7	$96.2	1b, 2b
114 - Environmental Health Services	$33.8	$42.7	2b, 3a, 3b, 3c
115 - Early Intervention	$266.4	$278.0	4b
116 - Office of Chief Medical Examiner	$36.5	$23.7	Refer to table in OCME chapter
117 - Center for Health Equity & Community Wellness	$104.7	$105.2	2a, 2b
118 - Mental Hygiene Management Services	$44.6	$70.6	4a, 4b
119 - Epidemiology	$4.8	$8.8	2a, 2b, 5a
120 - Mental Health Services	$352.6	$461.4	4b
121 - Developmental Disability	$9.0	$12.2	*
122 - Alcohol & Drug Use Prevention, Care, Treatment	$111.5	$138.3	4a
Agency Total	$2,613.2	$2,887.5	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds.   [2]Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- 'Male condoms distributed' was retired and replaced with 'Safer sex product distribution', an indicator which is more inclusive of the totality of product distributed.

- 'Diabetes management among adult New Yorkers (%) (CY)' was added as a new indicator at the request of the New York City Council.

- After nearly two decades of data collection, in 2021 the Community Health Survey (CHS) transitioned to new methodologies in order to enhance survey design and efficiency. The CHS team has assessed that methodology changes have resulted in estimates that are no longer comparable to past years. The indicators affected by this data change include: 'Seniors aged 65+ who report receiving a flu shot in the last 12 months (CY)'; 'Adults who smoke (CY)'; 'Adults with obesity (CY)'; 'Adults who consume one or more sugar-sweetened beverages per day (CY)'; 'Adults with hypertension meeting blood pressure goal (%) (CY)'; 'Adult New Yorkers without health insurance (CY)'; and 'Adults, aged 45–75, screened for colorectal cancer (CY)'.

- Calendar Year 2022 quarterly data for 'Deaths from unintentional drug overdose (CY)' indicator is not available as of January 2023.

- A number of previously published data points were updated as part of this publication:

  - The Fiscal 2022 figure for 'New HIV diagnoses (CY Preliminary)' was updated from 821 to 1,594, including the four-month actual being revised from 397 to 407 individuals diagnosed.

  - There were two updates to the number of 'Syphilis cases'. The Fiscal 2021 figure was updated from 2,341 to 2,340. The Fiscal 2022 figure was updated from 2,152 to 2,180, including the four-month actual being revised from 653 to 772.

  - There were several updates to the 'HPV vaccine series completion (%) indicator'. The Fiscal 2020 figure was updated from 50.5 percent to 45.5 percent. The Fiscal 2021 figure was updated to from 48.9 percent to 44.9 percent. The Fiscal 2022 figure was updated to from 47.7 percent to 43.5 percent, including the four-month actual being revised from 49.1 to 45.1 percent.

  - The Fiscal 2022 four-month actual figure for 'Initial inspections with active rat signs (ARS) (%)' was updated from 25.4 percent to 22.0 percent.

  - The Fiscal 2022 four-month actual figure for 'Buprenorphine patients (CY)' was updated from 10,646 to 10,654.

  - There were several updates to the 'Deaths from unintentional drug overdose (CY)' indicator. The Fiscal 2021 figure was updated from 2,062 to 2,103. The Fiscal 2022 figure was updated from NA to 2,668, including the four-month actual being revised from 596 to 625.

  - The Fiscal 2022 four-month actual figure for 'E-mails responded to in 14 days (%)' was updated from 88 percent to 89 percent.

ADDITIONAL RESOURCES

For additional information visit:

- The Social Indicators and Equity Report, EquityNYC:
  http://equity.nyc.gov/

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

DEPARTMENT OF HEALTH AND MENTAL HYGIENE
OFFICE OF CHIEF MEDICAL EXAMINER

Dr. Jason Graham, Chief Medical Examiner

WHAT WE DO

The Office of Chief Medical Examiner (OCME) serves public health and the criminal justice system through forensic science. OCME's impartial investigations of deaths and analysis of evidence provide answers to families and communities during times of profound need. OCME is responsible for investigating deaths resulting from criminal violence, accident or suicide; that occur suddenly and when in apparent good health; when unattended by a physician; in a correctional facility or in custody of any criminal justice entity; or occurring in any suspicious or unusual manner or threat to public health. These types of cases are referred to as being under "Medical Examiner jurisdiction." The Office also reviews all applications for permits to cremate the body of a person who dies in New York City. The Office provides additional forensic services, to support investigations through its DNA crime, forensic toxicology and molecular genetics laboratories. OCME also manages all functions of the City mortuary, including the retrieval and processing of unclaimed deceased bodies, and facilitates final disposition. Finally, OCME maintains a specialized mass fatality management team ready to support the City in responding to mass fatalities and other disasters.

FOCUS ON EQUITY

To best serve all New Yorkers—regardless of economic ability—OCME operates Family Services Centers in all five boroughs so that all communities have equal service access. At these centers, staff interact with family members, medical practitioners, and other advisors to receive and verify information that will assist in determining the identity of deceased persons and aid in final disposition. Family services are also provided remotely in the interest of convenience and comfort. For families who may need or choose interment of their loved ones in the City Cemetery, OCME provides an opportunity for a final viewing before burial. In addition, OCME also serves as the impartial pathologist for families by performing its own death investigations and autopsies, free from influence by legal or medical communities or law enforcement. OCME develops and maintains a workplace culture in which employment and advancement decisions are made fairly and employees are treated equitably, regardless of race/ethnicity, age, gender, religion/creed, national origin, disability, or sexual orientation. This is accomplished through agency wide training and continual engagement with managers to ensure familiarity with the City's Equal Employment Opportunity, diversity and inclusion policies, and through incorporating these policies into recruitment, selection, promotion, and workplace activities so that all employees feel welcome and inspired to succeed.

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 diligent investigation for all cremation requests.

Goal 1d Certify death certificates in a timely manner.

SERVICE 2 **Provide mortuary services to the City.**

Goal 2a Recover and transport unclaimed and Medical Examiner decedents to City mortuary facilities in a timely manner.

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

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

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

SERVICE 4 **Provide services to the City for forensic purposes.**

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

HOW WE PERFORMED

- Through the first four months of Fiscal 2023 OCME continues to see a sustained increased caseload exceeding pre-pandemic levels. Elevated numbers can be seen in the number of deaths reported, cases where the Medical Examiner takes jurisdiction, and the number of decedents' remains transported and stored by the OCME compared to the same reporting period in Fiscal 2022.

- The autopsy report turnaround time has been improving with a 16 percent reduction in the median time to complete autopsy reports through the first four months of Fiscal 2023 compared to the first four months of Fiscal 2022 but remains elevated as compared to pre-pandemic completion times due to the sustained, elevated caseload, as have corresponding toxicology report turnaround times, upon which many autopsy reports rely. The Department of Forensic Toxicology Laboratory metrics have now improved, which has contributed to the improved Autopsy report turnaround time.

- OCME is proud to report that the Department of Forensic Toxicology Laboratory (Forensic Toxicology Lab) metrics through the first four months of Fiscal 2023 are now better than the target limits for the median time to complete cases across all case types, which has contributed to the improved autopsy report turnaround time. The Forensic Toxicology Lab turnaround times increased in prior reporting periods due to factors including the temporary suspension of operations during the COVID-19 pandemic response and a record increase in postmortem cases submitted for toxicological testing. In Fiscal 2022 there was an overall increase of more than 20 percent in postmortem cases submitted for toxicological testing, and although the Fiscal 2023 count of 2,338 cases over the first four months has surpassed the record number submitted over the same time frame in Fiscal 2022 (2,172), the median time to complete toxicology cases continues to decrease though the first four months of Fiscal 2023. Sexual assault case turnaround times in the Forensic Toxicology Lab remain better than the target although it had increased slightly from 76 days last fiscal year to 85 days in the current reporting period. This is because the number of sexual assault cases in the Forensic Toxicology Lab is statistically small, as they only involve the specific incidence where a sexual assault victim has been given drugs, and therefore any change has a proportionately larger impact on the overall median turnaround time. Additionally forensic toxicology sexual assault cases are significantly more complex, and the current metrics reflects cases that were not yet closed at the end of Fiscal 2022 resulting in an increased turnaround time at the start of Fiscal 2023 when the cases were closed. The turnaround times for sexual assault cases also increased due to increasing postmortem case numbers and they are now decreasing as more cases are closed.

- The Department of Forensic Biology Laboratory (Forensic Biology Lab) metrics are better than the target limits for median time to complete analysis of DNA cases, homicide cases and sexual assault cases. While within the target limits, the turnaround time had increased in comparison to prior reporting cycles. This is because OCME has been onboarding and training new analysts to accommodate the caseload. As new analysts are trained and the Forensic Biology Lab continues to streamline processes to increase efficiency, turnaround times are expected to improve in the future. The median time to complete property crime cases is the only indicator that exceeds the target metric for the reporting period, and that is because OCME prioritizes cases involving crimes against persons. Any case can be prioritized and expedited as needed. When prioritized, property crime cases are generally turned around in under 30 days, and if there is a risk to public safety between 3 and 5 days.

- OCME's Department of Forensic Biology Laboratory is continuing its work to identify the remains from the September 11, 2001, terrorist attack. During the first four months of Fiscal 2023 61 remains linked to previously identified victims were identified, which brings the total remains identified to 14,832. Fortunately, zero mass casualty events took place in the City over the reporting period. As such, zero related fatalities were handled by OCME.

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.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Median time for scene arrivals by medicolegal investigators (MLIs) (hours)	1.8	1.6	1.6	*	*	1.6	1.7
Deaths reported	65,712	42,121	40,384	*	*	12,683	12,884
★ Cases where Chief Medical Examiner takes jurisdiction	7,547	7,735	8,211	*	*	2,722	2,990

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

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

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Median time to complete autopsy reports (days)	67.0	144.0	140.0	90.0	90.0	131.0	110.0

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

Goal 1c — Provide diligent investigation for all cremation requests.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Total cremation requests received and investigated as requirement of processing	27,863	20,636	19,592	*	*	6,257	6,211
★ Cremation requests rejected after investigation and turned over to Medical Examiner jurisdiction	159	115	175	*	*	55	54

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

Goal 1d — Certify death certificates in a timely manner.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Median time to certify death certificates after initial receipt of decedents' remains (hours)	15.6	15.8	15.0	72.0	72.0	15.4	15.3

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

SERVICE 2 — Provide mortuary services to the City.

Goal 2a — Recover and transport unclaimed and Medical Examiner decedents to City mortuary facilities in a timely manner.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Decedents' remains transported and stored by OCME	17,606	14,079	13,931	*	*	4,451	4,614
★ Median time from OCME receipt of decedents' remains to "Ready to Release" status (hours)	0.10	6.54	7.88	*	*	8.87	10.44
Median time to clear and release to third party for final disposition, per case (minutes)	37.0	39.0	37.0	*	*	37.0	36.0

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Remains recovered following the September 11, 2001 attacks (cumulative)	21,905	21,905	21,905	*	*	21,905	21,905
Number of fatalities handled by OCME following a mass fatality event	17,606	14,079	30	*	*	13	0

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Remains identified following the September 11, 2001 attacks (cumulative)	14,701	14,701	14,771	*	*	14,770	14,832

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

SERVICE 4   Provide services to the City for forensic purposes.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Median time to complete analysis of a DNA case (days)	51.0	63.0	71.0	90.0	90.0	44.0	78.0
★ Median time to complete DNA homicide cases, from evidence submission to report (days)	39.0	49.0	69.0	90.0	90.0	42.0	79.0
★ Median time to complete DNA sexual assault cases, from evidence submission to report (days)	31.0	43.0	50.0	90.0	90.0	39.0	64.5
★ Median time to complete DNA property crime cases, from evidence submission to report (days)	50.0	128.0	216.0	120.0	120.0	225.0	243.0
DNA matches with profiles in database	5,988	6,241	4,760	*	*	1,709	1,766
Median time to complete toxicology cases (days)	47.0	115.0	111.0	90.0	90.0	100.0	78.0
Median time to complete toxicology DUI (driving under the influence) cases (days)	42.0	46.0	56.0	90.0	90.0	49.0	44.0
Median time to complete toxicology sexual assault cases (days)	43.0	80.0	116.0	90.0	90.0	76.0	85.0

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Completed customer requests for interpretation	1,161	1,544	1,303	*	*	NA	NA
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	92%	89%	100%	*	*	100%	100%

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

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]	$110.9	$109.7	$108.0	$91.9	$96.7	$91.7	$37.1	$34.1
Revenues ($000)	$1.5	$35.0	$84.0	$50.0	$50.0	$50.0	$0.2	$22.1
Personnel	716	667	667	768	764	755	676	725
Overtime paid ($000,000)	$9.2	$9.5	$8.7	$2.5	$2.7	$2.5	$2.4	$2.7

[1]January 2023 Financial Plan.   [2]Expenditures include all funds   "NA" - Not Available
The figures shown in the table above are subtotals of the Department of Health and Mental Hygiene totals that appear in the DOHMH chapter of this report.

SPENDING AND BUDGET INFORMATION

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)	Applicable MMR Goals[3]
106 - Office of Chief Medical Examiner (Personal Services)	$71.5	$73.0	All
116 - Office of Chief Medical Examiner (Other Than Personal Services)	$36.5	$23.7	All
Agency Total[1]	$108.0	$96.7	

[1]OCME is contained within the Department of Health and Mental Hygiene and appropriations are made through that agency. [2]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- The Fiscal 2023 target for 'Median time to complete analysis of a DNA case (days)' was increased from 60 to 90 days to be consistent with toxicology lab targets and established standards.

- The Fiscal 2023 target for 'Median time to complete DNA homicide cases, from evidence submission to report (days)' was increased from 45 to 90 days to be consistent with toxicology lab targets and established standards.

- The Fiscal 2023 target for 'Median time to complete DNA sexual assault cases, from evidence submission to report (days)' was increased from 45 to 90 days to be consistent with toxicology lab targets and established standards.

ADDITIONAL RESOURCES

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

NYC HEALTH + HOSPITALS

Dr. Mitchell Katz, President and CEO

WHAT WE DO

NYC Health + Hospitals (the System), the largest municipal public health system in the country, includes eleven acute care locations, five post-acute care (skilled nursing) facilities, and over 50 patient care locations of community and school-based health centers (Gotham Health). The System provides comprehensive health care services including preventive and primary care, behavioral health, substance use disorder, trauma, high-risk neonatal and obstetric care, and burn care. The System's acute care hospitals serve as major teaching hospitals. In addition, the System includes a managed care plan called MetroPlus; an Accountable Care Organization that provides Medicare beneficiaries with coordinated care and chronic disease management, avoiding unnecessary duplication of services and preventing medical errors; a Certified Home Health Agency; a Health Home; and Correctional Health Services. NYC Health + Hospitals is New York's single largest provider of care to patients with Medicaid, patients with mental health diagnoses, and the uninsured, serving more than one million New Yorkers within the five boroughs. NYC Health + Hospitals continues to have an important role in caring for the most vulnerable New Yorkers during the COVID-19 pandemic.

FOCUS ON EQUITY

NYC Health + Hospitals' mission is to deliver high quality health care services to all New Yorkers with compassion, dignity, and respect, regardless of income, gender identity, or immigration status. By the very nature of the System's mission, NYC Health + Hospitals provides high quality care to the most vulnerable New Yorkers within the diverse communities it serves, many of whom are uninsured or underinsured. The System advances health equity by consistently addressing social determinants of health, ensuring workforce diversity, and creating models of care that remove barriers for underserved populations experiencing an unjustly disproportionate burden of illness.

For instance, the NYC Care Program ensures that New Yorkers in need of health care services are being connected with affordable, high quality primary, preventive, and specialty care. This access has become even more important, in consideration of the impact the COVID-19 pandemic has on New Yorkers who are not eligible for or cannot afford health insurance. NYC Health + Hospitals also continues to expand MetroPlus membership, offering low to no-cost health insurance options to eligible people living within the five boroughs of New York City who otherwise would not be able to attain insurance.

The System's Correctional Health Services (CHS) is among the City's strongest advocates for social justice, and is a key partner in the broader efforts to reform the criminal legal system. CHS' mission is to diagnose and treat individuals while they are in its care and to provide support, from the first to the last day of incarceration, that will help its patients successfully reenter their communities. To enhance CHS' work in helping patients reenter their community and to advance health and housing equity, CHS has launched Just Home—the city's first permanent, supportive housing for CHS patients who are unhoused but have medical needs that preclude shelter or street living.

Finally, to further address equity through workforce related practices, an advisory group, called the Equity and Access Council, supports the Human Resources Office of Diversity and Inclusion and develops efforts that promote equity among both staff and patients. This Council optimizes the delivery of care and health outcomes for diverse patient populations, with its primary focus to advance racial and social justice to eliminate barriers, promote institutional and structural equities, identify and reduce health disparities, and continuously improve the health of vulnerable communities.

OUR SERVICES AND GOALS

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

Goal 1a   Expand access to care.

Goal 1b   Enhance the sustainability of the Health + Hospitals system.

Goal 1c   Maximize quality of care and patient satisfaction.

HOW WE PERFORMED

- Unique patient volume remains a key priority at NYC Health + Hospitals, with a total of 581,711 patients seen during the first three months of Fiscal 2023. This decrease from 622,260 patients during the same time in Fiscal 2022 may be attributed to more patients having accessed the System during the increase of COVID-19 cases due to the Delta variant surge last year. At the same time, there was a slight increase in NYC Care Program enrollment, from 100,000 patients in the previous reporting period to 105,070 as of October 2022. The program, which connects New Yorkers who otherwise would not be eligible for or cannot afford health insurance to affordable, high-quality primary care, has continued to surpass the milestone of enrolling 100,000 New Yorkers. The slight increase is due to a perennial multi-lingual public awareness campaign that includes ethnic media, advertising, and community-based outreach. NYC Care partners with 22 community-based organizations that conduct culturally sensitive and ethnically inclusive outreach to prospective NYC Care members across all five boroughs, building trust with communities and educating them about the available benefits of the program. The System will continue to work collaboratively with the community to continue the critical work in achieving health equity for all New Yorkers. The System has also implemented re-enrollment reminders for NYC Care members and is investing in direct enrollment pathways through community partners to increase enrollment of new members and re-enrollment rates of existing ones.

- Follow-up appointments kept within 30 days after behavioral health treatment increased in the desired direction from 42.0 percent in the first four months of Fiscal 2022 to 50.2 percent in during the same period in Fiscal 2023, getting closer to pre-pandemic levels. Over one-third of our facilities are already there with follow-up rates above 60%. The Office of Behavioral Health continues to work with all facilities, with a key focus on ongoing training for new and existing staff about the appropriate workflow to fully document these follow-up appointments in the Electronic Medical Record (EMR). As with so many efforts involving documentation, training is essential, and we continue to grapple with staffing turnover and vacancies that have also been occurring nationwide in healthcare. This challenge impacts the full documentation in the chart and also contributes to more limited access to some of our clinics.

- The HIV patients retained in care metric increased slightly from 81.0% in the previous reporting period to 85.7% as for the same reporting period in Fiscal 2023. The HIV retention metric tracks the ability of our HIV clinical programs to maintain people living with HIV in care, as measured by regular clinical care within an HIV clinic or from an HIV Specialist.

- Eligible women receiving mammogram screening increased to 77.3 percent in the first four months of Fiscal 2023 from 73.0 percent in the same period of Fiscal 2022. Screening rates had originally decreased during pandemic surge periods, primarily due to patients avoiding health care facilities for routine screenings, but have stabilized. Since then, the System has invested in multiple quality improvements to increase screenings by optimizing standard Electronic Medical Record (EMR) patient scheduling workflows, including patient follow-up, and providing system-wide performance data on a monthly basis to remove operational barriers and drive performance.

- The percentage of patients enrolled in care in the first trimester of their pregnancy decreased in the first four months of Fiscal 2023, to 52.5 percent from 58.7 percent in the same period of Fiscal 2022. While the System has seen an increase in women enrolled in care in the third trimester of their pregnancy, this remains an important measure of women's health, and NYC Health + Hospitals is focusing efforts to improve early referral of newly pregnant patients to prenatal clinics for care.

- Individuals who received clinical services from Mental Health Service Corps (MHSC) increased slightly to 2,855 in the first four months of Fiscal 2023, compared to 2,619 in the same period the previous year. MHSC provides three years of high-quality training in evidence-based practice to early career clinicians. Through the first four months of Fiscal 2023, MHSC clinicians served patients at 51 NYC Health + Hospitals' sites across the city. The program also hired 14 new social workers across four boroughs to begin their training with MHSC. A total of 76 percent of service locations included in this program are located in federally designated mental health professional shortage areas. During the pandemic, MHSC members continued to deliver these important services, including both in-person and telehealth mental health services, for patients.

- The volume of total correctional health clinical encounters per 100 average daily population remained similar to the previous reporting period, slightly increasing from 4,140 in the first four months of Fiscal 2022 to 4,266 in Fiscal 2023. The delivery of health services requires the NYC Department of Correction to escort patients to clinic visits and to maintain safe and secure conditions in all clinical areas for the provision of health care.

- NYC Health + Hospitals has continued to place great emphasis on care experience, specifically on engaging patients using MyChart, the electronic patient portal where patients access important information about lab results, appointments, after visit summaries, medical history, medications, immunizations, and other personal health data. MyChart activation decreased to 65.0 percent in this reporting period, from 73.0 percent in the same period of Fiscal 2022. The 73.0 percent metric through the first four months of Fiscal 2022 was the peak of our activation rate since launching MyChart and reflected significant COVID-19 testing volume and patients' ability to easily access their COVID-19 test results. NYC Health + Hospitals has performed above the electronic health record (Epic) safety net average of 47 percent and the total EPIC customer average of 53 percent consistently over this reporting period. The System has maintained an activation rate in the mid-60 percent range which is in the top quarter nationally for several months and expanded the patient portal (MyChart) functionality to focus on patient engagement and utilization (e.g. expanding languages offered). Each facility across NYC Health + Hospitals has encouraged patients to sign up or "activate" their MyChart accounts, to use MyChart to communicate with their care teams, track upcoming appointments, manage medication lists, and request prescription refills. Use of MyChart has a direct correlation with improving patients' experience with their care team, by being able to quickly and efficiently access their health information in a convenient, secure way. The System is expanding MyChart functionality to focus on patient engagement and utilization, by expanding languages offered, for instance.

- During the first four months of Fiscal 2023, the percentage of patients who left emergency departments (EDs) without being seen increased to 4.4 percent from 4.0 percent in the same period of Fiscal 2022. During the pandemic, there was a decrease in overall ED utilization, with associated declines in the percentage of patients who left the EDs without being seen. At this point in the pandemic, overall ED utilization has continued to increase back to pre-pandemic levels. With this progressive rise, there has been an associated increase in the percentage of patients who left the EDs without being seen. NYC Health + Hospitals is exploring additional efforts to decompress patient volume in the System's EDs through telemedicine to mitigate this.

- Financial sustainability and ability to provide care to all New Yorkers, regardless of their ability to pay, remained consistent during the first four months of Fiscal 2023. The ratio of patient care revenue to expenses was 73.0 percent during the first three months of Fiscal 2023, compared to 74.0 percent in the same period of Fiscal 2022. In the same vein, net days of revenue for accounts receivable decreased to 50 for this reporting period from 59 in the same period of Fiscal 2022. We continue to work on denial mitigation to optimize collections from insurance carriers, which the net days of revenue for accounts receivable will hopefully continue to reflect. Likewise, MetroPlus membership continues to increase, to 692,681 during this reporting period of Fiscal 2023, from 631,428 as of the same period of Fiscal 2022. This increase is a result of the ongoing commitment to identify and connect Medicaid eligible people in the communities we serve to MetroPlus, including a larger proportion of City workers, encouraging them to obtain necessary coverage.

- NYC Health + Hospitals has continued to place great emphasis on care experience, specifically on engaging patients using MyChart, the electronic patient portal where patients access important information about lab results, appointments, after visit summaries, medical history, medications, immunizations, and other personal health data. MyChart activation decreased to 65.0 percent in this reporting period, from 73.0 percent in the same period of Fiscal 2022. The 73.0 percent metric through the first four months of Fiscal 2022 was the peak of our activation rate since launching MyChart and reflected significant COVID-19 testing volume and patients' ability to easily access their COVID test results. NYC Health + Hospitals has performed above the electronic health record (Epic) safety net average of 47 percent and the total EPIC customer average of 53 percent consistently over this reporting period. The System has maintained an activation rate in the mid-60 percent range which is in the top quarter nationally for several months and expanded the patient portal (MyChart) functionality to focus on patient engagement and utilization e.g. expanding languages offered. Each facility across NYC Health + Hospitals has encouraged patients to sign up or "activate" their MyChart accounts, to use MyChart to communicate with their care teams, track upcoming appointments, manage medication lists, and request prescription refills. Use of MyChart has a direct correlation with improving patients' experience with their care team, by being able to quickly and efficiently access their health information in a convenient, secure way. The System is expanding MyChart functionality to focus on patient engagement and utilization, by expanding languages offered, for instance.

- The percentage of patients diagnosed with diabetes who have controlled blood sugar increased to 68.0 percent this reporting period of Fiscal 2023 from 65.8 percent during the same period in Fiscal 2022. This improvement is a direct result of having patients come back to their in-person primary care visits more regularly. Throughout the pandemic

there was a decline in A1c control due to less face-to-face visits, with this metric reaching a low of 59.9 percent in February 2021. Since then, there has been more steady improvement, and NYC Health + Hospitals has achieved a higher rate than pre-pandemic levels.

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

Goal 1a Expand access to care.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Unique patients	1,153,089	1,148,019	1,110,039	⇧	⇧	622,260	581,711
Unique primary care patients (seen in the last 12 months)	445,672	389,505	413,908	*	*	NA	420,196
★ Uninsured patients served	378,104	304,174	391,810	⇩	⇩	NA	191,958
★ eConsults completed	171,569	322,229	404,406	⇧	⇧	NA	128,272
Telehealth visits	289,238	1,008,900	684,066	*	*	NA	198,075
★ Eligible women receiving a mammogram screening (%)	63.5%	70.5%	72.7%	80.0%	80.0%	73.0%	77.3%
★ HIV patients retained in care (%) (annual)	81.6%	85.0%	82.1%	85.0%	85.0%	81.0%	85.7%
Calendar days to third next available new appointment - adult medicine	13.0	10.3	12.0	14.0	14.0	13.0	11.0
Calendar days to third next available new appointment - pediatric medicine	9.0	6.5	12.0	5.0	5.0	13.0	15.0
★ NYC Care enrollment	28,151	69,309	113,178	⇧	⇧	100,000	105,070
★ Patients enrolled in care in the 1st trimester of pregnancy	62.5%	61.2%	55.0%	⇧	⇧	58.7%	52.5%
★ Follow-up appointment kept within 30 days after behavioral health discharge (%)	56.68%	44.59%	48.08%	⇧	⇧	42.07%	50.20%
Correctional health patients with a substance use diagnosis that received jail-based contact (%)	94%	91%	87%	90%	90%	83%	84%
Total correctional health clinical encounters per 100 average daily population	15,675	14,999	12,170	*	*	4,140	4,226
Individuals who received clinical services from Mental Health Service Corps behavioral health clinicians	2,749	5,874	5,494	4,950	4,950	2,619	2,855

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

Goal 1b Enhance the sustainability of the Health + Hospitals system.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Patients who left Emergency Department without being seen (%)	6.9%	3.5%	5.2%	4.0%	4.0%	4.0%	4.4%
★ Net days of revenue for accounts receivable	71.3	59.9	49.7	42.0	42.0	59.0	50.0
Patient care revenue/expenses (%)	61.6%	74.0%	74.8%	60.0%	60.0%	74.1%	73.0%
★ MetroPlus Health Plan medical spending at Health + Hospitals (%)	39.9%	39.3%	42.4%	⇧	⇧	40.5%	41.3%
★ MetroPlus membership	560,212	620,041	648,369	⇧	⇧	631,428	692,681
★ Insurance applications submitted by Health + Hospitals staff (monthly average)	NA	7,895	6,667	⇧	⇧	7,333	6,903
Percentage of uninsured patients enrolled in insurance or financial assistance	NA	70%	88%	*	*	NA	84%

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

| Goal 1c | Maximize quality of care and patient satisfaction. |

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Inpatient satisfaction rate (%)	63.0%	65.7%	62.9%	65.8%	65.8%	64.1%	61.2%
Outpatient satisfaction rate (%)	83.6%	84.5%	85.2%	85.4%	85.4%	84.5%	84.5%
MyChart Activations (%)	20%	69%	69%	50%	50%	73%	65%
Patients receiving a defined set of medical services to treat sepsis within three hours of presentation (%)	NA	NA	NA	*	*	NA	NA
★ Patients diagnosed with diabetes who have appropriately controlled blood sugar (%)	64.6%	63.7%	65.3%	⇧	⇧	65.8%	68.0%
★ Post-acute care satisfaction rate (%)	86.7%	81.9%	80.9%	86.3%	86.3%	NA	NA
Overall safety grade - acute care	64.0%	NA	69.0%	*	*	NA	64.0%
Overall safety grade - post-acute care (%)	70.0%	NA	64.0%	*	*	NA	50.0%
Overall safety grade - ambulatory care (D & TC)(%)	42.0%	NA	48.0%	*	*	NA	48.0%
Total System Council of Community Advisory Board meetings held over the year	NA	NA	10	*	*	NA	2
Total facility-specific Community Advisory Board meetings held over the year	NA	NA	190	*	*	NA	42

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

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]	$8,581.6	$11,134.0	$12,742.1	$8,873.6	$9,822.1	$9,212.9	$3,737.2	$3,252.4
Revenues ($000,000)	$9,373.0	$11,920.6	$13,474.5	$9,626.7	$10,572.8	$9,976.1	$3,581.8	$3,188.0
Personnel	39,765	40,062	38,497	37,272	37,272	37,272	39,731	39,055
Overtime paid ($000,000)	$198.9	$192.3	$192.3	$164.3	$171.2	$192.3	$73.8	$79.6
Capital commitments ($000,000)	$531.9	$369.6	$543.7	$799.8	$839.2	$424.7	$93.8	$117.8

[1]January 2023 Financial Plan.   [2]Expenditures include all funds   "NA" - Not Available

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)	Applicable MMR Goals[3]
001 - Lump Sum Appropriation (OTPS)[1]	$2,269.6	$1,785.3	All

[1]These figures are limited to the City's contribution and planned contribution respectively. [2]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds.   [3]Includes all funds   [4]Refer to goals listed at front of chapter   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✏

- Data for 'Patients receiving a defined set of medical services to treat sepsis within three hours of presentation (%)' remains unavailable. Data for this measure is reported by the New York State Department of Health and stopped in March 2020.

ADDITIONAL RESOURCES

- For more information on NYC Care, please visit:
  www.nyccare.nyc

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

HUMAN RESOURCES ADMINISTRATION

Gary P. Jenkins, Commissioner
Lisa Fitzpatrick, Administrator

WHAT WE DO

The Human Resources Administration (HRA) administers major benefit programs that provide economic support to New Yorkers in need and works to prevent homelessness before it occurs by providing rental assistance, rehousing programs, legal services, and other services for those facing housing instability. HRA also promotes opportunity through employment programs and provides essential resources to vulnerable New Yorkers, including persons with disabilities, immigrants, survivors of domestic violence, New Yorkers living with HIV/AIDS, and seniors. In this role connecting millions of families and individuals with vital lifelines, HRA is at the forefront of addressing poverty citywide, statewide, and nationwide.

FOCUS ON EQUITY

The Human Resources Administration (HRA), integrated with the Department of Homeless Services (DHS) in 2017 under the management structure of the Department of Social Services (DSS), serves over three million New Yorkers annually through programs that address poverty and income inequality, including cash assistance, food assistance, and Medicaid public health insurance. DSS/HRA also prevents homelessness by providing rental assistance, rehousing programs, and legal services programs to families and individuals. DSS/HRA administers the City's Fair Fares transit discount program and the IDNYC municipal identification program in conjunction with the Mayor's Office of Immigrant Affairs (MOIA).

In New York City, as in the rest of the United States, persistent racial inequity is manifested in higher poverty rates, greater housing insecurity, and less access to health care for Black and Latinx residents. DSS/HRA provides an array of anti-poverty programs and initiatives that serve low-income New Yorkers, a disproportionate number of whom are people of color. HRA has implemented client-centered reforms to reduce barriers to benefits and services that address poverty and inequity. HRA developed technology to modernize and simplify access to benefits, increased anti-eviction and immigration-related legal services; and expanded rental assistance and other affordable housing and social services programs. HRA continues to expand opportunities for New Yorkers, addressing income inequality through economic empowerment services to achieve financial security and conducting outreach to underserved groups who may be eligible for Agency services.

OUR SERVICES AND GOALS

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

Goal 1a   Provide access to cash assistance benefits for all eligible children and adults.

Goal 1b   Provide access to Supplemental Nutrition Assistance Program benefits for all eligible children and adults.

Goal 1c   Provide access to Medicaid coverage administered by the Department for all eligible households.

SERVICE 2 **Increase financial independence and upward mobility out of poverty through employment, education, skills enhancement, job search, job placement, wellness services and other supports.**

Goal 2a   Increase the proportion of cash assistance recipients who obtain and retain paid employment.

Goal 2b   Provide wellness, rehabilitation and employment services to cash assistance recipients with special needs to assist them to become healthy enough to work, or to obtain federal disability benefits if they are unable to work.

Goal 2c   Provide access to child support services for eligible parents and their children.

SERVICE 3 **Reduce homelessness among children and adults.**

Goal 3a   Provide homelessness prevention benefits and services to eligible children and adults.

Goal 3b   Provide safe and appropriate services in shelter and in the community to survivors of domestic violence.

SERVICE 4 **Provide support services for eligible vulnerable and/or frail children and adults and for children and adults with disabilities.**

Goal 4a   Ensure that all eligible vulnerable and/or frail children and adults, and children and adults with disabilities receive services to resolve immediate risk and provide ongoing assistance to enhance their safety and independence.

HOW WE PERFORMED

- The number of persons receiving Cash Assistance (CA) was 440,600 in October 2022, 19.6 percent more than in October 2021, primarily due to an increase in recurring assistance recipients. The economic impact of the COVID-19 pandemic, including job losses and the expiration of pandemic-related benefits, was the primary driver of increases since the spring of 2020. Pandemic-related waivers that extended recertification periods, as well as applications from a subset of asylum seekers, also impacted the caseload.

- As of October 2022, there were 4,400 persons receiving one-time emergency cash assistance, more than double the number in October 2021. The increase in emergency assistance was due to the expiration of the pandemic-related prohibition on utility shut-offs for non-payment and the eviction moratorium, as well as the re-opening of housing court. Despite the increase, the number of emergency assistance recipients continues to be lower than prior to the pandemic.

- Applications for CA increased by 39.4 percent in the first four months of Fiscal 2023 compared to the same period in Fiscal 2022. As COVID-19 pandemic-related financial supports ended, more New Yorkers began applying for and becoming eligible for assistance. The CA application timeliness rate declined by 34.6 percentage points, largely as a result of an unprecedented increase in applications, fewer staff due to attrition and retirements, and the expiration of New York State waivers that suspended recertifications and other requirements during Fiscal Years 2020 and 2021.

- The percentage of CA cases in the sanction process and in active sanction status remained negligible in the reporting period due to the continued pandemic-related suspension of employment requirements.

- The Supplemental Nutrition Assistance Program (SNAP) caseload remains at the highest level in recent years due to the continuing economic impact of the COVID-19 pandemic. As of October 2022, the number of persons receiving SNAP benefits increased by 1.1 percent compared to October 2021. The increase was due to growth in the CA-SNAP caseload by 10.2 percent, while the non-CA SNAP caseload remained nearly flat. SNAP application timeliness was 42.3 percent, a decrease of 28.9 percentage points compared to the prior period due to continued unprecedented increases in applications, the end of federal waivers that had delayed recertifications and reduced staffing levels due to attrition and retirements. SNAP average household benefit levels were higher in the first four months of Fiscal 2023 compared to the prior period as a result of federal increases in maximum benefit levels.

- The SNAP payment error rate was 15.76 percent in the first four months of Federal Fiscal 2022, higher than recent years due to the unprecedented increases in applications and associated staffing shortages. Note that a national payment rate was not established in Federal Fiscal 2021 due to the pandemic-related suspension of New York State SNAP payment quality control reviews for most of the year. HRA continues to implement system improvements designed to prevent errors, including targeted training and increased management oversight.

- As of October 2022, there were 1.48 million New York City residents enrolled in Medicaid administered by HRA, 4.8 percent fewer than the prior period. The majority, 67 percent, or 3.05 million, of NYC's 4.53 million Medicaid enrollees are enrolled through the New York State Health Exchange.

- HRA helped 3,120 clients obtain jobs during the first four months of Fiscal 2023, 33.3 percent higher than the prior period as connections to employment continue to rebound from the pandemic low. Although CA employment requirements remained suspended, HRA continued to support clients in connecting to employment through voluntary virtual and in-person employment services.

- The number of persons participating in the Wellness, Comprehensive Assessment, Rehabilitation and Employment (WeCARE) program was 20,109 in October 2022, 32.1 percent fewer than in October 2021. The decrease is the result of a pause in mandatory engagement requirements due to COVID-19, which reduced the number of referrals to WeCARE. A slowdown in the federal review process for previously submitted applications significantly reduced WeCARE vendors' ability to complete federal disability benefit applications, leading to a 21.4 percent decline in the number of federal disability awards.

- The COVID-19 pandemic resulted in Family Court suspension in March 2020 of new child support and paternity petition filings, which were then reinstated throughout 2020 and 2021. Although child support orders continue to be lower than prior to the pandemic, new support orders were 14.8 percent higher in the first four months of Fiscal 2023 compared to the same period in the prior year, due to the resumption of court activities. Cases with active orders continued to decline due to residual lags, routine case closures, fewer referrals to the court for HRA CA cases, and fewer applications from custodial parents not involved with CA.

- The amount of child support collected on behalf of custodial parents and their children decreased by 12.9 percent compared to the prior period when collections increased as a result of enhanced unemployment benefits and stimulus payments during the pandemic.

- The HomeBase prevention program continued to exceed the target of diverting 85 percent of those who receive services from entering shelter. As of October 2022, over 98 percent of families with children and over 97 percent of adult family households and single adults who received HomeBase prevention services remained in their communities and avoided shelter entry within 12 months following the service.

- In the first four months of Fiscal 2023, requests for rental assistance increased by 788.7 percent to 17,454, due to a combination of factors, including the expiration of the pandemic-related eviction moratorium and the prohibition on utility shut-offs for non-payment, as well as the resumption of housing court proceedings. Despite this increase, the number of emergency assistance recipients was lower than prior to the pandemic as eviction proceedings continued to be slowed by court backlogs.

- The number of low-income households facing eviction and homelessness who were assisted with legal services in housing court increased by 7.8 percent during the first four months of Fiscal 2023 compared to the same period in Fiscal 2022. Despite backlogs, the re-opening of housing court has led to increases in calendared and filed cases post-pandemic moratoria.

- In the first four months of Fiscal 2023, there was a 5.1 percent increase in the average number of families served per day in HRA's emergency domestic violence (DV) shelters and a 22.1 percent increase in the number of families served per day in HRA's Tier II shelters. There was also a 21.1 percentage point decline in emergency shelter entries of DV-eligible families from DHS's PATH intake center, which reflects both the loss of emergency bed capacity that has yet to be replaced as well as the limited capacity in the DV system as some clients remain beyond the State-regulatory 180-day stay limit. HRA is working to bring on additional DV emergency and transitional shelter capacity in Fiscal 2023 and will resume pre-pandemic processes related to emergency shelter length of stay during the remainder of Fiscal 2023.

- After steady declines in the number of referrals received by Adult Protective Services (APS) and the number of APS assessment cases since the onset of COVID-19, these metrics increased by 15.4 percent and by 13.4 percent respectively during the reporting period. This can be attributed to a return to pre-pandemic in-person service models, which were suspended by community-based providers during the pandemic. At the same time, the number of APS cases eligible for services (the undercare caseload), declined by 3.6 percent as compared to the same period in Fiscal 2022 due to improved training and case reviews that led to the closing of cases that no longer required APS services.

- The number of home care cases grew by 5.7 percent during the first four months of Fiscal 2023 compared with the same period of Fiscal 2022, driven by an increase of 10,293 Managed Long-Term Care (MLTC) clients. The enrollment of MLTC clients is managed exclusively by New York State Managed Care contractors and HRA does not determine eligibility for program services for this group.

- During the reporting period, the average number of days to initiate home attendant and housekeeper services for HRA clients, which excludes the State-administered MLTC caseload, was 36.3 days, an approximate 10-day increase compared to the prior year. This increase is due to a continuing shortage of available certified home health aides, employed by State licensed home health care agencies. A wage increase for home care aides was implemented by New York State in late 2022 to help alleviate the shortage.

- The number of new applicants for HIV/AIDS Services Administration (HASA) services increased by 17.2 percent during the first four months of Fiscal 2023 compared to the prior period, approaching pre-pandemic levels. The increase in new applicants stems from the economic impact of the pandemic as many HASA eligible individuals seek additional economic assistance for housing costs and other basic needs. The average time to process applications for enhanced housing benefits increased by 50.0 percent and the time to issue enhanced benefits increased by 5.3 percent compared to the same period in the prior year due to the increased application volumes.

- During the first four months of Fiscal 2023, the Agency generated $116.04 million in Medicaid recoveries and cost avoidance related to fraud, waste or abuse, 36.9 percent more than the same period of Fiscal 2022, due to higher enrollment of eligible clients in the federal Medicare Savings Program. In addition, due to the policy modifications authorized because of the COVID public health emergency, HRA generated less in both CA and SNAP recoveries and cost avoidance than during the same period of Fiscal 2022.

- The number of Fair Hearing requests during the first four months of Fiscal 2023 was 8.4 percent lower than the same period in Fiscal 2022 and continues to be lower than prior to the pandemic due to the suspension of employment-related requirements. Of the hearings that were held, and where determinations were made during the period, 15.2 percent resulted in HRA's decisions being upheld, which was 2.6 percentage points lower than in the Fiscal 2022 reporting period. This was due to a decline in the number of cases that were resolved prior to the hearing through the pre-hearing conference process.

- Beginning in April 2020, at the onset of the COVID-19 pandemic, a new telephonic system used for remote call-taking by staff working at home, set up as an emergency measure and currently in use, did not allow for complete data collection for two MMR indicators ('Requests for interpretation' and 'Calls answered in 30 seconds (percent)'). Full interpretation services have remained in place since the pandemic, but since April 2020 available data on these indicators are not complete because of technical issues associated with telephonic system transitions that do not accurately reflect the amount of service provided. Therefore, for these two indicators, fiscal years 2020 through 2023 cannot be compared to prior years.

- Average customer in-person wait time for service at HRA offices increased by 40.0 percent compared to the prior period, as a result of an unprecedented increase in applications for services in the wake of the pandemic. Note that HRA revised this metric to a weighted average based on the volume of activity in the different HRA program types.

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

| Goal 1a | Provide access to cash assistance benefits for all eligible children and adults. |

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Cash assistance unduplicated number of persons (12-month) (000)	583.3	556.6	585.5	*	*	551.9	600.1
Cash assistance unduplicated number of persons receiving recurring assistance (12-month) (000)	488.5	482.0	541.9	*	*	489.0	541.4
Cash assistance unduplicated number of persons receiving emergency assistance (12-month) (000)	94.8	74.6	43.6	*	*	62.9	58.7
★ ✹ Persons receiving cash assistance (000)	378.3	371.4	425.0	*	*	368.5	440.6
Persons receiving recurring assistance (000)	374.3	369.0	419.5	*	*	366.8	436.2
Persons receiving emergency assistance (000)	4.0	2.3	5.6	*	*	1.7	4.4
★ Cash assistance caseload (point in time) (000)	208.3	203.6	235.5	*	*	200.7	244.0
Cash assistance applications (000)	316.6	305.5	374.6	*	*	112.4	156.7
Cash assistance application acceptance rate (%)	54.5%	36.1%	44.1%	*	*	46.5%	NA
Cash assistance cases in sanction process (%)	3.0%	0.4%	0.3%	*	*	0.3%	0.1%
Cash assistance cases in sanction status (%)	2.4%	0.5%	0.1%	*	*	0.1%	0.0%
★ Cash assistance application timeliness rate (%)	91.9%	95.4%	82.3%	96.0%	96.0%	89.6%	55.0%

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

Goal 1b — Provide access to Supplemental Nutrition Assistance Program benefits for all eligible children and adults.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ ✲ Persons receiving Supplemental Nutrition Assistance Program (SNAP) benefits (000)	1,642.3	1,734.2	1,713.4	*	*	1,669.7	1,688.0
– Cash assistance persons receiving SNAP benefits (000)	405.1	406.1	446.1	*	*	390.5	430.2
– Non-cash assistance persons receiving SNAP benefits (000)	987.2	1,084.7	1,038.6	*	*	1,037.2	1,027.5
– SSI persons receiving SNAP benefits (000)	250.0	243.4	228.8	*	*	242.0	230.3
Total SNAP households (000)	961.9	1,021.4	1,011.0	*	*	987.2	1,000.9
– Cash assistance households receiving SNAP benefits (000)	207.2	209.6	232.5	*	*	200.0	223.0
– Non-cash assistance households receiving SNAP benefits (000)	523.2	585.8	565.3	*	*	562.3	563.2
– SSI households receiving SNAP benefits (000)	231.6	226.1	213.2	*	*	224.9	214.7
Supplemental Nutritional Assistance Program (SNAP) Payment Error Rate (federal fiscal year) (%)	9.81%	NA	NA	6.00%	6.00%	15.76%	NA
★ SNAP application timeliness rate (%)	74.5%	91.9%	60.1%	90.6%	90.6%	71.2%	42.3%
SNAP applications filed electronically (%)	93.9%	95.3%	96.9%	*	*	99.5%	93.1%
Average monthly benefit for Cash Assistance households receiving SNAP benefits	$158	$207	$263	*	*	$252	$278
Average monthly benefit for non-Cash Assistance households receiving SNAP benefits	$157	$214	$270	*	*	$258	$284

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

Goal 1c — Provide access to Medicaid coverage administered by the Department for all eligible households.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Medicaid enrollees administered by HRA (000)	1,541.2	1,591.1	1,474.5	*	*	1,555.3	1,480.9
– Medicaid-only enrollees administered by HRA (000)	780.6	867.2	719.9	*	*	848.3	709.1
★ Application timeliness rate for Medicaid administered by HRA (%)	80.5%	87.4%	96.8%	99.4%	99.4%	97.0%	97.5%

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

SERVICE 2 — Increase financial independence and upward mobility out of poverty through employment, education, skills enhancement, job search, job placement, wellness services and other supports.

Goal 2a — Increase the proportion of cash assistance recipients who obtain and retain paid employment.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Clients whom HRA helped obtain employment (000)	32.1	5.1	9.2	⇧	⇧	2.3	3.1
★ HRA clients who obtained employment, and maintained employment or did not return to CA for 180 days (city fiscal year-to-date average) (%)	70.7%	70.2%	70.5%	80.0%	80.0%	73.1%	66.8%
HRA clients who obtained employment, and maintained employment or did not return to CA for 12 months (city fiscal year-to-date average) (%)	61.6%	60.4%	56.7%	*	*	62.0%	58.5%
★ Safety Net Assistance (SNA) cases engaged in training or education in accordance with New York City guidelines (%)	NA	NA	NA	⇧	⇧	NA	NA
★ Family cases engaged in training or education in accordance with New York City guidelines (%)	NA	NA	NA	⇧	⇧	NA	NA
★ Cash assistance family cases participating in work or work-related activities per federal guidelines (official federal fiscal year-to-date average) (%)	18.5%	10.6%	NA	34.0%	34.0%	NA	NA

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

| Goal 2b | Provide wellness, rehabilitation and employment services to cash assistance recipients with special needs to assist them to become healthy enough to work, or to obtain federal disability benefits if they are unable to work. |

		Actual			Target		4-Month Actual	
Performance Indicators		FY20	FY21	FY22	FY23	FY24	FY22	FY23
Total WeCARE recipients		42,608	32,937	26,944	*	*	29,609	20,109
★ Number of WeCARE federal disability awards		2,612	1,519	1,193	*	*	458	360

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

| Goal 2c | Provide access to child support services for eligible parents and their children. |

		Actual			Target		4-Month Actual	
Performance Indicators		FY20	FY21	FY22	FY23	FY24	FY22	FY23
Total new child support orders obtained		8,948	3,610	3,742	*	*	1,231	1,413
Total Child Support Cases with active orders (end of period)		248,488	225,512	209,544	*	*	219,274	205,136
★ Child support cases with orders of support (%)		79.0%	82.3%	84.2%	80.0%	80.0%	85.7%	84.3%
Child support collected ($000,000)		$811.1	$857.5	$705.3	$784.4	$784.4	$260.4	$226.9
★ Support cases with active orders receiving current payments (%)		61.5%	70.2%	62.0%	⇧	⇧	66.3%	67.1%

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

SERVICE 3   **Reduce homelessness among children and adults.**

| Goal 3a | Provide homelessness prevention benefits and services to eligible children and adults. |

		Actual			Target		4-Month Actual	
Performance Indicators		FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Clients successfully diverted at PATH from entering a homeless shelter (%)		12.0%	8.3%	8.1%	*	*	7.7%	7.2%
★ Adults receiving preventive services who did not enter the shelter system (%)		89.7%	90.6%	94.4%	85.0%	85.0%	92.4%	97.4%
★ Adult families receiving preventive services who did not enter the shelter system (%)		94.5%	96.2%	98.0%	85.0%	85.0%	97.3%	97.6%
★ Families with children receiving preventive services who did not enter the shelter system (%)		93.4%	96.7%	97.0%	85.0%	85.0%	97.0%	98.4%
Rent Assistance Unit Emergency Assistance Requests Approved (%)		72.2%	62.9%	67.9%	*	*	61.3%	70.5%
Requests for Emergency Assistance at the Rental Assistance Unit		65,234	59,790	25,323	*	*	1,964	17,454
Low-income cases facing eviction and homelessness who were assisted with legal services in Housing Court		24,109	13,875	28,730	*	*	8,328	8,979

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

| Goal 3b | Provide safe and appropriate services in shelter and in the community to survivors of domestic violence. |

		Actual			Target		4-Month Actual	
Performance Indicators		FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Eligible families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered HRA's domestic violence shelters (%)		44.9%	56.9%	39.0%	*	*	50.1%	29.0%
Average number of families served per day in the domestic violence shelter program		843	794	751	*	*	745	783
Average number of individuals served per day in the Emergency Domestic Violence shelter program		2,159	1,990	1,893	*	*	1,888	2,024
Number of domestic violence emergency beds (capacity)		2,514	2,451	2,375	*	*	2,451	2,375
Domestic violence non-residential services programs average monthly caseload		1,685	1,717	1,616	*	*	1,590	1,550
Average number of families served per day in the Domestic Violence Tier II shelter program		334	331	416	*	*	390	476
Average number of individuals served per day in the Domestic Violence Tier II shelter program		932	909	1,125	*	*	1,070	1,269

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

SERVICE 4 Provide support services for eligible vulnerable and/or frail children and adults and for children and adults with disabilities.

Goal 4a Ensure that all eligible vulnerable and/or frail children and adults, and children and adults with disabilities receive services to resolve immediate risk and provide ongoing assistance to enhance their safety and independence.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Adult Protective Services (APS) assessment cases	4,485	3,271	3,025	*	*	2,980	3,378
★ Individuals referred to an APS field office visited within three working days (%)	97.4%	96.9%	98.5%	85.0%	85.0%	97.8%	97.8%
APS assessment cases accepted or denied for undercare within State-mandated 60 days (%)	98.0%	98.1%	98.6%	*	*	98.2%	98.4%
★ APS cases eligible for services	6,630	6,131	5,413	*	*	5,628	5,428
Total referrals received for APS	24,843	18,672	19,403	*	*	6,245	7,207
★ Personal care services - average weekly billable hours	55.2	58.0	59.4	*	*	59.0	60.3
★ Serious personal care complaints resolved in 24 hours (%)	84.0%	97.0%	100.0%	100.0%	100.0%	100.0%	100.0%
★ Average days to initiate home attendant and housekeeper services for all cases	23.5	23.5	29.3	30.0	30.0	26.5	36.3
Cases receiving home care services	222,182	229,280	240,799	*	*	231,919	245,157
New applicants for HIV/AIDS Services Administration (HASA) services	4,948	3,998	4,761	*	*	1,560	1,829
★ ✱ Individuals receiving HASA services	34,383	34,290	32,851	*	*	34,255	32,976
HASA clients receiving housing assistance (%)	83.1%	81.6%	83.5%	*	*	80.6%	82.9%
★ Average number of days from submission of a completed application to approval or denial of enhanced housing benefits for HASA cases to keep HASA clients in stable housing	6.8	6.2	6.5	8.0	8.0	6.0	9.0
★ Average number of days from submission of a completed application to issuance of enhanced housing benefits to HASA cases	17.1	14.9	14.3	15.5	15.5	15.0	15.8
Number of individuals served in HASA emergency and transitional housing (point in time)	4,278	3,737	2,852	*	*	2,981	2,724
Pounds of food distributed through Community Food Connection	NA	NA	17,755	*	*	5,920	5,611

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Medicaid recoveries and cost avoidance for fraud waste & abuse ($000,000)	$257.89	$232.14	$289.48	⇧	⇧	$84.75	$116.04
Cash assistance recoveries and cost avoidance for fraud, waste and abuse ($000,000)	$158.92	$60.91	$58.56	*	*	$18.69	$18.26
Supplemental Nutritional Assistance Program (SNAP) cost avoidance for fraud and abuse ($000,000)	$27.38	$20.80	$21.05	*	*	$5.98	$5.68
Fair Hearings requested	197,991	149,697	164,888	*	*	56,149	51,413
Fair hearings upheld (%)	20.0%	18.4%	14.0%	*	*	17.8%	15.2%
IDNYC - number of applications processed	163,350	164,399	167,962	*	*	61,712	67,102
IDNYC - number of cards issued	155,459	167,070	162,627	*	*	59,506	63,498
IDNYC - application timeliness rate (%)	90.6%	96.1%	98.2%	*	*	95.8%	94.9%
Fair Fares NYC – total enrollment	193,864	235,583	271,892	*	*	259,264	281,324
Billed revenue as a percentage of budgeted revenue (%)	57.1%	52.6%	66.9%	*	*	10.6%	9.5%
Claims filed within 60 days of the close of the expenditure month (%)	98.8%	100.0%	100.0%	*	*	100.0%	100.0%
Calls resolved within 48 hours to the customer service call line for vendors (%)	72.2%	68.3%	65.0%	*	*	65.1%	57.9%
Workplace injuries reported	116	55	90	*	*	24	29
Applications filed with the United States Citizenship and Immigration Services	3,535	4,665	4,568	*	*	NA	NA

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Completed requests for interpretation	877,824	592,901	485,805	*	*	187,648	244,031
Letters responded to in 14 days (%)	97.5%	100%	99%	90%	90%	100%	100%
E-mails responded to in 14 days (%)	93.5%	97.5%	97.9%	90%	90%	97.9%	98.7%
Average customer in-person wait time (minutes)	41.4	57.0	44.4	60.0	60.0	46.8	65.5
CORE facility rating	98	98	99	80	80	NA	NA
Calls answered in 30 seconds (%)	42%	43.1%	22.8%	80%	80%	29.2%	10.4%
Customer satisfaction rating for Public Health Insurance Program services "good" or "excellent" (%)	94.0%	94.0%	100.0%	*	*	NA	NA

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

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]	$10,555.9	$10,093.5	$10,965.0	$11,271.3	$11,318.7	$10,677.2	$4,588.1	$4,149.9
Revenues ($000,000)	$67.3	$80.1	$54.7	$42.6	$42.6	$42.6	$14.1	$13.3
Personnel	12,520	11,913	10,923	13,030	12,154	12,134	11,698	10,602
Overtime paid ($000,000)	$45.1	$52.7	$85.3	$15.9	$57.0	$15.9	$21.8	$23.8
Capital commitments ($000,000)	$23.0	$29.8	$16.5	$177.3	$144.3	$204.2	$7.1	$7.3
Human services contract budget ($000,000)	$722.4	$726.3	$811.3	$881.2	$871.1	$777.8	$208.6	$240.8

[1]January 2023 Financial Plan.   [2]Expenditures include all funds   "NA" - Not Available

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$836.5	$878.5	
201 - Administration	$321.4	$310.3	All
203 - Public Assistance	$292.6	$301.9	1a, 1b, 2a, 2b, 2c, 3a
204 - Medical Assistance	$75.3	$101.4	1c, 2b, 4a
205 - Adult Services	$112.3	$123.4	1c, 2a, 2b, 2c, 3a, 3b, 4a
207 - Legal Services	$2.1	$3.2	All
208 - Home Energy Assistance	$0.8	$1.2	1a
209 - Child Support Services	$31.9	$37.0	2c
Other Than Personal Services - Total	$10,128.5	$10,440.2	
101 - Administration	$336.5	$337.3	All
103 - Public Assistance	$2,501.2	$2,667.2	1a, 1b, 2a, 2b, 2c, 3a
104 - Medical Assistance	$6,439.8	$6,599.3	1c, 2b, 4a
105 - Adult Services	$393.9	$472.8	1c, 2a, 2b, 2c, 3a, 3b, 4a
107 - Legal Services	$234.9	$232.8	All
108 - Home Energy Assistance	$104.0	$50.3	1a
109 - Child Support Services	$21.8	$25.3	2c
110 - Emergency Food	$96.4	$55.3	1b
Agency Total	$10,965.0	$11,318.7	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds.   [2]Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- After review of historical data, HRA updated its data for Fiscal 2021 for the employment indicator 'Clients whom HRA helped obtain employment (000).'

- After review of historical data, HRA updated its Fiscal 2022 data for the HASA indicator 'Number of individuals served in HASA emergency and transitional housing (point in time).'

- Fiscal 2023 data for 'Safety Net Assistance (SNA) cases engaged in training or education in accordance with New York City guidelines (%)' and 'Family cases engaged in training or education in accordance with New York City guidelines (%)' are currently not available due to the suspension of engagement requirements.

- Reporting for the customer services indicator 'Requests for interpretation' includes partial data for completed requests by phone for interpretation for Fiscal 2022. This service continued to be provided but some data were not available from all sources due to technical reasons that should be resolved in Fiscal 2022. No data can be provided for 'Calls answered in 30 seconds' from IREA due to the same reason.

- Data for 'Domestic violence non-residential services programs average monthly caseload' is incomplete as eight of the nine vendors have reported caseload data in Fiscal 2023 through October.

- Fiscal 2023 data for the 'CA application acceptance rate' are only available through August 2022 (47.3%) due to the unprecedented increase in applications, which does not allow the Agency to compile complete data for the remainder of the period.

- Historical data for 'Average Customer In-Person Wait Time' was corrected after a methodological error was identified.

- Due to reporting lags, Federal Fiscal Year 2022 (ending in September 2022) data for the 'Supplemental Nutritional Assistance Program (SNAP) Payment Error Rate (federal fiscal year) (%)' are not currently available.

ADDITIONAL RESOURCES

For additional agency performance statistics, please visit:

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

- Supplemental Nutrition Assistance Program (SNAP):
  https://www.fns.usda.gov/snap/supplemental-nutrition-assistance-program

- Prevention Assistance and Temporary Housing intake center (PATH):
  https://www1.nyc.gov/site/dhs/shelter/families/families-with-children-applying.page

- The Social Indicators and Equity Report, EquityNYC:
  http://equity.nyc.gov/

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

ADMINISTRATION FOR CHILDREN'S SERVICES   Jess Dannhauser, Commissioner
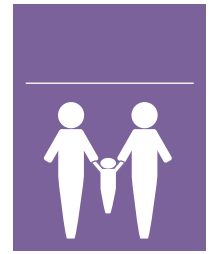
WHAT WE DO

The Administration for Children's Services (ACS) is responsible for protecting the safety and promoting the well-being of New York City's children and strengthening their families by providing child welfare, juvenile justice, and child care services. In child welfare, ACS contracts with nonprofit organizations to support and stabilize families at risk of a crisis through prevention services and with foster care agencies for children not able to remain safely at home. In a typical year, the agency's Division of Child Protection conducts more than 45,000 investigations of suspected child abuse or neglect. In youth and family justice, ACS manages and funds services including detention and Close to Home placement, intensive community-based alternatives for youth and support services for families. In the Division of Child and Family Well-Being, ACS issues child care vouchers for more than 52,000 children eligible for subsidized child care and promotes a two-generation approach to child and family wellbeing, family stability and equity through public education campaigns and a place-based approach including Family Enrichment Centers and the Community Partnership Program.

FOCUS ON EQUITY

ACS seeks to establish equitable child welfare and juvenile justice systems in which a child or family's race, gender, sexual orientation, or other identities do not predict how they fare. In New York City, Black and Latinx families are overrepresented at key points along child welfare and juvenile justice pathways. ACS has implemented several strategies to address racial disproportionality. Our Collaborative Assessment, Response, Engagement & Support (CARES) diverts families from a traditional child welfare investigation and connects them directly with supportive resources. In collaboration with other city and state agencies, ACS is educating mandated reporters on understanding when a report of possible child abuse or maltreatment is necessary, and when it may be a better choice to seek supportive services for a family in need. ACS is also increasing access and availability of a number of supportive services for families. For example, as part of the Blueprint for Child Care & Early Childhood Education in New York City, ACS is expanding access to child care vouchers across New York City, including in 17 high-need community districts where unemployment and poverty rates are high and child care supply is inadequate. ACS aims to provide child care to 18,000 more children through child care vouchers over the next two years. ACS currently contracts with 12 "Family Enrichment Centers" (FEC); the FECs are walk-in community centers that are co-designed with local families and community members and located in neighborhoods identified based on equity burdens and the impact of COVID-19. In addition to providing a warm welcoming space, the FECs provide offerings that build community and support families, with the ultimate goal of reducing child welfare involvement.

ACS is working to incorporate the voices of parents and youth with lived experiences of our systems into all aspects of its work. Family empowerment is an essential part of ACS' work to dismantle systemic racism and bias within the child welfare system. ACS is developing restorative justice interventions as part of a long-term behavior management program in secure juvenile detention and in Close to Home. In addition, ACS is expanding the Fair Futures program, which has coaches and mentors who work to enhance education, employment, housing, and permanency outcomes for youth between the ages of 11-21 in foster care, which will now also serve justice-involved youth as well as all former foster youth up to age 26. ACS is building the capacity of Children's Services staff at all levels to respond effectively to structural racism and individual bias and to promote culturally competent policy and practice. To meet the needs of LGBTQ+ youth in foster care, based on assessment of youth experiences, ACS is strengthening staff training and foster parent recruitment and training; updating policies and pursuing data collection and research that informs this critical work.

OUR SERVICES AND GOALS

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

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

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

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

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

Goal 1e   Reduce time to reunification, kinship guardianship and/or adoption and maintain strong family connections for children.

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

Goal 2a   Ensure access to quality early child care services in communities of need.

Goal 2b   Respond quickly to every allegation of abuse and neglect and perform thorough assessments of safety and risk at child care centers.

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

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

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

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

HOW WE PERFORMED

- The number of investigations conducted in response to reports of suspected child abuse and/or neglect declined five percent from 13,196 in the first four months of Fiscal 2022 to 12,597 in the first four months of Fiscal 2023. This decrease was driven by the increase in new CARES cases which rose 65 percent during this reporting period from 1,192 to 1,972 compared to the same period in Fiscal 2022. CARES is a non-investigative child safety assessment response that does not involve any determination of possible maltreatment. The percent of new child protection cases that are CARES increased from 8.3 to 13.5. The percentage of investigations that were substantiated fell from 36.0 percent during the first four months of Fiscal 2022 to 30.5 percent during the same period in Fiscal 2023. The percent of children in substantiated investigations with repeat substantiated investigations within a year declined from 15.9 to 13.8 percent. These decreases reflect the impact of new state legislation, which raised the standard of evidence for investigations from "some credible evidence" to "a fair preponderance of evidence" beginning in January 2022.

- The average child protection specialist caseload rose to 8.5 cases in the first four months of Fiscal 2023 from 6.6 during the same period in Fiscal 2022. Despite this increase, caseloads remained lower than before the COVID-19 pandemic and below the targeted standard of 12 per caseworker and has not disrupted services provided.

- The number of families entering child welfare prevention services fell 12 percent from 2,406 in the first four months of Fiscal 2022 to 2,117 in the same period of Fiscal 2023. ACS is working closely with prevention services providers to increase access and use of these services. This includes addressing staff recruitment and retention strategies, strengthening community referrals by fostering new connections with community-based organizations as well as the Department of Education, Health & Hospitals, the Department of Homeless Services, foster care agencies, and daycare facilities with the goal to have more families benefit from free supportive and therapeutic services and potentially decrease the likelihood of reports to the State Central Register.

- The number of children entering foster care during the first four months of the fiscal year fell 12 percent from 992 in Fiscal 2022 to 876 in the same period in Fiscal 2023. This decrease reflects the recent decline in child abuse and neglect reports and continued reliance on prevention services to support families who may otherwise be at risk of having a child placed in foster care. The number of children in foster care declined five percent from 7,184 to 6,851 during this period.

- The percent of children initially entering foster care who were placed with relatives declined slightly from 42 percent during July through October Fiscal 2022 to 41 percent during the same period in Fiscal 2023; however, the proportion of all children in foster care who are living in kinship care rose from 42 percent to 43 percent during this period. The ACS Division of Child Protection and foster care agencies continue to make efforts to find kinship resources for children. Additionally, foster care agencies have strengthened their capacity and practice to support children placed in kinship foster care.

- The percent of children placed in their community of origin increased from 21.9 percent in the first four months of Fiscal 2022 to 29.9 percent in the same period in Fiscal 2023. Foster Care agencies are implementing innovative strategies to recruit more foster homes. Using foster parents as credible messengers and engaging kinship foster parents has led to foster homes being opened in key neighborhoods across the city, which increases the rate of in-community placements.

- The percent of children placed in foster care with their siblings rose from 94.2 percent during the first four months in Fiscal 2022 to 95.8 percent during the same period in Fiscal 2023. Foster Care agencies are implementing innovative strategies to recruit foster parents that are willing to accept placement of sibling groups.

- The number of children who moved from one foster care placement to another decreased from 1.4 per 1,000 care days in the first four months of Fiscal 2022 to 1.3 per 1,000 care days in the same period in Fiscal 2023. Foster care providers have made efforts to stabilize placements through various support strategies, training foster parents and making consistent casework contacts to assess safety.

- ACS continues to have more than 90 percent of foster children and youth in family-based rather than congregate placements. The average number of children in congregate, residential care rose two percent from 647 in the first four months of Fiscal 2022 to 659 in the same period in Fiscal 2023 and comprised 9.6 percent of the children in care.

- Reunifications declined 13 percent from 551 in the first four months of Fiscal 2022 to 481 in the same period in Fiscal 2023, driven largely by the decrease in placements. The number of Kinship Guardianship Assistance Program (KinGAP) finalizations, in which a placement with a committed adult who had been the child's foster parent for at least six months becomes permanent, decreased by 16 percent from 110 to 92 and adoptions rose from 137 to 144. Foster care agencies continue to implement strategies to move children to safe and timely permanency. The number of children eligible for adoption rose seven percent from 671 to 717 largely due to successful efforts by the Family Court to address the backlog of cases caused by the COVID-19 pandemic. Re-entry to foster care within a year of discharge to family rose during this period from to 7.4 percent of children who exited care during July through October 2020 to 10.6 percent during the same period in 2021, but this reflects a very small number; the longer-term trend of re-entry remains downward. ACS is working with foster care providers to leverage preventive services before and during trial discharge. These services can stabilize the family and connect them to community resources in advance of final discharge.

- Children's safety is ACS' top priority. The rate of children maltreated in family foster care rose from 6.2 per 100,000 care days during July through October Fiscal 2022 to 6.5 during the same period in Fiscal 2023. To reduce maltreatment in care foster care provider agencies continue to provide supports to foster parents including opportunities to interact and participate in peer-support groups, mentoring programs and other foster parent networks.

- Child care voucher enrollment rose 11 percent from 47,173 in the first four months of Fiscal 2022 to 52,360 in the same period in Fiscal 2023. Vouchers for other eligible children rose 19 percent to 30,771. This increase was driven by ACS' successful clearance of the voucher waitlist. Further, as of October 2022, all families with children across New York City are able to apply for and, if eligible, receive a voucher. In addition, after successful advocacy by New York City, the state of New York raised the income eligibility for child care assistance from 200 to 300 percent of the federal poverty level, allowing more families to meet eligibility for child care vouchers and for ACS to expand access to families in high-need communities. Mandated voucher enrollment (vouchers for families on cash assistance and engaged in work activities) went up two percent to 21,589. Voucher enrollment for center-based care increased 12.5 percent to 28,276, vouchers for family-based child care increased eight percent to 22,105 and vouchers for informal (home-based) child care increased 30 percent to 1,980.

- Child care investigations include alleged abuse or maltreatment of children perpetrated by someone who cares for children in a setting that is not the child's familial home and that requires state or local government approval and is subject to state laws, regulations and oversight. This includes, but is not limited to, NYC Early Care and Education programs. The number of reports of suspected abuse and/or neglect for children in child care programs rose 71 percent from 99 during the first four months of Fiscal 2022 to 169 during the same period in Fiscal 2023, likely reflecting increased enrollment in these programs more than two years after the start of the COVID-19 pandemic. The percent of investigations for children in child care that found some credible evidence of abuse or neglect declined from 21.2 to 12.4 percent during this period.

- During the first four months of Fiscal 2023 there was a 61 percent increase in admissions to juvenile detention from 354 in Fiscal 2022 to 568 in Fiscal 2023 driven by an increase in arrests, including those related to gun violence. The increase in admissions led to a 30 percent rise in the average daily population in juvenile detention to 198.4 from 152.8 in the same period in Fiscal 2022. There was a 16 percent decrease in length of stay from 32 to 27 days among youth released from detention as cases began to move more quickly through the court system.

- Assaults and altercations with injury in detention continued to decline during the first four months of Fiscal 2023. The rate of youth-on-youth assault and altercation with injury per 100 average daily population fell from 0.32 in Fiscal 2022 to 0.29 in Fiscal 2023. The youth-on-staff assault with injury rate per 100 average daily population declined from 0.21 to 0.17. The abscond rate per 100 daily population in non-secure detention rose from 0.08 to 0.17. The rate of cases in detention where credible evidence of abuse and/or neglect was found decreased from 0.12 to 0.04 per 100 average daily population. ACS has expedited training and support for its behavior management system (STRIVE+) and enhanced training with coaching techniques focusing on effective methods of deescalating and engaging youth. ACS also worked with community providers, such as violence interrupters, and with oversight agencies to explore additional improvement strategies.

- The weapon recovery rate per 100 daily population in detention during July through October increased from 0.29 in Fiscal 2022 to 0.37 in the Fiscal 2023 reporting period. The illegal substance/ prescription or over-the-counter medication recovery rate rose from 0.12 to 0.31. These recovery rate increases are due to enhanced investigation and search processes. ACS continues to work closely with its state oversight agencies on the development and deployment of practices to better identify and remove contraband from secure detention facilities. ACS is also working closely with the City's Department of Investigation to conduct canine searches in detention.

- All youth in detention receive a mental health screening for acute psychiatric needs within one hour of their admission so that youth who present the highest needs are identified and referred to mental health services. Youth who remain in detention for longer than 48 hours are provided with a comprehensive mental health psychosocial assessment. Failure to engage in this comprehensive assessment is often due to the youth's adjustment to the detention environment or a rapid discharge from detention or transfer between the secure detention facilities. If a youth refuses the mental health assessment, the mental health staff will continue to engage the youth. The percent of youth who received a general mental health screening or services while in detention declined from 88 percent in the first four months of Fiscal 2022 to 86 percent in the same period of Fiscal 2023 driven by a modest increase in youth refusals, expedited transfers between facilities, and immediate transfers to a medical facility due to medical comorbidities.

- The number of young people entering Close to Home placement during the first four months of the fiscal year increased 79 percent from 14 in Fiscal 2022 to 25 in Fiscal 2023, driven by the end of the COVID-19 pandemic and Family Court becoming fully operational. The average number in Close to Home placement rose 22 percent from 45.5 in Fiscal 2022 to 55.5 in Fiscal 2023. Releases from Close to Home residential care to aftercare increased 44 percent from 16 to 23. The average number of youth in aftercare went up 28 percent from 16 to 21.

- During July to October, the Close to Home rate of youth-on-youth assaults and altercations with injury per 100 care days fell from 0.12 in Fiscal 2022 to 0.8 in the same period in Fiscal 2023, and youth-on-staff assaults with injury per 100 care days decreased from 0.13 to 0.09. All critical incidents are routinely debriefed with ACS staff, youth and providers to identify any gaps in practice or policy and to identify any additional supports or safety planning needs of youth. The absent without consent (AWOC) rate declined from 0.23 to 0.18. Collaboration with ACS and the Close to Home provider agencies remains a high priority with an emphasis on ensuring the safety and security of youth and staff.

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	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Number of State Central Register consolidated investigations	46,403	42,783	45,068	*	*	13,196	12,597
Number of new Collaborative Assessment Response, Engagement, and Support (CARES) cases	2,294	3,042	5,545	*	*	1,192	1,972
Percentage of new child protection cases that are CARES	4.7%	6.6%	11.0%	*	*	8.3%	13.5%
★ Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Register (%)	98.5%	98.8%	98.6%	100.0%	100.0%	98.9%	98.1%
Percent of investigations that are substantiated	36.4%	35.2%	31.8%	*	*	36.0%	30.5%
Children in complete investigations with repeat investigations within a year (%)	25.2%	23.5%	25.4%	*	*	26.9%	25.7%
★ Children in substantiated investigations with repeat substantiated investigations within a year (%)	17.2%	14.9%	15.2%	14.0%	14.0%	15.9%	13.8%
★ Average child protective specialist caseload	7.5	6.3	8.4	12.0	12.0	6.6	8.5
Percent investigations completed in 60 days	93%	97%	94%	*	*	96%	94%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Families entering child welfare preventive services	7,699	8,317	6,818	9,000	9,000	2,406	2,117
Children receiving child welfare preventive services (daily average)	22,860	18,330	18,291	*	*	19,438	16,221
Children who received child welfare preventive services during the year (annual total)	41,176	32,945	34,243	*	*	NA	NA

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
All children entering foster care (preliminary)	3,105	2,609	2,874	*	*	992	876
★ Children placed in foster care in their community	29.9%	25.2%	27.2%	36.0%	36.0%	21.9%	29.9%
★ ✹ Children in foster care (average)	7,827	7,639	7,140	⇩	⇩	7,184	6,851
– Children in foster kinship homes (average)	3,115	3,225	3,040	*	*	3,017	2,975
– Children in nonrelative foster boarding homes (average)	4,001	3,755	3,455	*	*	3,520	3,217
– Children in residential care (average)	711	659	645	*	*	647	659
★ Children who re-enter foster care within a year of discharge to family (%) (preliminary)	8.0%	7.4%	7.5%	6.0%	6.0%	7.4%	10.6%
School Attendance Rate - Children in Foster Care (%)	82.4%	78.7%	79.8%	*	*	80.5%	83.9%
Total days all children spent in foster care	3,538,806	3,403,672	3,171,043	*	*	1,091,244	1,019,272
★ Number of moves in foster care per 1,000 care days	1.4	1.2	1.4	1.4	1.4	1.4	1.3
★ Children maltreated during family foster care placement per 100,000 care days	7.3	7.0	5.5	5.0	5.0	6.2	6.5

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

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

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Siblings placed simultaneously in the same foster home (%)(preliminary)	93.6%	95.4%	95.8%	*	*	94.2%	95.8%
★ Children entering foster care who are placed with relatives (%)(preliminary)	41.0%	41.5%	42.9%	44.0%	44.0%	42.1%	41.1%

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

Goal 1e   Reduce time to reunification, kinship guardianship and/or adoption and maintain strong family connections for children.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Children discharged to permanency within a year of placement (%)	29.6%	26.5%	29.2%	35.0%	35.0%	NA	NA
Children in care 12-23 months discharged to permanency (%)	20.4%	23.0%	18.3%	27.0%	27.0%	NA	NA
Children in care 24 or more months discharged to permanency (%)	18.6%	19.9%	23.1%	27.0%	27.0%	NA	NA
Children adopted	404	344	468	*	*	137	144
Children eligible for adoption (average)	800	735	702	*	*	671	717
Kinship Guardianship Assistance discharges	267	414	394	*	*	110	92
Children returned to parents (reunifications)	1,834	1,702	1,700	*	*	551	481

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

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

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

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Average child care voucher enrollment	64,324	50,266	47,535	*	*	47,173	52,360
★ Average mandated children voucher enrollment	39,039	26,251	20,714	*	*	21,236	21,589
★ Average other eligible children voucher enrollment	25,286	24,015	26,821	*	*	25,938	30,771
★ Average center-based child care voucher enrollment	31,045	25,496	25,301	*	*	25,141	28,276
★ Average family child care voucher enrollment	26,065	22,108	20,620	*	*	20,506	22,105
★ Average informal (home-based) child care voucher enrollment	7,215	2,663	1,614	*	*	1,527	1,980
Fiscal year spending per child - Center-based child care vouchers	$8,997	$9,869	$10,104	*	*	NA	NA
Fiscal year spending per child - Family child care vouchers	$7,860	$8,513	$8,468	*	*	NA	NA
Fiscal year spending per child - Legally exempt (informal child care) vouchers	$4,362	$5,495	$5,497	*	*	NA	NA
Percent of voucher applications with eligibility determinations within 30 days	85%	74%	96%	*	*	95%	97%

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

Goal 2b   Respond quickly to every allegation of abuse and neglect and perform thorough assessments of safety and risk at child care centers.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Abuse and/or neglect reports for children in child care	442	224	377	*	*	99	169
Abuse and/or neglect reports for children in child care that are substantiated (%)	19.5%	20.1%	18.6%	*	*	21.2%	12.4%

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

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

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

Performance Indicators	Actual FY20	Actual FY21	Actual FY22	Target FY23	Target FY24	4-Month Actual FY22	4-Month Actual FY23
★ Total admissions to detention	1,442	987	1,319	⇩	⇩	354	568
★ Average daily population (ADP), detention	128.7	118.9	170.0	⇩	⇩	152.8	198.4
Secure detention - ADP	100.9	100.5	142.6	*	*	132.7	170.0
Non-secure detention - ADP	27.8	18.4	27.4	*	*	20.1	28.4
★ Average length of stay, detention (days)	29	38	38	⇩	⇩	32	27
★ 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)	0.10	0.10	0.09	0.05	0.05	0.08	0.17
★ Youth on youth assaults and altercations with injury rate (per 100 total ADP), detention	0.35	0.34	0.29	0.35	0.35	0.32	0.29
★ Youth on staff assault with injury rate (per 100 total ADP), detention	0.30	0.27	0.21	0.15	0.15	0.21	0.17
★ Weapon recovery rate (average per 100 total ADP), detention	0.22	0.25	0.33	⇩	⇩	0.29	0.37
★ Illegal substance/prescription or OTC medication recovery rate (average per 100 total ADP), detention	0.07	0.14	0.25	⇩	⇩	0.12	0.31
★ Average daily cost per juvenile in detention ($)	$2,064	$2,084	$1,576	*	*	NA	NA
Admissions to Close to Home placement	110	71	72	*	*	14	25
★ Number in Close to Home placement	87	65	47	⇩	⇩	46	56
★ Number in Close to Home aftercare (average)	41	21	18	*	*	16	21
Absent without consent (AWOC) rate, Close to Home placement	0.27	0.22	0.24	0.25	0.25	0.23	0.18
Discharges from Close to Home placement (dispositional order complete)	83	77	63	*	*	20	20
Releases from Close to Home placement to aftercare	80	48	46	*	*	16	23
Youth on staff assault with injury rate, Close to Home placement	0.09	0.07	0.10	0.05	0.05	0.13	0.09
Youth on youth assault with injury rate, Close to Home placement	0.11	0.07	0.09	0.09	0.09	0.12	0.08
★ Child abuse/neglect allegations for youth in detention that are substantiated, rate (average per 100 total ADP)	0.13	0.10	0.13	⇩	⇩	0.12	0.04

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

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

Performance Indicators	Actual FY20	Actual FY21	Actual FY22	Target FY23	Target FY24	4-Month Actual FY22	4-Month Actual FY23
★ Youth who received mental health screening or services while in detention (%)	71.0%	78.0%	86.6%	⇧	⇧	88.0%	86.0%
★ Residents seen within 24 hours of sick call report (%)	100%	100%	100%	100%	100%	100%	100%
★ General health care cost per youth per day, detention ($)	$152	$236	$171	*	*	NA	NA
Percent of youth with health screening within 24 hours of admission to detention (%)	100%	99%	100%	100%	100%	100%	100%

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
✹ Youth admitted to detention with previous admission(s) to detention (%)	58.0%	49.0%	42.0%	*	*	NA	NA

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Workplace injuries reported	444	380	467	*	*	179	151

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Completed requests for interpretation	111,137	110,307	118,857	*	*	NA	NA
Letters responded to in 14 days (%)	NA	94.4%	43.8%	*	*	56.3%	94.4%
E-mails responded to in 14 days (%)	84.4%	86.5%	79.1%	*	*	77.3%	80.5%

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

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]	$2,646.4	$2,534.1	$2,646.8	$2,767.0	$2,796.1	$2,696.0	$1,238.8	$1,345.5
Revenues ($000,000)	$8.0	$2.4	$6.0	$3.4	$3.4	$3.4	$1.8	$2.2
Personnel	7,059	6,863	6,341	7,120	7,138	7,138	6,759	6,238
Overtime paid ($000,000)	$39.4	$24.9	$39.8	$39.2	$39.2	$39.2	$9.1	$12.6
Capital commitments ($000,000)	$30.8	$9.7	$15.7	$159.1	$39.6	$124.0	$1.1	$5.1
Human services contract budget ($000,000)	$1,407.5	$1,328.3	$1,403.3	$1,464.6	$1,495.4	$1,431.8	$437.4	$461.0

[1]January 2023 Financial Plan.   [2]Expenditures include all funds   "NA" - Not Available

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$558.7	$515.8	
001 - Child Welfare	$375.2	$356.3	1a, 1b, 1c, 1d, 1e, 2a
003 - Head Start/Day Care	$9.8	$15.7	2a
005 - Administration	$103.4	$73.8	All
007 - Juvenile Justice	$66.8	$68.1	3a, 3b, 3c
009 - Adoption Subsidy	$3.6	$1.9	1e
Other Than Personal Services - Total	$2,088.1	$2,157.5	
002 - Other Than Personal Services	$128.6	$2.0	All
004 - Head Start/Day Care	$431.7	$507.1	2a
006 - Child Welfare	$1,178.2	$1,239.2	1a, 1b, 1c, 1d, 1e
008 - Juvenile Justice	$144.2	$161.5	3a, 3b, 3c
010 - Adoption Subsidy	$192.3	$224.9	1e
11 - Juvenile Justice - OCFS Payments	$13.1	$22.8	3a
Agency Total	$2,646.8	$2,673.3	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds.   [2]Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- A calculation error was discovered in 'Percentage of new child protection cases that are CARES' for FY 2018–2022. This error has been corrected, and the data has been updated.

- Previously published targets for 'Families entering child welfare preventive services' were adjusted from 10,000 to 9,000 to better reflect prevention provider capacity.

ADDITIONAL RESOURCES

- The Social Indicators and Equity Report, EquityNYC:
  http://equity.nyc.gov/

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

DEPARTMENT OF HOMELESS SERVICES

Gary P. Jenkins, Commissioner
Joslyn Carter, Administrator

FOCUS ON EQUITY

In New York City and throughout the United States, homelessness is driven by income and racial inequities, lack of affordable and supportive housing and stagnant wages combined with social factors, including domestic violence, deinstitutionalization of persons who have mental illness without sufficient community-based services and discharges from a range of institutions. DHS connects New Yorkers experiencing homelessness to preventive services that help them remain in their homes; provides safe and appropriate transitional shelter and services to unsheltered homeless; and placement into permanent subsidized and supportive housing. In partnership with the Human Resources Administration (HRA) and other agencies, DHS provides access to targeted rental assistance to help eligible families and individuals avoid or exit shelter.

People of color, particularly African Americans, are over-represented among those who are experiencing homelessness, both in New York City and throughout the country.[1] Poverty is a strong predictor of homelessness; and African American families and individuals are more likely to experience poverty, especially deep poverty, than their White counterparts. Higher incarceration rates, especially for African American men, are also linked to increased risk of homelessness.[2] Investment in services that strengthen communities, services in shelter that provide people with tools to move out of poverty, and the development of stable permanent housing and rental assistance programs provide a foundation to counteract these historic inequities. "Housing Our Neighbors" outlines the steps that the City is taking to better measure and address homelessness and combat housing instability; to help New Yorkers stay housed; to improve shelter and services for New Yorkers experiencing homelessness; to help New Yorkers in shelter move into permanent housing more quickly; and to reduce the risk of returning to shelter.

[1]Across the U.S., African Americans comprise 45 percent of the sheltered homeless population compared to 13.6 percent of the country; in NYC, African Americans comprise more than half of the sheltered homeless population compared to 24% percent of the City. (The 2021 Annual Homeless Assessment Report (AHAR) to Congress, Part 1: Point in Time Estimates of Sheltered Homelessness, February 2022 https:// www.huduser.gov/portal/sites/default/files/pdf/2021-AHAR-Part-1.pdf; United States Census Bureau, Quick Facts, Population Estimates, July 1, 2021, https://www.census.gov/quickfacts/fact/table/newyorkcitynewyork,US/PST045221; DHS Data Dashboard Charts FYTD 2022, https://www1.nyc.gov/assets/dhs/downloads/pdf/dashboard/FYTD22-DHS-Data-Dashboard-Charts.pdf).

[2]Couloute, Lucius. (2018). Nowhere to Go: Homelessness among formerly incarcerated people. Prison Policy Initiative. https://www.prisonpolicy. org/reports/housing.html; Remster, Brianna (2021). Homelessness among formerly incarcerated men: Patterns and predictors. ANNALS, AAPSS, 693, 141-157; Metraux S. and Dennis Culhane (2006). Homeless shelter use and reincarceration following prison release. Criminology & Public Policy, 3 (2), 139-160.

OUR SERVICES AND GOALS

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

Goal 1a Ensure that individuals and families have access to emergency shelter and services.

Goal 1b Ensure that all temporary shelters for homeless individuals and families are clean, safe and well-run.

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

Goal 2a Facilitate exits and minimize clients' length of stay in shelters.

Goal 2b Minimize re-entries into the shelter services system.

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

Goal 3a Reduce the number of unsheltered homeless individuals.

HOW WE PERFORMED

- During the first four months of Fiscal 2023, the average number of individuals in shelter per day increased by 20.8 percent compared to the same period in Fiscal 2022, driven by an unprecedented increase in entrants, primarily related to the influx of asylum seekers from the southern United States border to New York City.

- Towards the end of Fiscal 2022 and continuing through the first four months of Fiscal 2023, the flow of asylum seekers to New York from the southern border drove a 41.8 percent increase in entries to shelter for families with children and a 104.7 percent increase in entries to shelter for single adults. This rapid increase in entries resulted in growth of 26.9 percent in the families with children census and of 9.5 percent in the single adult census, despite increases in exits to permanent housing over that same period.

- In the first four months of Fiscal 2023, the percent of families with children receiving public assistance declined by 11.2 percentage points compared to the prior period. Partly this is a result of families remaining in conditional eligibility status for longer periods, contributing to a delay in the public assistance application process, as well as to the unprecedented increase in entries of asylum seekers in Fiscal 2023.

- DHS continues to work to place families in the borough of their youngest child's school. There was a 2.7 percentage point decrease in Fiscal 2023 to-date compared to the previous period due to one lower than average month, which has since rebounded and is on-par with prior years. The average school attendance rate for children in the DHS shelter system increased to 85.0 percent compared to 82.1 percent during the same period last year, a return to pre-pandemic rates that reflects the impact of the return to in-person schooling.

- DHS provides access to screening by dedicated licensed social workers in families with children shelters. These staff conduct behavioral health assessments, developmental screenings for children, and provide services to help address barriers to permanent housing. These clinicians served 61.5 percent of families in shelter in the first four months of Fiscal 2023, a decrease from 77.8 percent in the same period in Fiscal Year 2022 due to both the rapid increase in the families with children population as well as a shortage of social workers available to administer the screenings.

- During the first four months of Fiscal 2023, the rate of serious and violent incidents per 1,000 residents decreased across all three populations, which include families with children, single adults, and adult families. The decline of serious incidents within the families with children system was attributable to the decrease in COVID-19-related incidents, including quarantining of both staff and clients. Within the single adult shelter system, the decrease in serious incidents was in large part due to a decrease in facility-related incidents—including heating, water, and electrical failures that last more than four hours. The Agency's Serious Incident Unit (SIU), a centralized unit for all incident reporting that operates 24 hours a day, year-round, continues to ensure accurate reporting and tracking through its quality assurance review process.

- Exits to permanent housing increased for all three populations, with the largest increase in the subsidized exit category. In the first four months of Fiscal 2023, placements increased by 34.5 percent for single adults, by 22.5 percent for families with children, and by 19.7 percent for adult families. Increases to rent levels for City funded housing vouchers went into effect in September 2021, facilitating the growth in single adult subsidized exits. Additionally, increases in Supportive Housing and the Emergency Housing Voucher (EHV) program placements contributed to the growth in subsidized exits compared to the prior period.

- During the first four months of Fiscal 2023, the average length of stay in shelter decreased across all systems, by 14.7 percent for single adults, 12.0 percent for families with children, and 7.0 percent for adult families compared to the same period in Fiscal 2022. The marked increase in new entrants compared to the same period in the prior year, led to a change in the proportion of clients with shorter term stays. This, along with the growth in exits, contributed to the lower average length of stay in the reporting period.

- During the first four months of Fiscal 2023, returns to shelter within one year increased by 2.2 percentage points for single adults and remained essentially flat for families with children and adult families. Despite fluctuations, the overall return rate remains lower than prior to the pandemic. DHS's success in minimizing re-entries reflects the City's investment in subsidized housing that generates sustained and permanent placements within communities.

- The number of unsheltered clients referred to placement into permanent housing, transitional housing, and other settings was 2,319 in the first four months of Fiscal 2023, a 73.6 percent increase compared to the prior period. Outreach teams provide 24/7 services, engaging New Yorkers experiencing unsheltered homelessness by offering services, support, and safe housing.

- The average number of clients who were placed in low barrier safe haven and stabilization beds increased by 33.5 percent during the first four months of Fiscal 2023, due to increased capacity, with over 700 beds added during calendar 2022.

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

Goal 1a Ensure that individuals and families have access to emergency shelter and services.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Average number of individuals in shelter per day	58,591	52,409	45,563	⇩	⇩	45,381	54,838
★ ✸ Average number of adult families in shelters per day	2,455	1,983	1,493	⇩	⇩	1,610	1,747
★ Average number of individuals in adult families in shelters per day	5,177	4,186	3,130	⇩	⇩	3,380	3,687
★ ✸ Average number of families with children in shelters per day	11,719	9,823	8,505	⇩	⇩	8,395	10,651
★ Average number of individuals in families with children in shelters per day	36,548	30,212	25,969	⇩	⇩	25,659	33,257
★ ✸ Average number of single adults in shelters per day	16,866	18,012	16,465	⇩	⇩	16,341	17,895
★ Adult families entering the DHS shelter services system	1,118	528	598	⇩	⇩	184	182
★ Families with children entering the DHS shelter services system	10,087	6,107	7,061	⇩	⇩	2,011	2,851
★ Single adults entering the DHS shelter services system	20,296	18,127	19,968	⇩	⇩	6,210	12,710
Families with children receiving public assistance (average) (%)	80.9%	84.7%	77.1%	85.0%	85.0%	78.8%	67.6%
Average school attendance rate for children in the DHS shelter services system (%)	85.0%	77.9%	82.1%	*	*	82.1%	85.0%
Families in shelter living in the borough of their youngest child's school (%)	76.1%	75.4%	76.1%	*	*	77.3%	74.6%
Families initially placed in shelter in the borough of their youngest school-aged child's school address (%)	55.4%	57.6%	60.8%	85.0%	85.0%	59.6%	58.6%
Families living in shelter who received biopsychosocial screenings from mental health clinicians (%)	79%	80%	72%	*	*	78%	62%

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

Goal 1b Ensure that all temporary shelters for homeless individuals and families are clean, safe and well-run.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Adult shelter inspections with safety, maintenance or cleanliness deficiencies per 1,000 beds	NA	NA	1.70	*	*	NA	NA
Serious incidents in the adult shelter system, per 1,000 residents	26.6	38.1	54.7	*	*	45.8	45.1
Serious violent incidents in the adult shelter system, per 1,000 residents	2.2	2.5	4.8	*	*	4.6	4.3
Serious incidents in the adult family shelter system, per 1,000 residents	13.8	16.3	21.8	*	*	17.3	14.6
Serious violent incidents in the adult family shelter system, per 1,000 residents	1.4	1.0	1.6	*	*	1.8	0.8
Serious incidents in the families with children shelter system, per 1,000 residents	7.6	11.5	16.0	*	*	12.8	10.8
Serious violent incidents in the families with children shelter system, per 1,000 residents	0.9	1.0	1.1	*	*	1.2	0.9
Cost per day for shelter facilities - Single adult facilities ($) (annual)	$130.63	$137.74	$135.83	*	*	NA	NA
Cost per day for shelter facilities - Family facilities ($) (annual)	$198.67	$191.36	$186.01	*	*	NA	NA
– Adult families	$171.40	$172.99	$172.31	*	*	NA	NA
– Families with children	$202.69	$193.76	$188.20	*	*	NA	NA

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

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

Goal 2a — Facilitate exits and minimize clients' length of stay in shelters.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Single adults exiting to permanent housing	7,890	6,539	7,043	*	*	2,030	2,731
– subsidized	4,824	4,603	5,243	*	*	1,366	1,969
– unsubsidized	3,066	1,936	1,800	*	*	666	762
Adult families exiting to permanent housing	465	496	504	*	*	137	164
– subsidized	379	393	443	*	*	114	145
– unsubsidized	86	103	61	*	*	23	19
Families with children exiting to permanent housing	7,992	7,191	5,207	*	*	1,603	1,964
– subsidized	6,142	5,647	4,118	*	*	1,211	1,597
– unsubsidized	1,850	1,544	1,089	*	*	392	367
★ Average length of stay for single adults in shelter (days)	437	483	509	⇩	⇩	517	441
★ Average length of stay for adult families in shelter (days)	630	773	855	⇩	⇩	862	802
★ Average length of stay for families with children in shelter (days)	443	520	534	⇩	⇩	551	485

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

Goal 2b — Minimize re-entries into the shelter services system.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Single adults who exited to permanent housing and returned to the DHS shelter services system within one year (%)	14.2%	11.8%	9.8%	20.0%	20.0%	10.1%	12.3%
★ – subsidized exits (%)	5.8%	5.6%	4.6%	⇩	⇩	4.7%	5.6%
★ – unsubsidized exits (%)	24.8%	21.7%	22.1%	⇩	⇩	20.0%	25.8%
★ Adult families who exited to permanent housing and returned to the DHS shelter services system within one year (%)	1.7%	1.3%	1.9%	12.5%	12.5%	1.6%	1.5%
★ – subsidized exits (%)	0.0%	0.7%	0.6%	⇩	⇩	0.0%	1.2%
★ – unsubsidized exits (%)	7.7%	3.6%	7.4%	⇩	⇩	6.7%	5.0%
★ Families with children who exited to permanent housing and returned to the DHS shelter services system within one year (%)	5.6%	4.1%	3.7%	12.5%	12.5%	4.4%	4.5%
★ – subsidized exits (%)	1.0%	0.5%	0.3%	⇩	⇩	0.3%	0.2%
★ – unsubsidized exits (%)	19.5%	15.6%	15.2%	⇩	⇩	15.7%	18.0%

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Unsheltered individuals who are estimated to be living on the streets, in parks, under highways, on subways, and in the public transportation stations in New York City	3,857	2,376	3,439	*	*	NA	NA
HOME-STAT clients referred to placement into permanent housing, transitional housing and other settings	5,909	5,454	5,021	*	*	1,336	2,319
Average number of clients in low barrier beds	NA	NA	2,086	*	*	1,988	2,654

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

AGENCY-WIDE MANAGEMENT

		Actual		Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Workplace injuries reported	149	104	97	*	*	29	34

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

AGENCY CUSTOMER SERVICE

Performance Indicators		Actual		Target		4-Month Actual	
Customer Experience	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Completed requests for interpretation	18,660	26,123	47,504	*	*	12,716	27,860
Letters responded to in 14 days (%)	98%	100%	97%	*	*	98%	96%
E-mails responded to in 14 days (%)	99%	99%	100%	*	*	100%	100%
Average wait time to speak with a customer service agent (minutes)	50	55	70	*	*	76	77
CORE facility rating	94	100	90	*	*	NA	NA

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

AGENCY RESOURCES

Resource Indicators		Actual		Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]	$2,369.2	$3,044.5	$2,732.8	$2,404.1	$3,021.4	$2,334.9	$1,701.4	$1,804.1
Personnel	2,119	2,005	1,849	2,057	2,001	1,920	1,981	1,845
Overtime paid ($000,000)	$19.9	$19.8	$19.6	$14.9	$14.9	$14.9	$5.4	$6.6
Capital commitments ($000,000)	$11.0	$20.1	$26.9	$60.6	$46.3	$57.0	$2.2	$4.5
Human services contract budget ($000,000)	$2,029.8	$2,709.5	$2,420.0	$2,078.5	$2,676.6	$2,026.7	$715.9	$820.5

[1]January 2023 Financial Plan.　　[2]Expenditures include all funds　　"NA" - Not Available

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$154.4	$164.6	
100 - Shelter Intake and Program	$114.3	$118.9	All
101 - Administration	$31.8	$33.6	All
102 - Street Programs	$8.4	$12.1	3a
Other Than Personal Services - Total	$2,578.4	$2,856.8	All
200 - Shelter Intake and Program	$2,355.3	$2,535.8	All
201 - Administration	$27.0	$27.5	All
202 - Street Programs	$196.2	$293.6	3a
Agency Total	$2,732.8	$3,021.4	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds.　　[2] Includes all funds.　　[3] Refer to agency goals listed at front of chapter.　　"NA" Not Available　　* None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✏

- Average school attendance rate for children in the DHS shelter services system (%) has been updated to reflect the correct value for Fiscal 2022 (July 2021–June 2022). The previously published value (82.6%) reflected the monthly average school attendance rate for June 2022.

- The number of unique requests for interpretation are not available for on-site Spanish interpretation services that were provided at a number of DHS locations in Fiscal 2023. As a result, Fiscal 2023 data do not reflect the full scope of interpretation services provided by DHS.

ADDITIONAL RESOURCES

For additional information go to:

- Stats & Reports:
  http://www1.nyc.gov/site/dhs/about/stats-and-reports.page

- DHS daily report, including census & intake statistics:
  http://www1.nyc.gov/assets/dhs/downloads/pdf/dailyreport.pdf

- Housing our Neighbors: A New York City Blueprint for Housing and Homelessness:
  https://www1.nyc.gov/assets/home/downloads/pdf/office-of-the-mayor/2022/Housing-Blueprint.pdf

- The Subway Safety Plan:
  https://www1.nyc.gov/assets/home/downloads/pdf/press-releases/2022/the-subway-safety-plan.pdf

- The Social Indicators and Equity Report, EquityNYC:
  http://equity.nyc.gov/

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

DEPARTMENT FOR THE AGING

Lorraine Cortés-Vázquez, Commissioner

WHAT WE DO

The Department for the Aging (*DFTA) promotes, administers, and coordinates the development and provision of services for older New Yorkers to help them maintain their independence and participation in their communities. In the first four months of Fiscal 2023, DFTA served approximately 149,350 older New Yorkers through its in-house and contracted programs. The Department supports a broad range of services, both directly and through approximately 400 direct service contracts, which in addition to federal, state and City funding, and foundation and other grants for special initiatives and programming, DFTA administers discretionary funds received from the City Council.

FOCUS ON EQUITY

In 2021, the Department released Building Community Care for an Age-Inclusive City, a strategic and progressive plan to update and improve the City's congregate and community-based programming. This plan offered a blueprint for how the City should comprehensively and equitably address the rapid growth, increasing diversity, and changing needs of the City's older adult population. DFTA and its providers are committed to ensuring that all older New Yorkers, especially the historically under-served, have access to the services they need. The historically underserved among older New Yorkers have included people of color, immigrants, and individuals with limited English proficiency, and those who are of low income. DFTA aims to connect with the full range of older people in the City in order to link them with services and activities that promote their health, safety and well-being.

Procurements are an important vehicle that DFTA uses to promote equity. Through solicitations, DFTA emphasizes the need for provider candidates to demonstrate how they will achieve cultural competence among staff related to the population groups in their catchment areas, conduct outreach and marketing efforts to attract the full range of groups to their programs, and offer the types of programming that will meet the needs of these groups.

In Fiscal 2023, DFTA will release request for proposals (RFP) for case management, geriatric mental health, and transportation programs. Through these procurements, DFTA will continue to support flexibility in design as it relates to providers' ability to be responsive and demonstrate their readiness and ability to meet community needs. This includes asking proposers to demonstrate their approach to more fully address the needs of under-served and under-represented populations, including their processes for addressing the language needs of their clients, recruitment strategies, and/or sensitivity trainings.

OUR SERVICES AND GOALS

SERVICE 1   **Provide community-based services to older New Yorkers.**

Goal 1a   Increase utilization of older adult centers.

Goal 1b   Provide community-based nutrition opportunities to older New Yorkers.

Goal 1c   Provide services and supports to older New Yorkers aging in place.

Goal 1d   Provide mental health services and supports to older New Yorkers.

SERVICE 2   **Provide supportive services to homebound older adults and their caregivers.**

Goal 2a   Provide supportive services to homebound older adults.

Goal 2b   Provide supportive services to caregivers.

HOW WE PERFORMED

- DFTA's Older Adult Centers (OACs) provide opportunities for older New Yorkers to access nutrition, educational recreation, and socialization. In June 2021, congregate sites began reopening after COVID-19 closures for onsite activities and meals with the continued option for seniors to attend virtually. In the first four months of Fiscal 2023, the Department continued to welcome older New Yorkers back in-person to OACs. Average daily attendance increased by 33 percent to 22,812 from 17,213 in the same period of Fiscal 2022. The number of meals served at OACs has also increased, with older adult centers serving 1,578,423 meals compared to 623,974 meals in the first four months of Fiscal 2022, a rise of 153 percent. This signals an uptick in interest from older adults for in-person services.

- DFTA continues to support homebound older New Yorkers through our contracted case management providers. Case management is the gateway to other services for homebound older New Yorkers, including home care and home delivered meals. During the first four months of Fiscal 2023, the number of case management clients and services remained stable with 26,800 clients receiving 165,772 hours of case management services. DFTA is on track to meet the Fiscal 2023 target.

- The Department funds home care services to help functionally impaired older New Yorkers live safely at home. Home care services include assistance with personal care and housekeeping services. During the first four months of Fiscal 2023, 2,796 home care clients received 416,765 hours of home care services, respective increases of eight percent and seven percent over the same period in Fiscal 2022. This increase in both clients and hours indicates a return to pre-pandemic levels.

- Homebound older New Yorkers continue to have a choice between daily delivery of hot meals, or twice-weekly delivery of frozen meals. In the first four months of Fiscal 2023, 1,413,178 meals were delivered to 22,822 homebound older New Yorkers, an increase of 12 percent from the same period in Fiscal 2022. This demonstrates a continuing need for home delivered meals.

- DFTA's direct and contracted caregiver programs assist and support New Yorkers who are caring for an older person, as well as grandparents or other older adults who are caring for children. In the first four months of Fiscal 2023, 3,794 persons received information and/or supportive services through the Department's in-house and contracted caregiver programs, a nine percent increase from the same period in Fiscal 2022.

- Local Law 30 of 2017 requires all City agencies that provide direct services also create a language access plan to better serve non-English speakers. One of the ways that DFTA meets this requirement is by providing interpretation services to older New Yorkers and their caregivers. During the first four months of Fiscal 2023, completed requests for interpretation increased to 1,493, a rise of 198 percent from 501 completed requests in the same period in Fiscal 2022. This reflects a growth in interest in aging services.

SERVICE 1   Provide community-based services to older New Yorkers.

| Goal 1a | Increase utilization of older adult centers. |

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Average daily Older Adult Center (OAC) participants	24,249	NA	18,967	26,342	26,342	17,213	22,812
Older Adult Center (OAC) utilization rate (%)	92%	NA	NA	*	*	NA	NA
OAC Virtual and Hybrid Program participants	NA	33,458	61,351	*	*	NA	NA

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

Goal 1b — Provide community-based nutrition opportunities to older New Yorkers.

Performance Indicators	Actual			Target		4-Month Actual	
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Total Older Adult Center meals	7,616,106	NA	3,004,508	*	*	623,974	1,578,423
❂ Older Adult Center meal participants	118,673	NA	89,230	*	*	NA	NA

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

Goal 1c — Provide services and supports to older New Yorkers aging in place.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Naturally Occurring Retirement Communities (NORC) participants	18,309	17,889	17,849	*	*	NA	NA
Senior Employment Program participants	367	247	259	*	*	NA	NA

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

Goal 1d — Provide mental health services and supports to older New Yorkers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Individuals at DFTA older adult centers receiving mental health services	538	801	781	*	*	NA	NA

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

SERVICE 2 Provide supportive services to homebound older adults and their caregivers.

Goal 2a — Provide supportive services to homebound older adults.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Home delivered meals served	4,663,561	4,109,446	4,287,681	4,390,494	4,390,494	1,261,928	1,413,178
Recipients of home delivered meals	24,508	26,275	26,852	*	*	20,762	22,822
★ Hours of home care services provided	1,260,142	1,235,692	1,197,483	1,100,000	1,100,000	385,701	416,342
★ ❂ Total recipients of home care services	3,780	3,386	3,296	3,500	3,500	2,610	2,796
Hours of case management services provided	570,809	562,899	526,293	530,000	530,000	174,077	165,772
❂ Total recipients of case management services	40,347	35,153	39,163	*	*	25,301	26,800

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

Goal 2b — Provide supportive services to caregivers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Persons who received information and/or supportive services through DFTA's in-house and contracted caregiver programs	8,548	6,368	7,501	*	*	3,494	3,794

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

AGENCY CUSTOMER SERVICE

Performance Indicators		Actual			Target		4-Month Actual	
Customer Experience		FY20	FY21	FY22	FY23	FY24	FY22	FY23
Completed requests for interpretation		1,647	2,032	2,903	*	*	501	1,493
Letters responded to in 14 days (%)		95.0%	99.0%	100.0%	*	*	100.0%	100.0%
E-mails responded to in 14 days (%)		97.0%	99.0%	77.6%	*	*	99.6%	91.7%
CORE facility rating		100	NA	100	*	*	NA	NA

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

Performance Indicators	Actual			Target		4-Month Actual	
Response to 311 Service Requests (SRs)	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Percent meeting time to first action - Home Delivered Meals for Seniors - Missed Delivery (14 days)	NA	100%	100%	*	*	100%	100%
Percent meeting time to first action - Elder Abuse (5 days)	NA	79%	98%	*	*	99%	NA
Percent meeting time to first action - Housing (14 days)	NA	100%	100%	*	*	NA	100%
Percent meeting time to first action - General Aging Information (14 days)	NA	100%	100%	*	*	NA	100%
Percent meeting time to first action - Benefits and Entitlements (14 days)	NA	100%	100%	*	*	NA	100%

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

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]	$424.0	$355.6	$502.6	$540.6	$534.9	$466.7	$235.6	$341.8
Revenues ($000,000)	$1.5	$1.3	$2.4	$1.0	$1.0	$1.0	$0.4	$2.6
Personnel	636	628	304	368	349	349	429	306
Overtime paid ($000)	$41	$75	$26	$0	$31	$0	$8	$10
Capital commitments ($000,000)	$7.2	$2.3	$1.3	$13.1	$14.8	$8.5	$0.1	$2.4
Human services contract budget ($000,000)	$364.2	$304.6	$445.4	$335.1	$440.0	$288.5	$126.7	$194.1

[1]January 2023 Financial Plan.   [2]Expenditures include all funds   "NA" - Not Available

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$29.4	$28.8	
001 - Executive and Administrative Management	$15.7	$16.2	All
002 - Community Programs	$11.7	$10.6	All
006 - In-Home Services[4]	NA	$2.0	2a
Other Than Personal Services - Total	$473.2	$506.1	
003 - Out-of-Home Services	$378.4	$403.9	All
004 - Executive and Administrative Management	$2.7	$4.3	All
005 - In-Home Services[4]	$92.1	$97.9	2a
Agency Total	$502.6	$534.9	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds.   [2] Includes all funds.   [3] Refer to agency goals listed at front of chapter.   [4]This UA originated in Fiscal 2022.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- The NA for 'Percent meeting time to first action—Elder Abuse (5 days)' is due to SLA revision.

- In 2022, the Department for the Aging stopped using DFTA and instead is now known as NYC Aging.

ADDITIONAL RESOURCES

For additional information go to:

- The Social Indicators and Equity Report, EquityNYC:
  http://equity.nyc.gov/

For more information on the agency, please visit: www.nyc.gov/aging, or call DFTA's AgingConnect call center at (212) AGING NYC.

Building Human Potential
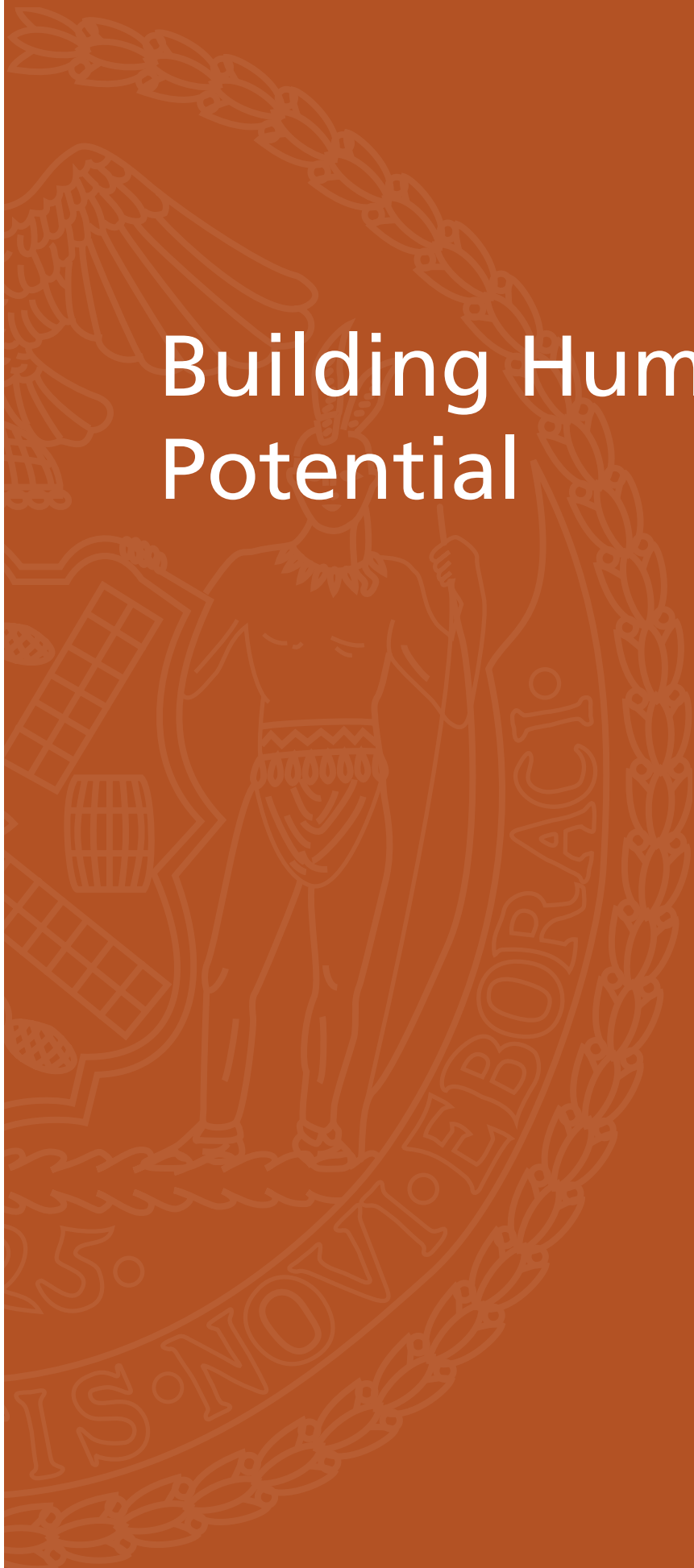
Building Human Potential

DEPARTMENT OF EDUCATION David Banks, Chancellor

WHAT WE DO

As the nation's largest school system, the Department of Education (DOE) provides primary and secondary education to nearly one million students, from early childhood to grade 12, in 32 school districts, and in over 1,800 schools, while employing approximately 77,000 teachers. DOE prepares our students to meet grade level standards in reading, writing, and math, with the goal of graduating on a pathway to a rewarding career, long-term economic security, and equipped to be a positive force for change. The School Construction Authority (SCA), reported separately, coordinates the development of DOE's Five-Year Capital Plan, selects and acquires sites for new schools, leases buildings for schools, and supervises conversion of administrative space for classroom use.

FOCUS ON EQUITY

To provide all students with bright starts leading to bold futures, DOE partners with families to build a system that is truly responsive to our diverse communities. Perhaps the most emblematic way that the school system has demonstrated its responsiveness to community needs in the first four-months of Fiscal 2023, is its central role in Project Open Arms, the City's interagency effort to effectively welcome and support our migrant and asylum-seeking families and students. Since May 2022, New York City has experienced a surge in individuals arriving from border states who are seeking asylum. Many have entered the City's shelter system, while others have found housing through family members, friends, or sponsors. From the moment these families arrived in the City, DOE has helped to facilitate student enrollment and support families' immediate needs. To start, DOE set up an enrollment office at the Asylum-Seeker Navigation Center. Enrollment counselors at the site have been helping families connect to schools while providing backpacks, books, and school supplies. Many of these families are residing at shelters across the City where the DOE has staff on-site to assist them. The students in temporary housing staff, including students in temporary housing (STH) Regional Manager, Family Assistants, and some school-based STH Community Coordinators, are working at shelters to support families with such issues as enrollment, transportation, wellness, and more. DOE staff, whether at the Navigation Center or on-site at shelters, is working to identify schools with available seats that are closest to the shelters, prioritizing multilingual learners. DOE is committed to finding schools that offer support to multilingual learners that do not pose a travel hardship for the students.

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 English Language Learners and students with disabilities.

Goal 2a   Improve the ability of English Language Learners to learn English and improve academic progress.

Goal 2b   Improve the ability of students with disabilities to progress academically and socially.

SERVICE 3 Prepare children to become productive, engaged adults.

Goal 3a   Increase the percentage of high school graduates enrolling in post-secondary education or training.

Goal 3b   Increase the percentage of elementary, middle and high school students taking coursework that prepares them for future success.

SERVICE 4 Deliver early childhood education services.

Goal 4a   Ensure access to quality early child care services in communities of need and achieve maximum capacity at all participating centers.

SERVICE 5 Maintain and enhance the City's educational facilities.

Goal 5a   Work with SCA to design, construct, modernize and repair durable, functional and attractive educational facilities, on schedule and within budget.

SERVICE 6 Provide transportation to all eligible New York City students in public, charter, and non-public schools.

Goal 6a   Ensure safe and reliable bus transportation to and from school.

SERVICE 7 Coordinate with NYPD to maintain safe schools.

Goal 7a   Ensure a safe and secure learning environment for all students and staff.

HOW WE PERFORMED

- During the first two months of the 2022–2023 School Year, parent engagement indicators continued to show high levels of parent engagement. However, a year-to-year comparison shows some variation because of the circumstances caused by the COVID-19 pandemic and changes in the technology that schools and parent coordinators use to connect with families. Phone calls responded to by parent coordinators or parent engagement designees increased by 2.9 percent, while the number of in-person consultations between parents and parent coordinators decreased by 4.2 percent, from 287,000 to 275,000. Parents attending parent-teacher conferences increased 37 percent, moving closer to pre-pandemic engagement.

- Parent Coordinators are trained to use technology and to coach and support families in remote learning. DOE offered seven school-based workshops in the first four months of Fiscal 2023 compared to 16 in the same period of Fiscal 2022. DOE held several virtual Family and Student Information Sessions to provide up-to-date information about back to school, testing and tracing, safety and cleaning protocols and mental health supports. Schools and districts continue to provide back-to-school orientations, curriculum nights and ongoing support and training so that families can become actively engaged, involved and empowered to effectively support and advocate for the educational success of their children.

- The percent of English Language Learners (ELLs) testing out of programs increased from 12 percent in Fiscal 2021 to 16.1 percent in Fiscal 2022; however, those testing out doing so within three years decreased from 44.3 percent in Fiscal 2021 to 37.9 percent in Fiscal 2022. Over the past several years DOE has seen significant shifts in ELL populations due to the COVID-19 pandemic, particularly an increase in newcomer ELLs who are defined as students with zero to three years of ELL services.

- The Department has a long-established collaborative partnership with the Police Department's (NYPD) School Safety Division, which works to provide a safe and secure learning environment in every school building. DOE's work with the School Safety Division includes establishing safety protocols and procedures in schools, developing school safety and emergency preparedness plans and maintaining a safe environment for students and staff. In addition, the Department's Office of Safety and Youth Development works closely with schools to provide a safe, supportive and inclusive environment by investing in and expanding successful school climate programs—including restorative trainings, mental health programs and social emotional supports. NYPD reported more school safety incidents as felony incidents increased from 72 in the first four months of Fiscal 2022 to 95 in the same period of Fiscal 2023. Incidents in other criminal categories increased from 320 to 369. Non-criminal incidents increased from 926 to 1,619. School safety incidents of the seven major felonies and other criminal categories remained within the pre-pandemic expected range in the first four months of Fiscal 2023. 'Other incidents' now exceeds the pre-pandemic expected range.

SERVICE 1 Educate New York City's children.

Goal 1a — Improve academic achievement.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Student enrollment as of October 31 in grades pre-kindergarten to 12 (000)	1,132.0	1,094.1	1,058.9	*	*	1,081.0	1,044.0
Student enrollment as of October 31 in full day pre-kindergarten	67,589	58,469	56,045	*	*	NA	NA
★ Average daily attendance (%)	91.8%	89.5%	88.2%	90.0%	92.0%	89.5%	90.6%
– Elementary/middle (%)	93.5%	91.7%	89.7%	92.0%	94.0%	91.1%	91.7%
– High school (%)	88.3%	85.2%	85.1%	86.3%	89.0%	86.2%	88.2%
✸ Students with 90% or better attendance rate (%)	75.4%	70.3%	59.2%	70.0%	74.0%	70.4%	70.9%
★ ✸ Students in grades 3 to 8 meeting or exceeding standards - English language arts (%)	NA	NA	49.0%	49.4%	55.0%	NA	NA
★ ✸ – Math (%)	NA	NA	37.9%	47.6%	47.0%	NA	NA
Students in grades 3 to 8 scoring below standards progressing into a higher level - English language arts (%)	NA	NA	NA	*	*	NA	NA
– Math (%)	NA	NA	NA	*	*	NA	NA
Students in grades 3 to 8 progressing from below standards to meeting standards - English language arts (%)	NA	NA	NA	*	*	NA	NA
– Math (%)	NA	NA	NA	*	*	NA	NA
Students in grades 1 to 8 promoted to the next grade level (%)	97.5%	98.1%	97.9%	98.0%	98.0%	NA	NA
Students in the graduating class taking required Regents examinations (%)	NA	NA	NA	81.1%	81.1%	NA	NA
Students passing required Regents examinations (%)	NA	NA	NA	73.3%	73.3%	NA	NA
Students in graduating class with a 65 to 100 passing score on the Regents Examination - English (%)	NA	NA	NA	85.4%	85.4%	NA	NA
– Math (%)	NA	NA	NA	81.8%	81.8%	NA	NA
– United States history and government (%)	NA	NA	NA	73.5%	73.5%	NA	NA
– Global history (%)	NA	NA	NA	72.1%	72.1%	NA	NA
– Science (%)	NA	NA	NA	78.3%	78.3%	NA	NA
★ ✸ Students in cohort graduating from high school in 4 years (%) (NYSED)	78.8%	81.2%	NA	82.7%	85.5%	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)	5.8%	4.8%	NA	4.3%	4.0%	NA	NA
Students in cohort dropping out from high school in 6 years (%) (NYSED)	NA	NA	NA	*	*	NA	NA
★ Average class size - Kindergarten	21.7	16.9	20.1	19.6	19.6	20.1	20.4
★ – Grade 1	24.0	18.3	21.2	20.7	20.7	21.2	22.8
★ – Grade 2	24.7	18.6	21.5	21.0	21.0	21.5	22.8
★ – Grade 3	24.9	19.1	22.1	21.6	21.6	22.0	22.9
★ – Grade 4	25.5	19.5	22.3	21.8	21.8	22.2	23.6
★ – Grade 5	25.6	19.9	22.7	22.2	22.2	22.6	23.9
★ – Grade 6	26.6	19.9	23.9	23.4	23.4	24.0	24.6
★ – Grade 7	27.3	20.6	25.1	24.6	24.6	25.1	25.5
★ – Grade 8	27.5	21.0	25.5	25.0	25.0	25.5	26.0
– Middle school core courses	26.6	23.5	24.6	24.1	24.1	25.1	24.8
– High school core courses	26.1	25.8	25.0	24.5	24.5	25.4	24.1

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

Promote parental involvement in education.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Phone calls responded to by parent coordinator or parent engagement designee (000)	8,863	12,800	11,613	10,000	10,000	2,757	2,837
In-person consultations with parents by PC or parent engagement designee (000)	1,204	523	1,058	1,400	1,400	287	275
School-based workshops offered to parents (000)	35	58	50	60	60	16	7
Parents attending parent coordinator workshops (000)	864	819	723	1,000	1,000	207	216
Parents attending Fall and Spring Parent-Teacher Conferences (000)	1,384	814	934	2,000	2,000	95	130
Percent of families satisfied with the response they get when they contact their child's school	96%	96%	96%	95%	95%	NA	NA

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

SERVICE 2   Support English Language Learners and students with disabilities.

Goal 2a   Improve the ability of English Language Learners to learn English and improve academic progress.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Students enrolled as English Language Learners (ELL) (000)	142	147	149	*	*	NA	NA
English Language Learners testing out of ELL programs (%)	NA	12.0%	16.1%	21.7%	17.1%	NA	NA
★ English Language Learners testing out of ELL status who did so within 3 years (%)	NA	44.3%	37.9%	49.9%	38.9%	NA	NA

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

Goal 2b   Improve the ability of students with disabilities to progress academically and socially.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Students with disabilities in cohort graduating from high school in 4 years (%) (NYSED)	52.8%	57.8%	NA	58.8%	59.8%	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)	8.5%	7.0%	NA	6.5%	6.5%	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)	305,429	295,623	288,818	*	*	281,671	282,548
Special education enrollment - School-age	273,966	269,820	262,228	*	*	262,681	260,830
– Public school	220,956	217,239	206,905	*	*	207,035	204,695
– Non-public school	53,010	52,581	55,323	*	*	55,646	55,750
Special education enrollment - Pre-school	31,463	25,803	26,590	*	*	18,990	21,718
– Public school	4,434	3,195	3,934	*	*	2,605	3,823
– Non-public school	27,029	22,608	22,656	*	*	16,385	17,895
Students recommended for special education services	23,117	18,699	27,298	*	*	3,656	4,844
Students no longer in need of special education services	6,914	4,128	4,668	*	*	1,599	1,818
★ Students with disabilities scoring below standards progressing into a higher level - English Language Arts (%)	NA	NA	NA	23.5%	23.5%	NA	NA
★ – Math (%)	NA	NA	NA	18.2%	18.2%	NA	NA

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

SERVICE 3 Prepare children to become productive, engaged adults.

Goal 3a   Increase the percentage of high school graduates enrolling in post-secondary education or training.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Percent of high school cohort taking the SAT at least once in 4 years of high school	78.3%	76.1%	NA	80.0%	80.0%	NA	NA
✹ Percent of high school cohort who graduate ready for college and careers	57.7%	NA	NA	58.7%	58.7%	NA	NA
Percent of high school cohort who graduated from high school and enrolled in a college or other post-secondary program within 6 months	61.1%	NA	NA	68.0%	68.0%	NA	NA

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

Goal 3b   Increase the percentage of elementary, middle and high school students taking coursework that prepares them for future success.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Percent of high school cohort taking at least 1 AP exam in 4 years of high school	41.0%	39.7%	NA	40.7%	40.7%	NA	NA
Percent of high school cohort passing at least 1 AP exam in 4 years of high school	24.4%	23.8%	NA	24.8%	24.8%	NA	NA
Percent of students who successfully completed approved rigorous courses or assessments	62.0%	69.1%	NA	70.0%	75.0%	NA	NA

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

SERVICE 4 Deliver early childhood education services.

Goal 4a   Ensure access to quality early child care services in communities of need and achieve maximum capacity at all participating centers.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Average EarlyLearn contract enrollment	23,841	18,199	15,213	25,040	25,040	NA	15,046
EarlyLearn - Fiscal Year Spending per child based on Average Enrollment in Contract Centers	$19,190	$25,734	$24,583	*	*	NA	NA
Average EarlyLearn Utilization - Family child care (%)	79.0%	40.2%	46.3%	68.0%	68.0%	NA	61.0%
★ Average EarlyLearn Utilization - Center-based (%)	72.0%	58.2%	52.7%	68.0%	68.0%	NA	44.7%
Average EarlyLearn Utilization (%)	71.1%	51.6%	49.5%	68.0%	68.0%	NA	52.9%
★ EarlyLearn - Average family child care enrollment	6,798	5,175	4,665	6,000	6,000	NA	6,291
EarlyLearn - Budget per slot in contract family child care	$9,772	$10,948	$14,168	*	*	NA	NA
EarlyLearn - Fiscal year spending per child based on average enrollment in Contract Family Child Care	$10,309	$13,734	$16,343	*	*	NA	NA
EarlyLearn - Average center-based enrollment	17,043	13,024	10,549	19,040	19,040	NA	8,755

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

SERVICE 5 — Maintain and enhance the City's educational facilities.

Goal 5a — Work with SCA to design, construct, modernize and repair durable, functional and attractive educational facilities, on schedule and within budget.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Schools that exceed capacity - Elementary schools (%)	46.0%	46.0%	35.0%	*	*	NA	NA
– Middle schools (%)	27.0%	27.0%	17.0%	*	*	NA	NA
– High schools (%)	32.0%	32.0%	24.0%	*	*	NA	NA
Students in schools that exceed capacity - Elementary/middle schools (%)	46.0%	46.0%	34.0%	*	*	NA	NA
– High schools (%)	45.0%	45.0%	36.0%	*	*	NA	NA
Total new seats created	6,961	4,003	8,934	6,517	10,222	0	0
Hazardous building violations total backlog	110	160	191	*	*	191	179
School building ratings - Good condition (%)	2.3%	2.5%	1.6%	*	*	NA	NA
★ – Fair to good condition (%)	33.2%	28.8%	29.7%	⇧	⇧	NA	NA
– Fair condition (%)	64.4%	68.6%	68.6%	*	*	NA	NA
★ – Fair to poor condition (%)	0.1%	0.1%	0.1%	⇩	⇩	NA	NA
– Poor condition (%)	0.0%	0.0%	0.0%	*	*	NA	NA

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

SERVICE 6 — Provide transportation to all eligible New York City students in public, charter, and non-public schools.

Goal 6a — Ensure safe and reliable bus transportation to and from school.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Average number of students assigned to stop-to-school service per month	NA	NA	73,031.0	*	*	NA	NA
Average number of students assigned to curb-to-school service per month	NA	NA	54,661.0	*	*	NA	NA
Average number of stop-to-school routes per month	NA	NA	2,352.0	*	*	NA	NA
Average number of curb-to-school routes per month	NA	NA	5,786.0	*	*	NA	NA
Average number of service incidents per per month	NA	NA	2,395.0	*	*	NA	NA

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

SERVICE 7 — Coordinate with NYPD to maintain safe schools.

Goal 7a — Ensure a safe and secure learning environment for all students and staff.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ School safety - Seven major felony crimes	288	85	346	⇩	⇩	72	95
★ – Other criminal categories	976	169	1,758	⇩	⇩	320	369
★ – Other incidents	2,912	461	5,965	⇩	⇩	926	1,619
Accidents in schools - students	33,144	5,463	42,450	*	*	9,001	10,280
Accidents in schools - public	500	165	736	*	*	184	227
Percent of students reporting feeling safe in the hallways, bathrooms, locker rooms, and cafeteria of their school	84%	91%	85%	95%	95%	NA	NA
Percent of families reporting that their child belongs at this school	96%	96%	96%	95%	95%	NA	NA

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Average lunches served daily	618,789	228,866	542,294	*	*	NA	NA
Average breakfasts served daily	274,354	176,419	272,369	*	*	NA	NA
Average expenditure per student ($)	$25,809	$26,291	NA	*	*	NA	NA
– Elementary school ($)	$25,599	$26,489	NA	*	*	NA	NA
– Middle school ($)	$24,171	$24,816	NA	*	*	NA	NA
– High school ($)	$22,573	$22,674	NA	*	*	NA	NA
– Full-time special education (District 75) ($)	$82,487	$78,440	NA	*	*	NA	NA
Principals with 4 or more years experience as principal (%)	70.1%	73.2%	71.5%	*	*	NA	NA
Teachers	78,732	77,609	77,998	*	*	78,229	75,963
Teachers with 5 or more years teaching experience (%)	69.3%	73.4%	73.2%	*	*	73.2%	75.0%
Teachers hired to fill projected vacancies (%)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Teachers absent 11 or more days (%)	7.3%	5.5%	16.3%	*	*	NA	NA
Percent of teachers reporting that they usually look forward to each working day at their school	86%	90%	86%	90%	90%	NA	NA
Percent of teachers reporting that they would recommend this school to families seeking a place for their child	85%	90%	86%	90%	90%	NA	NA
Workplace injuries reported	2,195	709	2,324	*	*	660	685

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Completed requests for interpretation	232,538	350,518	287,687	*	*	NA	NA
Letters responded to in 14 days (%)	72.7%	77.4%	87.7%	73.3%	73.3%	NA	NA
E-mails responded to in 14 days (%)	61.7%	82.5%	74.1%	62.1%	62.1%	NA	NA
CORE facility rating	96	NA	100	90	90	NA	NA
Parents completing the NYC School Survey	302,713	269,357	478,750	*	*	NA	NA
Customers rating service good or better (%) (as applicable)	96%	92%	96%	90%	90%	NA	NA

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

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]	$28,066.5	$28,545.1	$31,558.0	$31,032.0	$31,247.4	$30,736.7	$12,694.1	$12,978.9
Revenues ($000,000)	$88.1	$26.0	$51.0	$52.7	$52.7	$52.7	$19.6	$13.6
Personnel	147,792	144,323	141,748	154,085	153,725	152,905	138,980	140,155
Overtime paid ($000,000)	$22.6	$18.0	$32.0	$15.3	$15.3	$17.7	$4.7	$5.5
Human services contract budget ($000,000)	$1,377.6	$1,298.4	$1,684.5	$1,268.0	$1,291.0	$1,259.0	$521.3	$642.3

[1]January 2023 Financial Plan.   [2]Expenditures include all funds   "NA" - Not Available

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$17,850.8	$18,277.4	
401 - General Ed. Instruction and School Leadership	$7,215.4	$6,935.1	1a, 1b, 2a, 2b, 3a, 3b
403 - Special Ed. Instruction and School Leadership	$2,158.4	$2,564.2	1a, 1b, 2a, 2b, 3a, 3b
407 - Universal Pre-K	$747.4	$761.8	1a, 1b, 2a, 2b
409 - Early Childhood Programs	$71.0	$90.3	1a, 1b, 2a, 2b
415 - School Support Organization	$312.0	$261.9	1a, 1b, 2b
421 - Citywide Special Ed. Instr. and School Leadership	$1,311.2	$1,392.6	1a, 2b
423 - Special Education Instructional Support	$388.5	$430.4	1a, 2b
435 - School Facilities	$172.9	$180.0	1a, 2b, 4a
439 - School Food Services	$220.4	$235.0	1a, 2b
453 - Central Administration	$243.7	$171.9	All
461 - Fringe Benefits	$3,656.2	$3,814.4	All
481 - Categorical Programs	$1,353.6	$1,440.0	All
Other Than Personal Services - Total	$13,707.2	$12,970.0	
402 - General Ed. Instruction and School Leadership	$942.8	$749.2	1a, 1b, 2a, 2b, 3a, 3b
404 - Special Ed. Instruction and School Leadership	$8.1	$9.8	1a, 1b, 2a, 2b, 3a, 3b
406 - Charter Schools	$2,749.0	$2,958.0	All
408 - Universal Pre-K	$820.6	$869.3	1a, 1b, 2a, 2b
410 - Early Childhood Programs	$506.6	$467.0	1a, 1b, 2a, 2b
416 - School Support Organization	$15.0	$20.8	1a, 1b, 2b
422 - Citywide Special Ed. Instr. and School Leadership	$23.8	$23.5	1a, 2b
424 - Special Education Instructional Support	$229.3	$303.1	1a, 2b
436 - School Facilities	$1,294.1	$974.9	1a, 2b, 4a
438 - Pupil Transportation	$1,752.9	$1,630.4	1a, 2b
440 - School Food Services	$233.2	$295.3	1a, 2b
442 - School Safety	$351.7	$356.2	1a, 2b
444 - Energy and Leases	$751.9	$703.1	All
454 - Central Administration	$154.6	$128.3	All
470 - Special Education Pre-K Contract Payments	$693.5	$929.2	1a, 2b
472 - Charter & Contract Schools and Foster Care Placements	$1,309.4	$1,129.9	All
474 - NPS and FIT Payments	$79.4	$164.8	All
482 - Categorical Programs	$1,791.5	$1,257.1	All
Agency Total	$31,558.0	$31,247.4	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds.   [2] Includes all funds.   [3] Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✐

- Previously published Fiscal 2023 targets for 'Average daily attendance (%)' in all categories, and 'Students with 90% or better attendance rate (%)' were increased to align with current goals.

- 'Average class size—middle school core courses' and 'Average class size—high school core courses' were added to goal 1a.

- 'Students in grades 1 to 9 promoted (%) ' was renamed 'Students in grades 1 to 8 promoted to the next grade level (%)' to clarify the which grades are included in this measurement.

- 'Students in the graduating class taking required Regents examinations (%),' 'Students passing required Regents examinations (%),' and 'Students in graduating class with a 65 to 100 passing score on the Regents Examination' for English, math, United States history and government, global history, and science are NA for Fiscal 2022 as this group of indicators as defined is being phased out. DOE is revising Regents examination indicators to reflect updated requirements and assessment standards. New indicators will be introduced in the Fiscal 2023 Mayor's Management Report.

- 'Percent of families satisfied with the response they get when they contact their child's school' was added to goal 1b.

- 'Students in special education scoring below standards progressing into a higher level—English Language Arts (%)' and 'Students in special education scoring below standards progressing into a higher level—Math (%)' (shown as '– Math (%)') were renamed 'Students with disabilities scoring below standards progressing into a higher level—English Language Arts (%)' and 'Students with disabilities scoring below standards progressing into a higher level—Math (%)' (shown as '– Math (%)') to reflect a shift in how this student population is described.

- Fiscal 2022 data for 'Percent of all students in cohort graduating from high school in 4 years (NYSED),' 'Percent of students with disabilities in cohort graduating from high school in 4 years (NYSED),' 'Percent of all students in cohort dropping out from high school in 4 years (NYSED),' and 'Percent of students with disabilities in cohort dropping out from high school in 4 years (NYSED)' is NA because the data has not yet been finalized by the New York State Education Department.

- Fiscal 2020 data for 'Percent of all students in cohort graduating from high school in 6 years (NYSED),' 'Percent of students with disabilities in cohort graduating from high school in 6 years (NYSED),' 'Percent of all students in cohort dropping out from high school in 6 years (NYSED),' and 'Percent of students with disabilities in cohort dropping out from high school in 6 years (NYSED)' is NA because the data has not yet been finalized by the New York State Education Department.

- Fiscal 2022 data for 'Percent of high school cohort taking the SAT at least once in 4 years of high school,' 'Percent of high school cohort taking at least 1 AP exam in 4 years of high school,' 'Percent of high school cohort passing at least 1 AP exam in 4 years of high school,' and 'Percentage of students who successfully completed approved rigorous courses and assessments' is NA because of reduced staffing capacity to provide these metrics.

- Fiscal 2021 data for 'Percent of high school cohort who graduated from high school and enrolled in a college or other postsecondary program within 6 months' is NA because of reduced staffing capacity to provide this metric.

- Service 6 'Provide transportation to all eligible New York City students in public, charter, and non-public schools' and goal 6a 'Ensure safe and reliable bus transportation to and from school' are new. Performance indicators for this goal are: 'Average number of students assigned to stop-to-school service per month,' 'Average number of students assigned to curb-to-school service per month,' 'Average number of stop-to-school routes per month,' 'Average number of curb-to-school routes per month,' and 'Average number of service incidents per month.'

- Service 7 is now 'Coordinate with NYPD to maintain safe schools' and goal 7a is 'Ensure a safe and secure learning environment for all students and staff' grouping new and previously reported school safety indicators. New performance indicators for this goal are 'Percent of students reporting feeling safe in the hallways, bathrooms, locker rooms, and cafeteria of their school,' and 'Percent of families reporting that their child belongs at this school.' 'School safety—seven major felony crimes,' 'Other criminal categories,' 'Other incidents,' 'Accidents in schools—students,' and 'Accidents in schools—public' were moved from Agency-wide Management to Service 7.

- Fiscal 2021 per pupil expenditures data is now available. Starting in Fiscal 2021, per pupil expenditures exclude programs for students in non-traditional settings including Hospital and Home Instruction. The exclusion of these programs, which have high per pupil expenditures, lowered the per capitas, especially in the category of Citywide Special Education (CW). This change is based on New York State Every Student Succeeds Act (ESSA) report business rules which state that expenditures for these programs/schools should be counted as exclusions.

- 'Percent of teachers reporting that they usually look forward to each working day at their school' and 'Percent of teachers reporting that they would recommend this school to families seeking a place for their child' were added to Agency-wide Management.

- Fiscal 2022 four-month data for 'Workplace injuries reported' was increased from 591 to 660 because of later submissions, i.e., cases that were filed or received after the reporting period.

ADDITIONAL RESOURCES

For additional information, go to:

- Performance data:
  https://www.schools.nyc.gov/about-us/reports

- School Quality report data:
  https://www.schools.nyc.gov/about-us/reports/school-quality

- School survey information and results:
  https://www.schools.nyc.gov/about-us/reports/school-quality/nyc-school-survey

- School quality review information and reports:
  https://www.schools.nyc.gov/about-us/reports/school-quality/quality-review

- The Social Indicators and Equity Report, EquityNYC:
  http://equity.nyc.gov/

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

DEPARTMENT OF EDUCATION
SCHOOL CONSTRUCTION AUTHORITY
Nina Kubota, President and CEO

WHAT WE DO

The School Construction Authority (SCA) is the agency accountable for new school construction and major renovations to existing schools. SCA is responsible for all capital planning, budgeting, designing, and construction. SCA manages the development and implementation of the Department of Education's Five-Year Capital Plan, identifies and acquires sites for new schools, leases buildings for schools, designs and constructs new facilities, as well as performing repairs and enhancement of the existing portfolio.

FOCUS ON EQUITY

SCA is committed to designing and constructing safe, attractive, and environmentally sound public schools for children throughout all of the City's communities. SCA has set its priorities, including reducing overcrowding, upgrading schools, and improving access to technology to reflect this commitment. The Fiscal 2020–2024 Five Year Capital Plan provides funding for tens of thousands of new seats in areas with current over-utilization and projected enrollment growth, as well as to reduce the reliance on temporary structures. Furthermore, the Capital Plan calls for much needed improvements for aging infrastructure as well as enhancements to ensure more equitable access by all children throughout the five boroughs.

OUR SERVICES AND GOALS

SERVICE 1 **Design and construct new schools, additions and capital improvement projects authorized by the Department of Education.**

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

- The percentage of capital improvement projects constructed on-time decreased by 26 percentage points to 11 percent. Schedule delays are an ongoing impact of the COVID-19 construction pause. The percentage of capital improvement projects constructed within budget increased by 39 percentage points to 95 percent.

SERVICE 1 **Design and construct new schools, additions and capital improvement projects authorized by the Department of Education**

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

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Total new seats created	6,961	4,003	8,934	6,517	10,222	0	0
★ New schools and additions constructed	21	11	35	25	25	NA	NA
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None							

Goal 1b Achieve cost efficiencies in construction.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Construction bid price for school capacity projects per square foot ($)	$817	$710	$905	$800	$800	NA	NA
Average new school construction cost per square foot - Early childhood ($)	NA	NA	NA	*	*	NA	NA
– Elementary ($)	$724	$787	$824	*	*	NA	NA
– Intermediate ($)	NA	NA	$713	*	*	NA	NA
– High school ($)	$1,063	$779	$724	*	*	NA	NA
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None							

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

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
New schools and additions - construction funds committed as a percent of initial authorized budget (%)	91.9%	94.9%	93.2%	100.0%	100.0%	NA	NA
★ Scheduled new seats constructed on time (%)	99%	100%	100%	100%	100%	NA	NA
★ Capital improvement projects constructed on time or early (%)	47%	23%	39%	80%	80%	37%	11%
★ Capital improvement projects constructed within budget (%)	80%	62%	70%	80%	80%	56%	95%
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None							

Goal 1d Ensure project safety and quality.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Ultimate cost of insurance losses as % of construction value (CY)	9.38%	8.55%	NA	*	*	NA	NA
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual[1]			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[2]	FY24[2]	FY22	FY23
Personnel	859	860	835	1,059	1,059	1,059	849	866
Capital commitments ($000,000)	$1,791.0	$3,302.5	$4,323.1	$5,680.1	$5,602.1	$4,320.1	$579.5	$751.7

[1]SCA Actual Commitments.   [2]January 2023 Financial Plan.   "NA" - Not Available

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Previously published Fiscal 2023 targets for 'New schools and additions constructed' and 'Total new seats created' were adjusted to align with the most current Capital Plan.

ADDITIONAL RESOURCES

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

DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT Keith Howard, Commissioner

WHAT WE DO

The Department of Youth and Community Development (DYCD) invests in a network of community-based organizations and programs to alleviate the effects of poverty and to provide opportunities for New Yorkers and communities to flourish. DYCD's diverse range of programs includes services to help low income individuals and families become more self-sufficient, literacy programs that help adults and adolescents further their education and advance their careers and programs that assist immigrants.

DYCD's afterschool programs, known as COMPASS NYC (Comprehensive After-School System of NYC), offer school-age youth a mix of recreational activities, arts and cultural experiences, academic support and physical fitness programs when school is out. As part of the City's broader commitment to provide free afterschool programs to all middle school students, SONYC (School's Out NYC), a component of COMPASS, provides engagement opportunities for more than 70,000 young people in grades six to eight, including justice involved youth and young people living in Department of Homeless Services' family shelters.

DYCD also oversees the City's portfolio of services for runaway and homeless youth and the City's youth workforce development system, known as Workforce Connect, which provides summer employment and year-round services to introduce youth and young adults to the job market and help them develop the skills to succeed. The Department supports 191 community centers, including Beacon community centers in public schools and Cornerstone community centers in New York City Housing Authority (NYCHA) developments, which serve youth, adults and families. The Department provides contract management and quality monitoring for over 1,000 City Council-funded annual awards. DYCD also contracts with expert consultants to provide organizational and programmatic supports that strengthen the ability of DYCD providers to deliver high-quality, effective services.

FOCUS ON EQUITY

DYCD prioritizes investments in programs that aim to eliminate disparities in economic opportunity and well-being among New Yorkers and improve quality of life for all residents. During recent years, DYCD's achievements include a significant expansion in programs for young people, NYCHA residents and runaway and homeless youth, including those who identify as transgender or nonbinary. BIPOC communities represent over 85 percent of program participants. To continue to broaden access and heighten awareness of DYCD's services, the Department is improving protocols and systems used to assess community needs, enroll participants and track results, as well as supporting the expansion of provider networks and partnerships with City agencies to offer individuals and families pathways to holistic services. The Department recently conducted its triennial Community Needs Assessment, gathering input from thousands of New Yorkers on the most salient services in their communities to inform program design. DYCD has incorporated an intersectional focus on equity into all its work, joining in the City's efforts to identify and remove barriers to opportunity based upon race, gender and sexual orientation. Department staff have been actively engaged in citywide efforts on the Taskforce on Racial Inclusion & Equity and in interagency workgroups that have evolved into Communities of Equity Practice.

DYCD is committed to becoming a proactively antiracist city agency, recently strengthening its Equity Statement and setting goals to make meaningful changes. The Department has worked to ensure that the Communities of Color Nonprofit Stabilization Fund initiative engages and is supported by consultants of color. DYCD staff have undertaken professional development in courageous conversations, unconscious bias and results-based accountability and facilitation with an equity lens. Department leadership have initiated a plan to examine disaggregated data and to improve data collection to facilitate further exploration.

OUR SERVICES AND GOALS

SERVICE 1 **Provide youth, families, and adults with multiple points of entry to a spectrum of high-quality services.**

Goal 1a Engage community-based organizations to provide an array of programming and support their delivery of high-quality services.

SERVICE 2 **Support youth development throughout New York City through the implementation, funding and management of contracts with nonprofit service providers.**

Goal 2a Engage young people in programs that support and strengthen their overall development.

Goal 2b Engage runaway and homeless youth and young adults in services that connect them with family or independent living opportunities.

SERVICE 3 **Increase youth capacity for economic independence through programs that provide work-related education, skills training and employment opportunities.**

Goal 3a Engage young people in training and employment programs to support career readiness.

SERVICE 4 **Support programs that provide participants with the services needed to increase and tap their capacity to strengthen and revitalize the communities of New York City**

Goal 4a Engage young people and adults in lower income neighborhoods in community anti-poverty initiatives to support and expand their capacity.

Goal 4b Engage adolescents and adults in programs to increase English literacy skills and basic education participation.

Goal 4c Engage immigrants in programs to support their integration into New York City through education, job readiness and social services programs.

HOW WE PERFORMED

- DYCD provided Summer Rising programming to 112,544 youth to get outside, learn and engage with peers and caring adults in safe, supervised and enriching ways. This represents expanded capacity as a result of increased funding in the second year of this initiative administered in conjunction with the Department of Education (DOE) for students in grades K through 8. DYCD Summer Rising programming was delivered by COMPASS NYC providers and Beacon providers at the conclusion of DOE-led instruction each day.

- COMPASS NYC programs endeavored to link summer participants to school-year programming. As a result, 101,138 participants enrolled in COMPASS NYC programs in the months of September and October, compared with 96,894 during the same period in Fiscal 2022.

- DYCD's runaway and homeless youth (RHY) programs continued focus on continuity of service and positive placements. Utilization of Crisis Services Programs rose to 82 percent in the first four months of Fiscal 2023, an increase of 14 percentage points from the same period in Fiscal 2022. 80 percent of youth discharged from Crisis Services Programs were reunited with family or placed in a suitable environment, an increase of seven percentage points from Fiscal 2022 and exceeding the target of 75 percent.

- A total of 1,445 youth and young adults were served through case management at RHY Drop-In Centers in the first four months of Fiscal 2023, an increase of 48 percent from the same period in Fiscal 2022 and already exceeding the annual target for Fiscal 2023. More young people have utilized Drop-In Centers to access Emergency Housing Vouchers and other behavioral services. There were 1,717 youth and young adults who received mental health support in RHY residential programs and drop-in centers in the first four months of Fiscal 2023, a decrease of 14 percent from the record high of 1,986 during the same period of Fiscal 2022, but an increase over any prior year.

- The Summer Youth Employment Program (SYEP) expanded to serve 91,270 DYCD participants in the summer of Fiscal 2023, representing an increase of 22 percent over the previous record of 74,884 in the summer of Fiscal 2022 and exceeding DYCD's commitment of 90,000 participants. DYCD worked in collaboration with sister agencies to work towards a goal of 100,000 youth SYEP participants served citywide. In order to reach as many youth as possible, DYCD launched the SYEP application in early February and extended the lottery period. Consequently, the total amount of stipends and wages paid through the SYEP increased by 21 percent to $117.6 million.

- Community anti-poverty programs and immigrant services programs issued new contract awards in Fiscal 2023 with new services areas and new providers delivering services. Overall enrollment targets were also revised downward to account for an increase in service support. Initial enrollment during the first four months of Fiscal 2023 proceeded more slowly as providers engaged in the program start-up process. As a result, participants in community anti-poverty programs fell by 60 percent as compared to the first four months of Fiscal 2022 to 2,248, while participants in immigrant services programs fell by 52 percent to 375. Providers are now on track to meet their targeted enrollment.

- In DYCD Community Centers, Beacon programs enrolled 12,526 summer youth participants, including 10,707 as part of Summer Rising and 1,819 at additional community centers. This represents an increase of 22 percent over Fiscal 2022 as a result of Summer Rising services, Saturday Night Lights programming and the addition of a new Beacon program (Truman Beacon) that began in January 2022. Adult attendance at Beacon programs totaled 4,342, an increase of 112 percent from the same period in Fiscal 2022 as schools lifted their limitations on evening programming. Cornerstone programs enrolled 9,962 summer youth participants, an increase of 34 percent over Fiscal 2022 as a result of expanded services including Saturday Night Lights and the resumption of service at full capacity.

- One of DYCD's two audit contractors was not permitted to resume fiscal audits until a Negotiated Acquisition Extension was registered in late September 2022. As a result, the number of Fiscal audits completed in the first four months of Fiscal 2023 fell from 141 to 60, a decrease of 57 percent compared to the same period in Fiscal 2022. Auditors are now on track to meet the updated target for Fiscal 2023.

SERVICE 1 Provide youth, families, and adults with multiple points of entry to a spectrum of high-quality services.

Goal 1a Engage community-based organizations to provide an array of programming and support their delivery of high-quality services.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Number of young people involved in DYCD-funded programs	343,308	212,146	313,388	⇧	⇧	NA	NA
★ Numbers of adults involved in DYCD-funded programs	115,629	60,322	73,338	⇧	⇧	NA	NA
Participants who are Black, Indigenous or People of Color (%)	89%	89%	90%	*	*	NA	NA
Number of City Council discretionary awards administered through DYCD	1,219	1,064	1,233	*	*	NA	NA
Number of community-based organization staff engaged in capacity building workshops	17,539	14,812	15,568	*	*	NA	NA
Number of stakeholder focus groups conducted to inform program design	NA	NA	52	*	*	NA	NA
Number of survey responses for Community Needs Assessment	12,993	NA	NA	*	*	NA	NA

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

SERVICE 2 Support youth development throughout New York City through the implementation, funding and management of contracts with nonprofit service providers.

Goal 2a Engage young people in programs that support and strengthen their overall development.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ ✹ Participants in Comprehensive After School System of NYC (COMPASS NYC) programs (school year)	122,575	90,148	112,441	110,000	110,000	96,894	101,138
Participants in COMPASS NYC elementary school programs (school year)	52,495	36,892	46,502	42,372	42,372	42,362	43,658
Participants in COMPASS NYC SONYC/middle school programs (school year)	66,324	50,030	62,309	49,901	49,901	52,023	54,422
Participants in COMPASS NYC elementary school programs (summer)	45,141	9,631	66,520	67,000	67,000	66,520	75,375
Participants in COMPASS NYC SONYC/middle school programs (summer)	23,772	2,297	28,658	30,000	30,000	28,658	31,170

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

Goal 2b — Engage runaway and homeless youth and young adults in services that connect them with family or independent living opportunities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Runaway and homeless youth served - Crisis Services Programs	2,191	2,032	1,707	2,000	2,000	776	743
Runaway and homeless youth served - Transitional Independent Living (TIL) Support Programs	1,247	1,040	1,101	1,000	1,000	602	576
Residential beds for runaway or homeless youth (RHY)	753	753	753	*	*	753	753
Utilization rate for Crisis Services Programs (%) (RHY)	84%	68%	72%	90%	90%	68%	82%
Utilization rate for Transitional Independent Living (TIL) Support Programs (%) (RHY)	76%	84%	73%	90%	90%	70%	70%
Youth reunited with family or placed in a suitable environment from Crisis Services Programs (%)	65%	62%	74%	75%	75%	73%	80%
Youth reunited with family or placed in a suitable environment from TIL Support Programs (%)	89%	86%	88%	85%	85%	86%	87%
Homeless young adults served - Crisis Services Programs	NA	92	192	150	150	NA	NA
Homeless young adults served - Transitional Independent Living (TIL) Support Programs	38	60	46	50	50	NA	NA
Residential beds for homeless young adults (HYA)	25	60	60	*	*	NA	NA
Utilization rate for Crisis Services Programs (%) (HYA)	NA	80%	92%	90%	90%	NA	NA
Utilization rate for Transitional Independent Living (TIL) Support Programs (%) (HYA)	94%	93%	96%	90%	90%	NA	NA
Young adults reunited with family or placed in a suitable environment from Crisis Services Programs (%)	NA	78%	64%	75%	75%	NA	NA
Young adults reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) Support Programs (%)	74%	88%	79%	85%	85%	NA	NA
Youth and young adults who received mental health support in a city-funded residential program or drop-in center serving runaway and homeless youth	2,648	2,794	4,317	*	*	1,986	1,717
Youth and young adults served through case management - Drop-In Centers	1,471	1,330	1,930	1,400	1,400	974	1,445
Youth served by DYCD street outreach	9,131	4,308	11,002	9,600	9,600	NA	NA

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

SERVICE 3 — Increase youth capacity for economic independence through programs that provide work-related education, skills training and employment opportunities.

Goal 3a — Engage young people in training and employment programs to support career readiness.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Number of Summer Youth Employment Program (SYEP) applications	151,597	137,087	153,781	*	*	153,781	167,141
✹ Participants in SYEP	74,453	35,198	74,884	90,000	90,000	74,884	91,270
Total SYEP stipends and wages paid (millions)	$122.3	$24.7	$97.4	$94.1	$94.1	$97.4	$117.6
Participants in Train & Earn (Out-of-School Youth) programs	1,197	1,270	1,506	1,472	1,472	NA	NA
Train & Earn participants who are placed in post-secondary education, employment, or advanced training in the second quarter after exiting the program (%)	62%	43%	NA	56%	57%	NA	NA
Train & Earn participants who attain a recognized postsecondary credential or high school equivalency diploma during participation in or within one year after exiting from the program (%)	83%	72%	NA	60%	61%	NA	NA
Participants in Learn & Earn (In-School Youth) programs	1,565	1,460	1,486	1,056	1,056	NA	NA
Learn & Earn participants who are placed in post-secondary education, employment, or advanced training during the second quarter after exiting the program (%)	83%	76%	NA	56%	57%	NA	NA
Learn & Earn participants who attain a recognized post-secondary credential or a secondary school diploma during participation in or within one year after exiting the program (%)	67%	60%	NA	60%	61%	NA	NA
Participants in Advance & Earn training and internship programs	477	957	948	900	900	NA	NA
Advance & Earn participants who are placed in education, employment, or advanced training within 90 days of cohort end (%)	45%	52%	40%	*	*	NA	NA
Advance & Earn participants who attain a credential or high school equivalency diploma within one year of program enrollment (%)	49%	44%	40%	*	*	NA	NA

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

SERVICE 4 — Support programs that provide participants with the services needed to increase and tap their capacity to strengthen and revitalize the communities of New York City

Goal 4a — Engage young people and adults in lower income neighborhoods in community anti-poverty initiatives to support and expand their capacity.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ ❊ Participants in community anti-poverty programs	12,579	12,480	12,521	9,951	9,951	5,678	2,248
Community anti-poverty program participants achieving target outcomes (%)	75%	67%	68%	68%	68%	NA	NA
Youth attendance at Beacon programs (full fiscal year)	92,692	32,261	63,961	55,200	55,200	25,488	24,435
Youth participants in Beacon programs (summer)	22,026	2,701	10,295	9,200	9,200	10,259	12,526
Adult attendance at Beacon programs (full fiscal year)	85,927	31,848	43,672	9,200	9,200	2,044	4,342
Youth participants in Cornerstone programs (full fiscal year)	19,976	13,488	22,458	15,704	15,704	14,213	13,819
Youth participants in Cornerstone programs (summer)	13,801	3,778	7,457	5,791	5,791	7,457	9,962
Adult participants in Cornerstone programs (full fiscal year)	5,594	5,304	6,337	3,565	3,565	2,538	2,898

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

Goal 4b — Engage adolescents and adults in programs to increase English literacy skills and basic education participation.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Participants in DYCD-funded English literacy programs	15,631	13,308	13,983	12,120	12,120	4,820	5,388
Participants in DYCD-funded English literacy programs meeting standards of improvement in their ability to read, write, and speak English (%)	42%	54%	59%	55%	55%	NA	NA

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

Goal 4c — Engage immigrants in programs to support their integration into New York City through education, job readiness and social services programs.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Participants in immigrant services programs	1,403	1,401	1,323	1,533	1,533	783	375
Participants in immigrant services programs achieving positive outcomes (%)	63%	66%	65%	62%	62%	NA	NA

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

AGENCY-WIDE MANAGEMENT

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Contracts funded	3,293	2,855	2,987	*	*	NA	NA
Value of agency contracts ($000)	$726,876	$763,859	$809,438	*	*	NA	NA
Value of intracity agreements ($000)	$8,586	$8,490	$9,324	*	*	NA	NA
Fiscal audits conducted	308	300	199	175	234	141	60
Expenditure report reviews	30,283	25,369	26,416	*	*	NA	NA
★ Programmatic reviews/contract monitoring	16,698	7,534	6,716	*	*	NA	NA
Agency assessments completed for the prior fiscal year	NA	NA	NA	*	*	NA	NA
★ Agency assessments completed for the prior fiscal year as a percent of total agency contracts (%)	NA	NA	NA	70%	70%	NA	NA
Contracts terminated or withdrawn	16	0	11	0	0	0	3

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Calls to Community Connect	NA	NA	NA	50,000	50,000	NA	NA
Calls answered in 30 seconds (%)	NA	NA	NA	*	*	NA	NA
Completed customer requests for interpretation	NA	NA	NA	*	*	NA	NA
Number of agency participants surveyed for overall participant satisfaction	1,622	15,043	9,785	*	*	NA	NA
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%

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

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]	$955.2	$859.4	$971.6	$1,131.2	$1,153.6	$943.0	$604.8	$804.2
Personnel	573	518	480	560	526	519	497	487
Overtime paid ($000)	$45	$314	$233	$154	$154	$154	$73	$67
Human services contract budget ($000,000)	$700.9	$743.3	$768.8	$725.8	$865.0	$590.1	$234.4	$330.0

[1]January 2023 Financial Plan.　　[2]Expenditures include all funds　　"NA" - Not Available

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$44.1	$47.4	
002 - Executive and Administrative	$20.7	$22.1	All
105 - Youth Workforce and Career Training	$2.8	$4.0	2a, 2b
311 - Program Services	$20.6	$21.3	All
Other Than Personal Services - Total	$927.5	$1,106.2	
005 - Community Development	$120.3	$135.7	3a, 3b, 3c
106 - Youth Workforce and Career Training	$177.4	$269.3	2a, 2b
312 - Other than Personal Services	$629.9	$701.2	All
Agency Total	$971.6	$1,153.6	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds.　　[2] Includes all funds.　　[3] Refer to agency goals listed at front of chapter.　　"NA" Not Available　　* None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Previously published targets for Train & Earn and Learn & Earn were changed to reflect updated targets set by the New York State Department of Labor.

- The previously published target for the following indicator was decreased based on new contract awards for Fiscal 2023: 'Participants in community anti-poverty programs.'

- The previously published target for the following indicator was decreased based on a delayed start due to Negotiated Acquisition Extension registration: 'Fiscal audits conducted.'

- Previously published Fiscal 2023 targets for the following indicators were decreased to reflect updated targets set by the New York State Department of Labor: 'Participants in Train & Earn (Out-of-School Youth) programs,' 'Train and Earn participants who are placed in post-secondary education, employment, or advanced training in the 2nd quarter after exiting the program,' 'Train and Earn participants who attain a recognized post-secondary credential or high school equivalency diploma during participation in or within one year after exiting from the program (%),' 'Learn and Earn participants who are placed in post-secondary education, employment or advanced training during the 2nd quarter after exiting the program (%)' and 'Learn and Earn participants who attain a recognized post-secondary credential or secondary school diploma during participation.'

- Data for Fiscal 2022 has become available for the following indicators: 'Advance & Earn participants who are placed in education, employment, or advanced training within 90 days of cohort end (%),' and 'Advance & Earn participants who attain a credential or high school equivalency diploma within 1 year of program enrollment (%).'

ADDITIONAL RESOURCES

For additional information go to:

- To explore program locations and apply for services, please visit:
  https://discoverdycd.dycdconnect.nyc/

- The Social Indicators and Equity Report, EquityNYC:
  http://equity.nyc.gov/

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

PUBLIC LIBRARIES
Nina Collins, Chair — Brooklyn Public Library System
Earl Simons, Ed. D, Chair — Queens Public Library System
Abby S. Milstein, Chair — New York Public Library System

WHAT WE DO

The City's three independent Library systems (the Libraries): Brooklyn Public Library (BPL), the New York Public Library (NYPL), and the Queens Public Library (QPL) provide free, quality library services for all New Yorkers. The Libraries oversee 219 local library branches across the five boroughs, including four research library centers, along with the Thomas Yoseloff Business Center at the Stavros Niarchos Foundation Library in Manhattan. The Libraries offer free and open access to books, periodicals, non-print materials, electronic resources, mobile and streaming technology, and internet access. Reference and career services, professional development, 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. After COVID-19 pandemic associated closings, the Libraries have resumed providing all of these services in person while maintaining their digital and remote offerings.

FOCUS ON EQUITY

As part of the City's social infrastructure, the Brooklyn Public Library, New York Public Library, and Queens Public Library prioritize equitable access to resources for patrons across the City. The Libraries' commitment to equity starts with collections; across New York City, children in lower income neighborhoods are less likely to read at grade level. Equity, particularly for youth, was the driving factor for the three systems to eliminate late fines in the fall of 2021, ensuring that the ability to pay was not a barrier to using the library. At the time of its announcement in October 2021, about 150,000 library cards belonging to kids and teens could have been blocked because of fine accruals, meaning that children and teens essentially could not access library services and information for reasons out of their control. All three systems also regularly conduct book giveaways in underserved communities.

The Libraries' focus on equity is further reflected within their programs and services, particularly those centered around education. Through programs like storytime, family literacy workshops, and pre-k for all partnerships, the Libraries have established themselves as the leading providers of early literacy programs and services in the city. All three systems conduct vital after school programs which aim to help students in historically marginalized communities keep pace with their more affluent peers, a dire need given pandemic-related learning loss. Young adult patrons have access to Teen Centers, college and career readiness counseling, one-on-one tutoring, and other innovative programs to promote learning and development in safe and inclusive spaces.

Equity is integral to our adult offerings as well, which include one-on-one career services, financial literacy resources, and tech classes that help patrons develop professional competencies such as coding or website development, among others. These services are particularly valuable to those New Yorkers on the wrong side of the digital divide, job-seekers, and those who seek to develop their professional skill set. The City's public libraries also provide vital resources for immigrants and undocumented New Yorkers such as English Speakers of Other Languages (SOL) and civics classes, along with legal services through the ActionNYC initiative. Between the three library systems, programs such as technology literacy classes, book discussions, story time, financial literacy, computer classes, know your rights forums, health and wellness programs, music and arts are offered in as many as 18 languages, depending on the service and location. Programs are offered in English, Spanish, Cantonese, Mandarin, American Sign Language (ASL), Arabic, Haitian Creole, French, Hebrew, Japanese, Portuguese, Russian, Yiddish, Bengali, Nepali, Russian, Tagalog and Korean. The Libraries' existing services for immigrants and New Yorkers made them natural hubs for hundreds of asylees arriving in the city. These patrons have received free and unfettered access to IDNYC locations in branches. Queens, Brooklyn and New York public libraries are providing assistance through translation support, answering questions and distributing resources and information. The three systems also partner together, and with the Mayor's Office of Immigrant Affairs, to supply this information to the City's new Asylum Seeker Navigation Center.

The Libraries' commitment to equity yields a degree of credibility and trust that make it a strong partner to the public, the City, and community-based organizations on a wide range of initiatives. In Fiscal 2022 and Fiscal 2023, library branches served as sites for COVID-19 vaccination, COVID-19 testing and test-kit distribution, cooling centers, and voting locations. This same credibility is why libraries are a valuable partner on civic engagement and voter education initiatives. This includes trainings and panel discussions for low-turnout segments of the population such as recently-incarcerated citizens, older adults, and voters of color. Libraries are additionally a critical partner to the NYC Civic Engagement Commission and City Council's Participatory Budgeting initiative. Branches serve as spaces where a diverse range of New Yorkers can participate in valuable idea generation sessions and cast their votes for projects.

The city's libraries continue to be spaces that are uniquely equipped to focus on equity in New York City. Whether as a student taking advantage of a new teen space, an adult building a new professional skill set, a toddler listening to storytime, or an asylee seeking vital resources, New Yorkers can count on their libraries for access to the tools, resources, and development opportunities they need to reach their full potential.

BROOKLYN PUBLIC LIBRARY

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Average weekly scheduled hours	49.3	47.0	47.0	*	*	47.0	47.0
Libraries open seven days per week (%)	8%	11%	11%	*	*	11%	11%
★ Libraries open six days per week (%)	100%	100%	100%	*	*	100%	100%
★ Circulation (000)	8,745	5,004	9,318	10,300	10,300	3,053	2,548
Reference queries (000)	2,081	17	446	*	*	3	6
Electronic visits to website (000)	2,382	1,702	3,008	4,000	4,000	1,880	1,358
Computers for public use	2,911	2,586	2,586	*	*	2,586	2,586
Computer sessions (000)	1,046	13	331	*	*	96	181
Wireless sessions	1,280,827	431,804	NA	*	*	328,631	526,560
Program sessions	49,339	15,823	25,383	*	*	123,817	15,895
Program attendance	1,184,160	749,651	387,494	*	*	6,310	1,581
★ Library card holders (000)	1,310	1,364	1,472	1,500	1,500	869	528
Active library cards (000)	802	846	494	*	*	870	533
New library card registrations	115,908	70,391	143,441	*	*	42,262	59,967
★ Total library attendance (000)	5,290	812	2,979	*	*	864	1,322

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

NEW YORK PUBLIC LIBRARY — BRANCH

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Average weekly scheduled hours	49.9	48.0	48.4	*	*	48.5	48.2
Libraries open seven days per week (%)	8%	0%	8%	*	*	7%	8%
★ Libraries open six days per week (%)	100%	64%	100%	*	*	90%	100%
★ Circulation (000)	15,333	9,958	14,310	15,000	15,000	4,170	5,480
Reference queries (000)	5,577	1,023	3,801	*	*	1,067	1,726
Electronic visits to website (000)	27,300	20,212	26,015	20,000	20,000	8,161	6,731
Computers for public use	4,796	4,173	3,748	*	*	4,173	3,748
Computer sessions (000)	1,653	2	929	*	*	257	400
Wireless sessions	2,043,409	232,185	591,454	*	*	263,032	395,219
Program sessions	73,564	24,745	43,103	*	*	10,749	22,961
★ Program attendance	1,354,537	445,185	505,595	*	*	116,436	290,093
★ Library card holders (000)	2,430	2,420	2,111	2,000	2,000	NA	1,850
Active library cards (000)	730	522	722	*	*	293	823
New library card registrations	273,175	157,253	295,448	*	*	96,536	160,699
★ Total library attendance (000)	7,843	1,439	5,346	*	*	1,502	2,430

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

NEW YORK PUBLIC LIBRARY — RESEARCH

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Average weekly scheduled hours	52.3	48.0	49.4	*	*	47.7	51.0
Libraries open seven days per week (%)	25%	0%	33%	*	*	33%	33%
★ Libraries open six days per week (%)	100%	100%	100%	*	*	100%	100%
Reference queries (000)	298	67	112	*	*	62	88
★ Program attendance	184,897	291,539	221,125	*	*	26,357	30,365
★ Total library attendance (000)	3,338	4	1,796	*	*	637	1,437
Program sessions	2,128	3,775	2,826	*	*	924	1,071

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

QUEENS BOROUGH PUBLIC LIBRARY

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Average weekly scheduled hours	45.1	33.5	37.8	*	*	38.3	43.0
Libraries open seven days per week (%)	3%	0%	1%	*	*	1%	3%
★ Libraries open six days per week (%)	100%	55%	55%	*	*	58%	75%
★ Circulation (000)	8,351	3,685	6,738	7,500	7,500	2,215	2,587
Reference queries (000)	2,085	199	714	*	*	226	330
Electronic visits to website (000)	4,441	2,787	3,354	3,500	3,500	1,203	1,079
Computers for public use	6,522	4,054	6,095	*	*	6,095	5,116
Computer sessions (000)	1,873	15	495	*	*	138	240
Wireless sessions	509,978	378,799	466,572	*	*	102,951	202,910
Program sessions	58,156	14,183	28,735	*	*	6,825	15,896
★ Program attendance	1,140,041	807,055	540,604	*	*	165,667	263,061
★ Library card holders (000)	1,475	1,491	1,457	1,500	1,500	NA	1,486
Active library cards (000)	929	948	869	*	*	968	728
New library card registrations	64,555	16,107	55,286	*	*	17,408	28,966
★ Total library attendance (000)	7,414	1,563	3,945	*	*	1,203	1,836

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

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]	$431.4	$429.9	$431.0	$452.9	$448.3	$411.2	$256.6	$181.9
Personnel	3,900	3,721	3,889	4,125	4,177	4,223	3,751	3,923
Capital commitments ($000,000)	$33.6	$45.8	$142.1	$171.3	$170.3	$155.4	$41.4	$20.4

[1]January 2023 Financial Plan. [2]Expenditures include all funds "NA" - Not Available

SPENDING AND BUDGET INFORMATION

Agency expenditures and planned resources by budgetary unit of appropriation.

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)
Brooklyn Public Library, 001 - Lump Sum Appropriation (OTPS)[1]	$118.4	$124.3
New York Public Library - Branch, Agency Total1	$159.9	$166.0
003 - Lump Sum - Borough of Manhattan (OTPS)	$25.8	$25.9
004 - Lump Sum - Borough of the Bronx (OTPS)	$24.2	$24.3
005 - Lump Sum - Borough of Staten Island (OTPS)	$10.8	$11.0
006 - Systemwide Services (OTPS)	$97.7	$103.3
007 - Consultant and Advisory Services (OTPS)	$1.4	$1.4
New York Public Library - Research, 001 - Lump Sum Appropriation (OTPS)1	$30.7	$30.9
Queens Public Library, 001 - Lump Sum Appropriation (OTPS)1	$122.1	$127.1

[1]These figures are limited to the City's contribution and planned contribution respectively.   [2]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- BPL target changes:
    - 'Circulation (000)': from 6,200 to 10,300 for Fiscal 2023
    - 'Electronic visits to website (000)': from 6,600 to 4,000 for Fiscal 2023
- NYPL target changes:
    - 'Circulation (000)': from 12,000 to 15,000 for Fiscal 2023
    - 'Electronic visits to website (000)': from 22,000 to 20,000 for Fiscal 2023
    - 'Library card holders (000)': from 2,100 to 2,000 for Fiscal 2023

ADDITIONAL RESOURCES

For more information on these libraries, please visit:

- Brooklyn Public Library: www.bklynlibrary.org.
- New York Public Library: www.nypl.org.
- Queens Borough Public Library: www.queenslibrary.org.

CITY UNIVERSITY OF NEW YORK
Felix V. Matos Rodriguez, Chancellor

WHAT WE DO

The City University of New York (CUNY) provides higher education to more than 243,000 degree and nondegree seeking students and offers adult and continuing education with almost 160,000 course registrations. CUNY consists of 25 institutions: 11 senior colleges, seven community colleges, and seven graduate, honors and professional schools offering over 50 doctoral programs. CUNY enrolls students in 1,900 academic programs and has approximately 7,000 full-time faculty and 11,400 part-time faculty. In the academic year 2021–2022, CUNY granted 10,300 graduate and professional degrees, 28,000 baccalaureate degrees, 14,600 associate degrees, 300 certificates and 1,200 advanced certificates.

FOCUS ON EQUITY

CUNY is of vital importance for the upward mobility of the people of New York City. Ten of CUNY's senior colleges are among the nation's best in providing a pathway to economic mobility for low- and moderate-income graduates. CUNY offers all levels of training, from certificate programs to doctoral degrees, and an unprecedented number of students currently take advantage of this opportunity to obtain an excellent and affordable education. CUNY serves the diverse people of New York City; over 34 percent of CUNY students were born outside the US mainland, over 50 percent report an annual household income of less than $30,000 and two in three undergraduate students attend tuition-free. Last spring, over 59,000 new CUNY graduates entered the workforce or began work on more advanced degrees. In the key areas of Science, Technology, Engineering and Mathematics (STEM), the City's critical multi-year investment in CUNY's community colleges continues to enable thousands of students to earn STEM degrees and enter New York City's vibrant high-tech sector.

With funding from the City, CUNY has expanded its highly successful Accelerated Study in Associate Programs (ASAP) initiative from 4,000 students in 2014–15, to 25,000 students each academic year. ASAP has more than doubled associate degree completion rates for participating students, aiming to graduate at least 50 percent of students in three years. ASAP is now considered a national model, having received the distinguished 2020 Innovations in American Government Award from the Center for Democratic Governance and Innovation at Harvard University's John F. Kennedy School of Government. In the academic year 2021–2022, CUNY ASAP enrolled 20,427 (9,513 new) students and has served over 80,000 students since inception in 2007. Consistent with the City's investment in STEM success, ASAP expansion has an explicit focus on serving more STEM majors and a campus-wide expansion at Bronx Community College that guides all eligible incoming first-time, full-time freshmen into the program.

ASAP students are diverse and representative of the larger population of CUNY associate degree seeking students with 43 percent Hispanic, 33 percent Black, 13 percent Asian/Pacific Islander and 11 percent White. Over 87 percent of ASAP students receive federal Pell and/or New York State Tuition Assistance Program grants. ASAP students in all of these groups have three-year graduation rates of close to or above 50 percent. In addition, ASAP serves as an important entry point to CUNY's senior colleges with close to 60 percent of students transferring to a baccalaureate program within six years of entering ASAP.

HOW WE PERFORMED

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Instructional (student) full-time equivalencies (FTEs) enrolled in partially or totally online courses (%)	12.1%	99.9%	90.3%	8.0%	8.0%	NA	NA
Instructional (student) full-time equivalencies (FTEs) taught by full-time faculty (%) - Senior Colleges	38.2%	36.5%	38.1%	*	*	NA	NA
Instructional (student) full-time equivalencies (FTEs) taught by full-time faculty (%) - Community Colleges	50.8%	50.1%	54.2%	*	*	NA	NA
Student/faculty ratio - Overall	27:1	27:1	25:1	*	*	NA	NA
Student/faculty ratio - Community Colleges	31:1	28:1	24:1	*	*	NA	NA
Student/faculty ratio - Senior Colleges	26:1	27:1	26:1	*	*	NA	NA
Number of full-time faculty employed by CUNY community colleges	2,143	2,071	2,014	*	*	NA	NA
Number of associate degrees awarded at community colleges	15,927	15,835	14,900	*	*	NA	NA
Students earning Grade C or better in Freshman Composition Courses (%)	82.6%	77.7%	88.3%	*	*	NA	NA
Students earning Grade C or better in Math Gateway Courses (%)	66.3%	78.5%	75.5%	*	*	NA	NA
One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY associate degree programs (%)	62.6%	63.8%	59.1%	68.0%	68.0%	NA	NA
★ One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY baccalaureate degree programs (%)	84.4%	84.1%	81.0%	88.0%	88.0%	NA	NA
★ ❀ Three-year systemwide graduation rate (%) - CUNY Accelerated Study in Associate Programs (ASAP) students	46.7%	47.0%	44.0%	50.0%	50.0%	NA	NA
Six-year systemwide graduation rate (%) - community college students in STEM disciplines	35.1%	36.1%	37.5%	36.0%	36.0%	NA	NA
★ ❀ Six-year systemwide graduation rate (%) - CUNY associate degree students	37.2%	37.6%	38.9%	37.0%	37.0%	NA	NA
★ ❀ Six-year systemwide graduation rate (%) - CUNY baccalaureate students	60.4%	60.2%	62.0%	60.0%	60.0%	NA	NA
Students passing the National Council Licensure Examination for Registered Nurse (%)	90.2%	89.5%	85.3%	*	*	NA	NA
CUNY associate degree recipients who transfer to a CUNY baccalaureate program within one year (%)	54.8%	53.6%	51.5%	56.0%	56.0%	NA	NA
CUNY community college certificate and associate graduates from career and technical education programs who are employed six months after graduation (%)	74.6%	63.2%	69.8%	*	*	NA	NA
CUNY community college certificate and associate graduates from career and technical education programs who are employed or continuing their education six months after graduation (%)	94.4%	90.6%	92.2%	*	*	NA	NA
High school students participating in college preparation program (College Now)	33,904	30,444	32,166	*	*	NA	NA
Total headcount enrollment	271,242	261,134	243,389	*	*	NA	NA
Total full-time equivalent enrollment (FTEs)	204,395	198,483	181,034	*	*	NA	NA
Total headcount enrollment at CUNY community colleges	91,715	82,515	73,031	*	*	NA	NA
★ Enrollment in STEM disciplines at CUNY community colleges	14,216	13,008	11,519	15,000	15,000	NA	NA
Total students served in CUNY Accelerated Study in Associate Programs (ASAP)	25,345	23,118	20,427	*	*	NA	NA
Enrollment of first-time freshmen in CUNY community colleges	18,615	15,788	12,932	*	*	NA	NA
Enrollment of first-time freshmen in CUNY senior colleges	21,907	21,214	21,787	*	*	NA	NA
Enrollment of first-time freshmen in CUNY community colleges who are recent graduates of NYC public high schools	13,350	12,038	9,451	*	*	NA	NA
Annual tuition at CUNY community colleges (full-time NYS resident)	$4,800	$4,800	$4,800	*	*	NA	NA
Annual tuition at CUNY senior colleges (full-time NYS resident)	$6,930	$6,930	$6,930	*	*	NA	NA
Expenditures per student (full-time equivalent) at CUNY community colleges	$16,664	$18,703	$22,671	*	*	NA	NA
CUNY community college students receiving federal financial aid (Pell) (%)	61.7%	54.7%	55.6%	*	*	NA	NA
CUNY community college students receiving Tuition Assistance Program (TAP) grants (%)	33.5%	27.1%	25.7%	*	*	NA	NA

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

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]	$1,255.1	$1,159.4	$1,231.7	$1,444.6	$1,490.9	$1,276.6	$362.7	$365.0
Revenues ($000,000)	$365.5	$304.1	$237.4	$415.3	$415.3	$415.3	$53.7	$45.8
Personnel	8,314	7,646	7,472	10,158	9,860	9,775	8,413	8,272
Overtime paid ($000,000)	$5.2	$2.8	$6.7	$3.6	$2.9	$3.6	$1.7	$2.2

[1]January 2023 Financial Plan. [2]Expenditures include all funds "NA" - Not Available

SPENDING AND BUDGET INFORMATION

Agency expenditures and planned resources by budgetary unit of appropriation.

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)
Personal Services - Total	$831.8	$927.6
002 - Community College	$810.2	$908.6
004 - Hunter Schools	$21.5	$19.0
Other Than Personal Services - Total	$400.0	$528.3
001 - Community College	$397.5	$525.7
003 - Hunter Schools	$2.5	$2.6
012 - Senior College	NA	$35.0
Agency Total[3]	$1,231.7	$1,455.9

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds. [2] Includes all funds. [3] Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

None.

ADDITIONAL RESOURCES

For additional information, go to:

- Office of Institutional Research:
  https://www.cuny.edu/about/administration/offices/oira/institutional/

- The Social Indicators and Equity Report, EquityNYC:
  http://equity.nyc.gov/

For more information on the agency, please visit: www.cuny.edu.

DEPARTMENT OF SMALL BUSINESS SERVICES **Kevin D. Kim, Commissioner**

WHAT WE DO

The Department of Small Business Services (SBS) makes it easier for businesses in New York City to start, operate and grow by providing direct assistance to business owners, fostering neighborhood development in commercial districts and linking employers to a skilled and qualified workforce. SBS runs the City's NYC Business Solutions Centers, Industrial Business Solutions Providers and Workforce1 Career Centers; provides grants and services to support the growth of local community and economic development organizations throughout the City; oversees the largest network of Business Improvements Districts (BIDs) in the country; and administers the Minority and Women-owned Business Enterprise (M/WBE) Program.

FOCUS ON EQUITY

Equitable economic development and economic mobility are at the core of SBS' work. We collaborate with New Yorkers focusing on neighborhoods and communities that have been historically underserved to design programs and services that directly address their needs. This work is the foundation for SBS' three pillars—good jobs, stronger businesses and thriving neighborhoods.

SBS is committed to ensuring economic security for all New Yorkers by providing a wide range of services that help businesses, jobseekers and communities throughout the five boroughs. To achieve this, SBS is investing in employment and business services tailored to the needs of historically underserved individuals, including BIPOC (Black, Indigenous, and people of color), immigrant, women, or low income New Yorkers. In addition, SBS leads the City's efforts to certify and strengthen more than 10,000 M/WBEs. Finally, SBS provides direct support to the diverse range of commercial corridors in NYC, including those in low and moderate income (LMI) areas, via funding and technical assistance to local economic development organizations and BIDs.

OUR SERVICES AND GOALS

SERVICE 1 **Help businesses start, operate and expand in New York City.**

Goal 1a Ensure that businesses and entrepreneurs have easy access to a variety of high-quality support services.

Goal 1b Retain jobs and businesses in New York City by administering incentive programs for facility renovation and promoting retention of NYC businesses and relocation of businesses to NYC.

SERVICE 2 **Meet businesses' talent demands by connecting New Yorkers to good jobs.**

Goal 2a Match or train New Yorkers to meet the qualifications businesses require.

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 M/WBEs that obtain City contracts.

HOW WE PERFORMED

- The Division of Business Services (DBS) offers free services that help businesses start, operate and grow in New York City. In the first four months of Fiscal 2023, SBS nearly tripled the number of services provided to help customers navigate government to 3,252. The increase is due to several factors which included resuming in-person consultations that assist businesses in getting licenses and permits faster and avoiding and reducing common fines and violations. In addition, SBS expanded its Small Business Hotline's scope beyond COVID-19 assistance to connect customers to the full array of SBS resources.

- Due to the expiration of most of SBS's federal pandemic relief funding, the first four months of Fiscal 2023 saw a significant decrease in both the number of financial awards and total dollars disbursed compared to the same period in Fiscal 2022. In addition, the lending market has changed dramatically with higher interest rates which has resulted in fewer small businesses seeking financing. SBS still expects to achieve its Fiscal 2023 targets for 'number of financial awards to businesses' and 'dollar value of financial awards to businesses.'

- In the first four months of Fiscal 2023, businesses seeking Energy Cost Savings Program (ECSP) approval continue to be impacted by pandemic-related challenges. Businesses had more difficulty completing renovation and relocation schedules during the 4 months, which resulted in lower project approvals compared to last year. Notwithstanding, SBS was able to approve 10 projects with over 260 jobs. Although a decrease of 48% in project approvals compared to the same period in Fiscal 2022, the annual energy savings approved increased from $75,000 to $104,000.

- In the first four months of Fiscal 2023, the Workforce1 Career Center system served 19 percent more customers overall (38,973 vs 32,682) and registered 39 percent more first-time customers (13,347 vs 9,600) compared to the same time period last Fiscal year. While Workforce1 helped connect New Yorkers to slightly fewer jobs year-over-year (6,165 vs 6,744), SBS is confident it will reach Fiscal 2023's target because of the significant increase in both total customers and new customers. At the same time, customers enrolled in SBS training programs decreased 23.2 percent, from 2,122 in the first four months of Fiscal of Fiscal 2022 down to 1,629 from the same reporting period of Fiscal 2023. This is primarily due to delays in procuring vendors that provide training.

- After reaching over 10,700 Minority and Women-owned Business Enterprises certified at the end of Fiscal 2022, the program certified and recertified 721 M/WBEs during the first four months of Fiscal 2023, bringing the total number of certified M/WBEs in the program to 10,864 by the end of the Fiscal 2023 four-month period, a 1.9 percent increase from the same point in the previous year.

SERVICE 1 — Help businesses start, operate and expand in New York City.

Goal 1a — Ensure that businesses and entrepreneurs have easy access to a variety of high-quality support services.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Unique customers and businesses served	20,872	18,901	26,688	*	*	4,685	7,688
★ Unique businesses receiving financial awards (facilitated or disbursed)	4,572	1,424	10,627	570	570	NA	98
★ Financial awards to businesses (facilitated or disbursed)	4,881	1,624	10,942	740	740	350	111
Dollar value of financial awards to businesses (facilitated or disbursed) ($000)	$122,896	$83,333	$261,123	*	*	$110,653	$8,957
Unique customers served by programs that help navigate government	2,688	2,711	4,301	*	*	919	2,815
Number of services provided to help businesses navigate government	4,344	4,326	5,876	*	*	1,267	3,252
★ Number of unique businesses opened with assistance from SBS	359	179	164	⇧	⇧	47	68
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None							

Goal 1b

Retain jobs and businesses in New York City by administering incentive programs for facility renovation and promoting retention of NYC businesses and relocation of businesses to NYC.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Value of Energy Cost Savings Program savings for businesses ($000)	$1,276	$822	$518	*	*	$75	$104
Number of jobs retained by Energy Cost Savings Program (ECSP) for approved businesses	3,191	2,118	1,138	*	*	416	259
Number of businesses approved for Energy Cost Savings Program benefits	58	47	48	*	*	19	10

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

SERVICE 2　Meet businesses' talent demands by connecting New Yorkers to good jobs.

Goal 2a　Match or train New Yorkers to meet the qualifications businesses require.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Workforce1 systemwide hires and promotions	26,204	18,889	25,098	25,000	25,000	6,744	6,165
Number of jobseekers registered through the Workforce1 Career Center system for the first time	44,208	30,519	33,403	*	*	9,600	13,347
Walk-in traffic at Workforce1 Centers	240,175	250,163	245,605	*	*	76,391	84,849
Customers enrolled in training	2,123	8,764	6,948	*	*	2,122	1,629
Unique customers served	93,944	79,438	81,338	*	*	32,682	38,973
Businesses awarded funding for employer-based training	12	10	15	*	*	6	1

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

SERVICE 3　Provide financial support and technical assistance for New York City's commercial districts throughout the five boroughs.

Goal 3a　Strengthen and expand New York City's Business Improvement District (BID) program and other local economic development organizations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Frontage feet receiving supplemental sanitation services through BIDs	1,531,377	1,531,377	1,531,377	*	*	NA	NA
★ Average acceptably clean BID sidewalk ratings (%)	NA	NA	96.3%	⇧	⇧	NA	NA
Value of all financial awards to community-based development organizations	$4,506,406	$4,444,350	$5,834,796	*	*	NA	NA
Number of unique community-based development organizations receiving financial awards	33	55	62	*	*	NA	NA

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

SERVICE 4　Help minority and women-owned businesses identify and compete for City contracts.

Goal 4a　Increase the number of M/WBEs that obtain City contracts.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Total M/WBEs certified	10,034	10,665	10,768	10,800	10,800	10,656	10,864
★ ● M/WBEs awarded City contracts	1,539	1,416	1,605	1,223	1,223	NA	NA
★ M/WBEs awarded City contracts after receiving procurement and capacity building assistance	1,056	1,025	1,182	891	891	NA	NA
★ Annual M/WBE recertification rate (%)	62.6%	66.7%	61.3%	60.0%	60.0%	NA	NA
Newly certified and recertified businesses in M/WBE Program	2,436	2,239	2,319	*	*	724	721

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY20	FY21	FY22	FY23	FY24	FY22	FY23
CORE customer experience rating (0-100)	97	NA	99	*	*	NA	NA
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
Completed customer requests for interpretation	4,133	5,465	8,405	*	*	2,617	2,275

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

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]	$340.1	$227.0	$513.2	$303.4	$440.4	$164.3	$173.5	$149.6
Revenues ($000,000)	$0.2	$0.2	$0.4	$0.2	$0.2	$0.2	$0.1	$0.1
Personnel	309	277	253	370	354	351	270	238
Overtime paid ($000)	$205	$80	$96	$65	$66	$65	$35	$23
Human services contract budget ($000,000)	$33.5	$36.6	$35.5	$26.2	$50.5	$26.2	$0.4	$1.7

[1]January 2023 Financial Plan.   [2]Expenditures include all funds   "NA" - Not Available

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$24.3	$30.2	
001 - Department of Business	$15.7	$18.6	All
004 - Contract Compliance and Bus. Opportunity	$3.3	$3.7	1a, 1b, 2a, 4a
010 - Workforce Investment Act	$5.3	$7.9	1a, 4a
Other Than Personal Services - Total	$488.9	$410.2	
002 - Department of Business	$139.9	$88.1	All
005 - Contract Compliance and Bus. Opportunity	$2.9	$6.4	1a, 1b, 2a, 4a
006 - Economic Development Corporation	$212.8	$176.1	Refer to table in EDC chapter
011 - Workforce Investment Act	$67.2	$90.1	1a, 4a
012 - Trust for Gov.'s Island and NYC & Co.	$66.1	$49.4	1b
Agency Total	$513.2	$440.4	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds.   [2]Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Previously published preliminary Fiscal 2022 data for an indicator in Goal 2a (Workforce1 systemwide hires and promotions) was revised to reflect corrected data.

ADDITIONAL RESOURCES

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

- The Social Indicators and Equity Report, EquityNYC
  http://equity.nyc.gov/

- Avenue NYC:
  https://www1.nyc.gov/site/sbs/neighborhoods/avenue-nyc.page

- Neighborhood 360°:
  https://www1.nyc.gov/site/sbs/neighborhoods/neighborhood-360.page

- Leadership Development Programs:
  https://www1.nyc.gov/site/sbs/neighborhoods/leadership-development.page

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

DEPARTMENT OF VETERANS' SERVICES

James Hendon (Lt. Col.), Commissioner

WHAT WE DO

The Department of Veterans' Services (DVS) connects, mobilizes, and empowers New York City's Veteran community in order to foster purpose-driven lives for U.S. Military Service Members—past and present—in addition to their caregivers, survivors, and families. DVS works with City, state and federal agencies, as well as regional private and not-for-profit partners, to improve the lives of all New York City Veterans and those close to them. The Department ensures that homeless Veterans have permanent housing and access to the support services needed to find and maintain their homes; expands education and career opportunities for Veterans; and provides the human and technological infrastructure for Veterans and their families to gain citywide access to benefits, resources and care through the nation's leading coordinated service network.

FOCUS ON EQUITY

DVS strives to connect with New York City Veterans regardless of discharge status and branch of service in the U.S. Armed Forces, including the Reserves and/or National Guard. DVS serves as a critical hub for Veterans' advancement by informing our Veteran community of resources that exist, serving as a bridge to those resources when needed, and occupying roles that the local government can uniquely fill when gaps in Veterans' services appear in the private, not-for-profit, federal and state realms. DVS recognizes and honors Veterans of all protected classes in the City of New York, as the diversity of our City informs and reflects the diversity of our Veteran community. Further, the Department serves family members, caregivers and survivors, recognizing their essential role in Veteran health and well-being.

OUR SERVICES AND GOALS

SERVICE 1 Provide supportive services to Veterans and their families.

Goal 1a   Mitigate and prevent homelessness for Veterans.

SERVICE 2 Assist Veterans and their families with accessing eligible resources.

Goal 2a   Ensure Veterans have information about and are connected with appropriate resources.

HOW WE PERFORMED

- In the first four months of Fiscal 2023 DVS secured housing for 61 homeless Veterans through the Veteran Peer Coordinator (VPC) program in Fiscal 2023. Compared to the same period in Fiscal 2022, the rate at which this program moved Veterans out of homelessness has increased by approximately 190 percent. This increase comes as a result of a return to normal services after adjustments due to COVID-19, and DVS' adaptability to new and old challenges.

- The Veteran Peer Coordinators continue to engage Veterans, community partners, and other agencies to work towards ending Veteran homelessness via a combination of in-person and remote engagements. In the first four months of Fiscal 2023 homelessness prevention and aftercare assistance stayed consistent to the same period in Fiscal 2022, totaling 102 Veterans and families receiving homelessness prevention and aftercare assistance from DVS.

- DVS continued offering services for Veterans and their families through our VetConnectNYC program. In the first four months of Fiscal 2023, DVS successfully engaged and interacted with 970 Veterans and Veteran family members and yielded 1,102 assistance requests made by DVS to help secure services to fulfill their needs. This represents increases of 156 percent and 183 percent, respectively, from the same period in Fiscal 2022. This increase can be attributed to DVS' increased focus on communications and outreach. In Fiscal 2023, DVS made it a priority to increase its marketing to inform and educate Veterans of the resources available to them and their families regardless of a Veteran's discharge type or time of service.

SERVICE 1 Provide supportive services to Veterans and their families.

Goal 1a Mitigate and prevent homelessness for Veterans.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Homeless Veterans and their families who received housing through DVS Veteran Peer Coordinator program	184	117	52	*	*	21	61
★ Veterans and their families receiving homelessness prevention and aftercare assistance from DVS	455	617	517	*	*	105	102

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

SERVICE 2 Assist Veterans and their families with accessing eligible resources.

Goal 2a Ensure Veterans have information about and are connected with appropriate resources.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Veterans and their families given assistance to access resources and services	2,715	8,572	7,198	*	*	430	1,102
Veterans and their families connected to resources and services	NA	NA	96.3%	*	*	64.0%	57.0%
Veterans and their families served	NA	NA	1,068	*	*	343	970

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

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]	$5.0	$5.4	$5.7	$6.1	$5.6	$5.2	$1.7	$1.4
Personnel	41	39	34	41	35	35	39	29
Overtime paid ($000)	$25	$5	$24	$0	$26	$0	$2	$7

[1]January 2023 Financial Plan.　　　[2]Expenditures include all funds　　　"NA" - Not Available

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$3.6	$3.6	All
002 - Other Than Personal Services	$2.1	$2.0	All
Agency Total	$5.7	$5.6	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds.   [2] Includes all funds.   [3] Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

None.

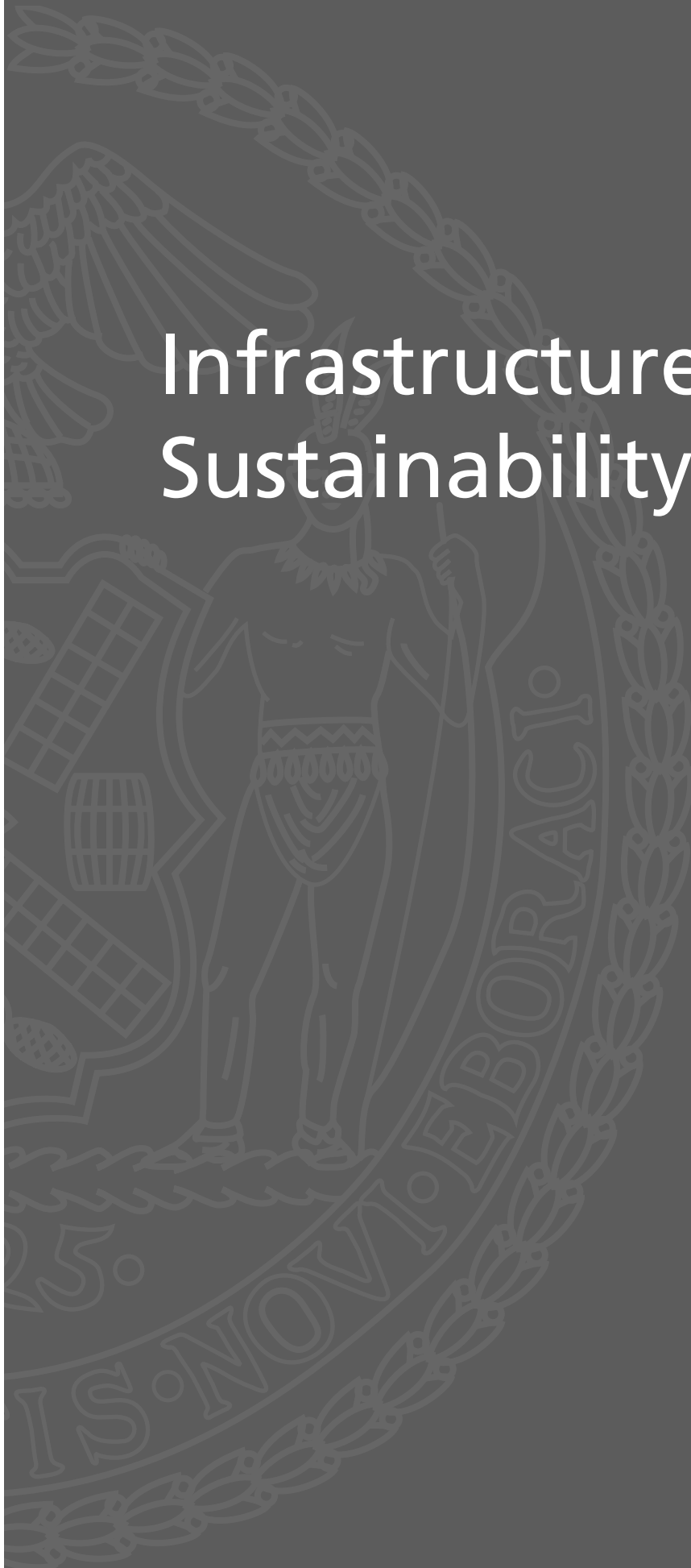# ADDITIONAL RESOURCES

For additional information go to:

- The Social Indicators and Equity Report, EquityNYC:
  http://equity.nyc.gov/

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

Infrastructure and Sustainability

Infrastructure and Sustainability

DEPARTMENT OF ENVIRONMENTAL PROTECTION Rohit T. Aggarwala, Commissioner

WHAT WE DO

The Department of Environmental Protection (DEP) protects public health and the environment by supplying clean drinking water, collecting and treating wastewater, and reducing air, noise and hazardous materials pollution. The Department manages the City's water supply, which provides more than one billion gallons of high-quality drinking water daily to more than half the population of New York State. It 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 resource recovery facilities as well as seven wastewater resource recovery facilities in the upstate watershed. DEP also implements federal Clean Water Act rules and regulations, handles hazardous materials emergencies and toxic site remediation, oversees asbestos monitoring and removal, enforces the City's air and noise codes, bills and collects on approximately 836,000 water and sewer accounts and manages citywide water conservation programs.

FOCUS ON EQUITY

Most of DEP's operations and capital projects are funded from revenues collected through water bills. While water billing rates in New York City are significantly less than the national average, some property owners have difficulty paying, and so DEP has implemented a series of programs to provide assistance to vulnerable customers. Single-family homeowners may qualify for the Home Water Assistance Program (HWAP) based upon their income. A Multifamily Water Assistance Program (MWAP) provides a bill credit to apartment owners who agree to conserve water and keep rents affordable. The Low-Income Household Water Assistance Program (LIHWAP) is a federal program that provides funds to assist low-income households with water and wastewater bills. In the reporting period, over 1,500 DEP customers received more than $4.1 million through this program. Customers who are delinquent can enter into payment agreements to resolve their debt over 10 years without penalty. During the reporting period, the bill credit programs provided assistance to almost 90,000 households. For customers who have the means to pay but chose not to during the State-enacted pandemic enforcement pause, DEP has reimplemented collection procedures, which has improved the year-over-year 30-day collection rate from 54 percent to 67 percent.

OUR SERVICES AND GOALS

SERVICE 1   **Ensure the sufficiency, quality and security of the City's drinking water supply.**

Goal 1a   Comply with all federal and State drinking water quality standards.

Goal 1b   Assure the integrity of the drinking water supply and distribution systems.

SERVICE 2   **Maintain the City's water delivery and sewer collection systems.**

Goal 2a   Resolve emergencies and perform preventive maintenance and required repairs to the water distribution and wastewater collection systems in a timely manner.

SERVICE 3   **Treat wastewater and sewage to protect water quality in the receiving waters surrounding the City.**

Goal 3a   Maintain high levels of compliance with federal and State treatment standards for wastewater and sewage entering receiving waters.

SERVICE 4   **Bill and collect revenue for water and sewer usage.**

Goal 4a   Ensure that customer billing is accurate, transparent and fair.

Goal 4b   Meet revenue targets established by the NYC Water Board.

SERVICE 5   **Enforce City laws relating to air pollution, noise pollution and hazardous materials.**

Goal 5a   Investigate complaints in a timely manner.

HOW WE PERFORMED

- As a response to the storms experienced in Fiscal 2022, the Department implemented a data-driven catch basin inspection schedule to prioritize basins that typically require cleaning more frequently. Each basin was ranked based on previous inspection findings and 311 calls, and to ensure equitable distribution, assigned an inspection frequency based on its ranking within the community board. Also, catch basins in commercial districts are being inspected more frequently. This optimized increase in inspection frequency led to the resulting 62 percent increase in catch basin cleanings in Fiscal 2023.

- During the first four months of Fiscal 2022, the City saw two major storms, Hurricanes Henri and Ida, that resulted in a record-breaking 29 inches of rain and led to a 113 percent increase in sewer backup complaints. The absence of major storms in Fiscal 2023 contributed to a 54 percent decrease in complaints received and an 82 percent decrease in the time it took the Department to resolve confirmed backup complaints.

- The number of leak complaints received by the Department that were confirmed to be on City infrastructure increased by 24.8 percent as compared to the same period last Fiscal Year. This contributed to a 1.8 day (39.1 percent) increase in the average time it took the Department to resolve these complaints. In response, the Department is expanding its Leak Detection Program to proactively identify and repair leaks before they become water main breaks. In the quieter overnight hours, field crews attach audio equipment to water main appurtenances to listen for sounds that can indicate a leak without a surface expression. When found, crews will repair the leaks.

- The hiring of additional staff and reorganization of the Department's air and noise inspection unit led to significant improvement in the time it took to close both air and noise complaints.

- The Citizen Idling Complaint program led to a significant increase in air complaints beginning in Fiscal 2022 and contributed to a large increase in total violations issued by the Department.

- The Department continues to face staffing challenges at its Customer Service Call Center. This has negatively impacted metrics related to call response times.

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.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Samples testing positive for coliform bacteria (%)	0.14%	0.51%	0.35%	*	*	0.57%	1.41%
★ In-City samples meeting water quality standards for coliform bacteria (%)	100%	100%	100%	100%	100%	100%	100%
Water supply - Critical equipment out of service (%)	0.4%	0.3%	0.5%	*	*	0.4%	0.4%

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

Goal 1b	Assure the integrity of the drinking water supply and distribution systems.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Facility security checks	308,235	329,660	304,189	275,000	275,000	100,970	99,161
Overall enforcement activity	1,159	1,422	620	*	*	319	439

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

SERVICE 2   Maintain the City's water delivery and sewer collection systems.

Goal 2a   Resolve emergencies and perform preventive maintenance and required repairs to the water distribution and wastewater collection systems in a timely manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Sewer backup complaints received	10,767	11,752	16,520	*	*	10,260	4,732
– Confirmed (on City infrastructure)	2,051	1,983	3,773	*	*	2,682	891
– Unconfirmed (not on City infrastructure or unfounded)	8,705	9,772	12,748	*	*	7,580	3,841
★ Sewer backup resolution time (hours)	3.1	2.7	15.5	7.0	7.0	23.4	4.2
Street segments with confirmed sewer backup in the last 12 months (% of total segments)	0.9%	0.9%	1.7%	*	*	1.8%	0.9%
★ Street segments with recurring confirmed sewer backups in the last 12 months (% of total segments)	0.2%	0.2%	0.4%	0.6%	0.6%	0.4%	0.3%
Street cave-in complaints received	3,098	2,839	3,905	*	*	1,758	1,857
Average time to respond to street cave-in complaints and make safe (days)	1.2	0.7	0.8	*	*	1.0	0.8
Water main breaks	370	446	459	*	*	67	90
Water main breaks per 100 miles of main in the last 12 months	5.3	6.4	6.6	*	*	6.2	6.9
★ Average time to restore water to customers after confirming breaks (hours)	4.9	4.1	4.3	6.0	6.0	5.5	6.0
★ Broken and inoperative hydrants (%)	0.38%	0.28%	0.26%	1.00%	1.00%	0.18%	0.38%
★ Average time to repair or replace high-priority broken or inoperative hydrants (days)	2.3	2.5	2.1	5.0	5.0	2.5	2.0
Catch basin complaints received	6,613	7,241	11,447	*	*	6,667	3,643
★ Clogged catch basin resolution time (days)	7.8	3.6	3.7	9.0	9.0	4.0	3.8
Catch basins inspected (% of target)	NA	NA	NA	100.0%	100.0%	NA	35.8%
Catch basins cleaned	40,640	27,218	29,511	*	*	7,420	11,984
★ Backlog of catch basin repairs (% of system)	2.8%	2.4%	2.4%	1.0%	1.0%	2.3%	2.7%
Leak complaints received	3,194	3,344	3,491	*	*	991	1,029
– City infrastructure	603	547	546	*	*	157	196
★ Leak resolution time (days) (City infrastructure only)	9.1	7.9	6.7	12.0	12.0	4.8	6.6

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

SERVICE 3   Treat wastewater and sewage to protect water quality in the receiving waters surrounding the City.

Goal 3a   Maintain high levels of compliance with federal and State treatment standards for wastewater and sewage entering receiving waters.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Water resource recovery facility (WRRF) effluent meeting State Pollutant Discharge Elimination Standards (%)	99.9%	99.8%	99.7%	100.0%	100.0%	99.8%	99.8%
WRRFs - Critical equipment out-of-service (% below minimum)	1.6%	1.7%	1.8%	5.0%	5.0%	1.0%	1.5%

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

SERVICE 4 Bill and collect revenue for water and sewer usage.

Goal 4a Ensure that customer billing is accurate, transparent and fair.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Estimated bills (%)	2.4%	2.8%	3.5%	4.0%	4.0%	3.0%	4.2%
Accounts receivable balance - Accounts delinquent more than 180 days ($000,000)	$625	$770	$823	*	*	$750	$824
Average daily in-City water consumption (millions of gallons)	978	986	981	*	*	1,041	1,057

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

Goal 4b Meet revenue targets established by the NYC Water Board.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Total revenue collected ($000,000)	$3,800.0	$3,575.0	$3,772.0	$3,726.0	$4,230.4	$1,692.0	$1,840.0
★ Total revenue as percent of target (%)	99.6%	107.8%	107.0%	100.0%	100.0%	100.6%	100.5%
Billed amount collected in 30 days (%)	61.1%	56.2%	61.2%	*	*	53.9%	67.2%

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

SERVICE 5 Enforce City laws relating to air pollution, noise pollution and hazardous materials.

Goal 5a Investigate complaints in a timely manner.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Air complaints received	7,789	6,922	12,326	*	*	3,647	3,756
★ Average days to close air quality complaints	2.9	3.0	2.8	7.0	7.0	3.1	2.5
Air complaints responded to within seven days (%)	100%	99%	99%	88%	88%	99%	99%
Noise complaints received	46,956	45,961	47,811	*	*	14,597	14,863
★ Average days to close noise complaints	3.2	3.2	4.1	7.0	7.0	4.9	3.8
Noise complaints not requiring access to premises responded to within seven days (%)	100%	100%	99%	88%	88%	99%	99%
Asbestos complaints received	1,019	1,101	1,070	*	*	310	380
★ Average days to close asbestos complaints	0.65	0.79	0.62	1.00	1.00	0.53	0.62
Asbestos complaints responded to within three hours (%)	100%	100%	100%	100%	100%	100%	100%

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

AGENCY-WIDE MANAGEMENT

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Total violations issued	19,839	20,478	31,006	*	*	6,491	16,041
Violations admitted to or upheld at the Environmental Control Board (%)	89.0%	84.4%	88.9%	*	*	86.3%	93.3%
Workplace injuries reported	352	403	402	*	*	134	126

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY20	FY21	FY22	FY23	FY24	FY22	FY23
E-mails responded to in 14 days (%)	100%	100%	98%	95%	95%	93%	100%
Letters responded to in 14 days (%)	99%	100%	66%	95%	95%	95%	78%
Calls answered in 30 seconds (%)	84%	65%	16%	76%	76%	31%	7%
Average customer in-person wait time (minutes)	3	2	2	5	5	NA	NA
Completed customer requests for interpretation	12,067	3,909	8,327	*	*	NA	NA
Visitors rating customer service at borough centers as good or better (%)	97.0%	NA	95.0%	90.0%	90.0%	NA	NA
CORE customer experience rating (0-100)	99	100	100	90	90	NA	NA

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

Performance Indicators	Actual			Target		4-Month Actual	
Response to 311 Service Requests (SRs)	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Percent meeting time to first action - Sewer Maintenance - Catch Basin Clogged/Flooding (6 days)	90%	96%	88%	85%	85%	82%	87%
Percent meeting time to first action - Sewer Maintenance - Sewer Backup (0.25 days)	92%	95%	75%	85%	85%	62%	90%
Percent meeting time to first action - Water Maintenance - Hydrant Running (2 days)	89%	91%	82%	85%	85%	80%	77%
Percent meeting time to first action - Water Maintenance - Hydrant Running Full (1 day)	90%	89%	78%	85%	85%	74%	74%
Percent meeting time to first action - Water Maintenance - Leak (0.7 days)	87%	88%	85%	85%	85%	85%	88%

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

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]	$1,382.8	$1,410.3	$1,449.9	$1,623.1	$1,670.5	$1,543.0	$626.4	$704.7
Revenues ($000,000)3	$19.9	$21.3	$23.8	$18.9	$19.9	$20.6	$5.9	$6.4
Personnel	6,105	5,833	5,592	6,594	6,507	6,472	5,800	5,568
Overtime paid ($000,000)	$50.5	$43.3	$55.0	$44.6	$45.8	$44.6	$17.0	$19.1
Capital commitments ($000,000)	$1,029.4	$1,758.2	$1,609.6	$2,138.9	$2,271.8	$3,312.1	$122.6	$479.8

[1]January 2023 Financial Plan.   [2]Expenditures include all funds   3DEP revenues shown here do not include any of the approximately $1.5 billion the City receives annually from the NYC Water Board in reimbursement for operations & maintenance and in rent.   "NA" - Not Available

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$577.7	$626.2	
001 - Executive and Support	$41.8	$42.1	All
002 - Environmental Management	$26.6	$26.0	5a
003 - Water Supply and Wastewater Collection	$220.7	$245.5	1a, 1b, 2a, 3a, 5a
007 - Central Utility	$82.3	$87.5	1a, 4a, 4b
008 - Wastewater Treatment	$206.4	$225.1	2a, 3a
Other Than Personal Services - Total	$872.2	$1,044.3	
004 - Utility	$748.6	$875.4	1a, 1b, 2a, 3a, 5a
005 - Environmental Management	$62.2	$94.9	1a, 1b, 2a, 3a, 5a
006 - Executive and Support	$61.3	$74.0	All
Agency Total	$1,449.9	$1,670.5	

[1] Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds. [2] Includes all funds. [3] Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Indicator 'Leak complaints received—City infrastructure' was added as a new indicator.

- Indicator 'Accounts receivable balance—Accounts delinquent more than 180 days ($000,000)' was added as a new indicator.

- Indicator 'Accounts receivable balance ($000,000)—Total' was retired.

- Indicator 'Catch basins inspected (% of target).' was added as a new indicator.

- Indicator 'Catch basins surveyed/inspected (% Cumulative)' was retired.

ADDITIONAL RESOURCES

For additional information go to:

- Home Water Assistance Program:
  https://www1.nyc.gov/site/dep/pay-my-bills/home-water-assistance-program.page

- Multifamily Water Assistance Program (MWAP):
  https://www1.nyc.gov/site/dep/pay-my-bills/multi-family-water-assistance-program.page

- Low-Income Household Water Assistance Program (LIHWAP):
  https://otda.ny.gov/programs/water-assistance/

- Rainfall Ready NYC:
  https://www1.nyc.gov/site/dep/whats-new/rainfall-ready-nyc.page

- Citizens Air Complaint Program:
  https://www.nyc.gov/site/dep/environment/idling-citizens-air-complaint-program.page

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

DEPARTMENT OF TRANSPORTATION

Ydanis Rodriguez, Commissioner
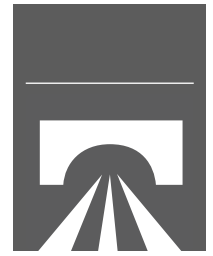
WHAT WE DO

The Department of Transportation (DOT) is responsible for the condition and operation of 6,300 miles of streets, highways, and public plazas, 803 bridges and tunnels and eleven boats for the Staten Island Ferry program. DOT operates over 13,250 signalized intersections and over 315,000 street lights, and maintains over 350 million linear feet of markings on City streets and highways. Safety for everyone using the City's roads, bridges and ferries is the agency's top concern. To increase mobility, DOT oversees the City's bike share system; and maintains the vast majority of more than 1,500 lane-mile cycling network, including over 180 miles of protected on-street bicycle lanes since the start of the Vision Zero program in 2014. DOT's infrastructure programs include bridge capital investment and life-cycle maintenance, roadway resurfacing and pothole repair, ferry boat and terminal upgrades and maintenance and street and sidewalk reconstruction. DOT focuses on delivering quality projects on time and under budget by developing and monitoring project plans and schedules. DOT also manages the Joint Traffic Management Center, pedestrian ramp and sidewalk repair and oversees the on-street parking meters system. DOT's alternative fuel program promotes cleaner vehicles using biodiesel, ethanol, and electricity in both the public and private sectors.

FOCUS ON EQUITY

DOT focuses on equitable service delivery through its maintenance of critical transportation infrastructure and commitments to safety and mobility for New Yorkers. This focus ensures DOT provides its services in an equitable manner, including roadway, bridge, and sidewalk maintenance, traffic planning and management, and ferry operations. DOT develops Vision Zero Borough Pedestrian Safety Action Plans by combining statistical data collected from traffic crashes with community feedback gathered at safety workshops held across the five boroughs and comments received through the interactive Vision Zero input map.

DOT continues to implement bus priority measures throughout the City to make buses faster and more reliable for passengers living in transit-dependent neighborhoods, such as the South Bronx; Canarsie, Brooklyn; Jamaica, Queens; and East Harlem, Manhattan. As part of its Better Buses Action Plan, DOT is extending the same types of measures implemented on Select Bus Service to local bus routes. These measures include dedicated bus lanes, transit signal priority intersections, and accessible bus stops. Criteria for selecting segments include, but is not limited to, the prevalence of low-income and no-vehicle households.

Over the years, DOT strengthened its community engagement through the Street Ambassador Program, engaging New Yorkers where they live, work, and socialize. Street Ambassadors have fostered over 700 engagements with the community through mobile workshops, pre-project implementation outreach, and merchant surveys.

DOT's Mobility Management Program improves transportation opportunities for traditionally underserved communities by advancing equity and accessibility. The program offers various resources, such as staff training to ensure meaningful community engagement; contact information for community organizations and service providers; as well as and neighborhood surveys, focusing on travel behavior.

DOT's Employee Resource Groups initiative encourages employees to organize and celebrate cultural connections, advocate for professional development, and enhance morale in the workplace. ERGs are instrumental in helping DOT achieve its key objectives of workforce diversity, workplace inclusion, and community understanding. There are eight active ERGs, including groups created around African American/Black, Women, Latinx, and LGBTQ issues.

DOT is committed to fostering an equitable and competitive business environment while ensuring procurements reflect the diversity of the City, including Minority and Women-owned Business Enterprises (M/WBE). Efforts include restructuring contracts, expanding its pre-qualification program for professional services, and partnering with other City agencies and professional groups to host meet-and-greet sessions for M/WBE vendors.

OUR SERVICES AND GOALS

SERVICE 1 **Maintain the City's transportation infrastructure.**

Goal 1a   Manage the City's bridge inventory to achieve a high state of good repair.

Goal 1b   Maintain a state of good repair for the City's streets, sidewalks and highways.

Goal 1c   Ensure timely repairs of the City's street lights, traffic signs and signals.

SERVICE 2 **Provide a safe transportation network.**

Goal 2a   Improve safety for pedestrians, motorists, ferry, and bike riders.

SERVICE 3 **Design and build transportation alternatives.**

Goal 3a   Increase mobility options and sustainable modes of transportation.

Goal 3b   Build and maintain an accessible network throughout the City.

SERVICE 4 **Design public space to facilitate livability.**

Goal 4a   Enhance quality of life through streetscape improvements.

HOW WE PERFORMED

- In April 2016, New York State began to inspect and rate bridges using the American Association of State Highway and Transportation Officials protocol. In August 2022, NYC DOT began rating pedestrian bridges using the AASHTO element system. There is currently no accepted translation from the previous rating system and the State has not committed to an official schedule to adopt the new AASHTO scale. As a result, DOT will continue to publish the bridges' General Recommendation, verbal rating, and previously used translated rating. The State will notify DOT on next steps including guidance for City inspection crews. Based on the previous rating system and most recently published Annual Condition Report, over 51 percent of the City's bridges were rated Very Good and Good and over 48 percent were rated Fair. Less than 0.2 percent were rated Poor.

- DOT repaired 34,228 potholes (arterials and local streets) in the first four months of Fiscal 2023, six percent fewer than in the same period last year, due to a reduction in pothole work orders. The average time to close a pothole work order improved from 4.2 days to 2.2 days. The improved response time correlates with the decrease in potholes, allowing crews to cover less distance between repairs, combined with a mild winter and baseline resurfacing work, both of which reduce the formation of potholes. DOT resurfaced 608 lane miles (in-house), a four percent increase over last year. The City funded the resurfacing program for a target of 1,100 lane miles through Fiscal 2031. Resurfacing prevents potholes, addresses existing potholes, and frees crews to address locations in need of general roadway repairs.

- DOT inspectors completed 255,898 inspections (initial and post-audit), a 33 percent decrease from last year, a result of staffing shortages for inspector positions. The Department is working to backfill vacant positions. DOT issued 7,426 violation summons, 44 percent fewer than last year, largely due to a change in the workflow process that allows inspectors to issue a correction action request, in lieu of a summons. If the entity is still not compliant and does not make the required correction within 30 days, DOT will issue a summons.

- Street Ambassador deployments completed dropped 33 percent from 70 to 47, due to fewer key staff members available and reduced staffing from the Department's normal CUNY intern programs.

- Citywide traffic fatalities decreased from 105 to 95. Traffic fatalities among motorists and passengers decreased from 49 to 41, and fatalities among bicyclists and pedestrians also decreased from 49 to 43. Fatalities for "other motorized" which includes e-scooters and e-bikes increased from 7 to 11. In addition to installing 122 speed reducers and accessible pedestrian signals at 204 intersections, the Department completed 33 street improvement projects, of which 23 were on Vision Zero priority geographies, and installed 155 leading pedestrian intervals (LPIs), 19.4 million linear feet of safety markings, and 8.6 miles of protected bike paths.

- Pavement safety markings installed declined 20 percent due to limited contractor capacity resulting in fewer projects being completed. Leading pedestrian intervals installed also declined 43 percent due to reduced staffing.

- By the end of October 2022, the City's bicycle network expanded to over 1,500 lane miles. DOT added 18.1 lane miles to the network during the reporting period, 42 percent behind last year's pace. The decline in bike lane production is mainly due to fewer contractors available, shortages in installation materials, and general political opposition delaying project completions. DOT is actively addressing those issues and expects to have more productive results moving forward. The installation target is 50 total lane miles by the end of June 2023.

- Bike parking spaces added declined 88 percent compared to last year. This was a result of the fabricator pausing the delivery of small and large hoop racks, the most popular racks on City streets, after DOT discovered racks from the past two years were rusting over time. The fabricator adjusted their specifications for those racks and will resume delivery in February 2023.

- The number of annual Citi Bike memberships activated during the first four months of Fiscal 2022 saw an 18 percent decrease compared to the same period last year, likely due to post-pandemic demand decline and increased membership cost. Citi Bike trips by all users (annual members and casual riders) rose eight percent to almost 13.2 million, attributed to the system expansion and additional capacity in high demand areas. During the reporting period, Citi Bike installed 75 new stations in Bedford-Stuyvesant, Ocean Hill, Crown Heights, Brownsville, and Weeksville neighborhoods of Brooklyn and installed six new infill stations and added dock capacity at 55 existing stations.

- Bus lane miles installed decreased 47 percent to 6.8 miles compared to last year, mainly due to political opposition, the lack of staffing available as well as the availability of markings contractors, operating space constraints, and a delay in the delivery of in-house markings machinery required to complete scheduled projects.

- Staten Island Ferry ridership rose to 5.1 million during the first four months of Fiscal 2023, a 31 percent increase over last year as more people continued to commute daily and businesses reopened. Generally, the ferry runs every 15 minutes during rush hour, and every half hour during nights and weekends. On-time ferry service decreased slightly to 95.0 percent. Private ferry ridership increased 26 percent to almost 5.0 million, partly the result of gaining back three permanent routes that were cancelled because of the pandemic.

SERVICE 1 Maintain the City's transportation infrastructure.

Goal 1a Manage the City's bridge inventory to achieve a high state of good repair.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Bridges rated - Good or very good (%) (calendar year)	NA	NA	NA	40.7%	40.7%	NA	NA
– Fair (%)	NA	NA	NA	*	*	NA	NA
– Poor (%)	NA	NA	NA	*	*	NA	NA
Bridge flags eliminated (in-house) - Total	NA	618	630	*	*	176	227
– Safety	NA	503	541	*	*	149	191
– Yellow	NA	88	53	*	*	20	26
– Red	NA	27	36	*	*	7	10
Average time to repair street lights - by ConEd (calendar days)	15.6	15.1	15.0	*	*	15.5	15.1

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

Goal 1b Maintain a state of good repair for the City's streets, sidewalks and highways.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Streets maintained with a pavement rating of - Good (%)	71.8%	73.6%	NA	71.0%	71.0%	NA	NA
– Fair (%)	27.6%	25.8%	NA	*	*	NA	NA
– Poor (%)	0.6%	0.6%	NA	*	*	NA	NA
★ Average time to close a pothole work order where repair was done (calendar days)	1.7	4.1	3.5	5.0	5.0	4.2	2.2
Pothole work orders	38,151	32,857	36,121	*	*	8,253	7,758
Potholes repaired - Arterial highway system	16,226	30,317	23,880	*	*	2,428	2,909
– Local streets	157,102	146,622	160,952	*	*	33,762	31,319
Lane miles resurfaced citywide (in-house)	1,092.7	918.3	1,193.0	*	*	586.0	608.0
Average cost per lane mile resurfaced citywide ($)	$176,839	$209,663	$180,423	*	*	NA	NA
Average in-house cost of asphalt per ton ($)	$54.71	$55.30	$55.22	*	*	NA	NA
Average vendor cost of asphalt per ton ($)	$63.25	$61.34	$68.24	*	*	NA	NA
Construction permits issued	617,140	553,821	552,009	*	*	188,053	200,854
Inspections of permitted street work	601,731	605,887	586,462	*	*	210,890	164,791
– Permitted jobs passing inspection (%)	70%	70%	70%	80%	80%	72%	86%
Post-audit inspections for completed street work	380,814	352,467	330,469	*	*	128,921	91,107
– Completed street work that passed inspection (%)	69%	71%	71%	*	*	74%	88%
Adopt-A-Highway adoption rate (%)	84.4%	82.5%	82.4%	75.0%	75.0%	82.4%	81.8%
Adopted highway miles that receive a service rating of good (%)	97.6%	95.5%	98.4%	*	*	97.1%	97.2%
★ Parking meters that are operable (%)	99.7%	99.5%	99.7%	98.0%	98.0%	97.5%	98.3%
Total violations issued	39,828	32,284	32,898	*	*	13,240	7,426
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	89.0%	89.0%	90.0%	*	*	89.0%	90.6%

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

Goal 1c — Ensure timely repairs of the City's street lights, traffic signs and signals.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Average time to respond to high priority traffic signal defect and make safe (hours:minutes)	1:35	1:49	1:41	2:00	2:00	1:54	1:29
★ Average time to repair priority regulatory signs after notification (business days)	1.5	1.4	1.4	3.0	3.0	1.4	1.4
Average time to repair street lights - by DOT (calendar days)	2.9	3.0	3.5	*	*	3.3	3.5

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

SERVICE 2 — Provide a safe transportation network.

Goal 2a — Improve safety for pedestrians, motorists, ferry, and bike riders.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ ⬤ Citywide traffic fatalities	211	275	263	⇩	⇩	105	95
– Bicyclists/pedestrians	129	148	131	*	*	49	43
– Motorists/passengers	82	122	115	*	*	49	41
– Other motorized	NA	5	17	*	*	7	11
★ Injury crashes	37,325	35,770	38,770	⇩	⇩	14,225	13,756
★ Staten Island Ferry - Customer accident injury rate (per million passengers)	1.58	1.39	1.75	1.34	1.34	2.58	1.75
★ Speed reducers installed	112	104	262	250	250	112	122
★ Pavement safety markings installed (000,000) (linear feet)	54.2	53.0	48.6	⇧	⇧	24.1	19.4
Street Ambassador deployments completed	NA	112	141	*	*	70	47
Leading Pedestrian Intervals (LPIs) installed	842	256	801	*	*	270	155

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

SERVICE 3 — Design and build transportation alternatives.

Goal 3a — Increase mobility options and sustainable modes of transportation.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Staten Island Ferry - Trips that are on time (%)	96.6%	97.7%	95.4%	90.0%	90.0%	96.3%	95.0%
– Weekday peak hour trips that are on time (%)	96.6%	99.0%	96.2%	*	*	97.2%	95.0%
– Ridership (000)	15,865	7,561	12,119	*	*	3,902	5,155
– Average cost per passenger per trip ($)	$8.95	$17.75	$15.99	*	*	NA	NA
Private ferry service - Total ridership (000)	12,693	5,813	10,061	*	*	3,953	4,993
– Number of permanent routes	31	25	22	*	*	20	23
Citi Bike annual membership	185,997	191,751	230,438	*	*	120,731	98,483
– Trips (000)	19,050	23,080	28,487	*	*	12,250	13,177
Bicycle lane miles installed - Total	82.4	65.3	62.3	50.0	50.0	31.2	18.1
– Protected	21.0	29.2	33.2	*	*	10.5	8.6
★ NYC adults who bike regularly (annual) (calendar year)	796,000	774,000	888,000	⇧	⇧	NA	NA
Bike parking spaces added (each year)	1,250	4,350	7,442	*	*	2,706	334
Bus lane miles installed	NA	20.5	12.9	*	*	12.9	6.8
Average travel speed (miles per hour) - Manhattan Central Business District	8.7	9.8	8.4	*	*	NA	NA

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

Goal 3b   Build and maintain an accessible network throughout the City.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Intersections with accessible pedestrian signals installed	222	211	273	75	75	56	204
Existing corners upgraded (cumulative)	18,578	26,400	32,889	*	*	28,031	NA
New corners installed (cumulative)	1,497	1,980	2,350	*	*	2,083	NA

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

SERVICE 4   Design public space to facilitate livability.
Goal 4a   Enhance quality of life through streetscape improvements.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Pedestrian volume index	NA	57.9	58.4	*	*	NA	NA
Pedestrian space installed (square feet)	273,000	448,691	158,150	*	*	NA	NA
WalkNYC Wayfinding elements installed	56	30	25	*	*	3	16

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Cases commenced against the City in state and federal court	1,944	2,331	2,165	*	*	612	723
Payout ($000)	$93,667	$93,418	$109,411	*	*	$43,054	$23,346
Workplace injuries reported	440	552	541	*	*	204	236

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
E-mails responded to in 14 days (%)	99%	98%	99%	95%	95%	99%	97%
Letters responded to in 14 days (%)	97%	96%	97%	95%	95%	97%	91%
Calls answered in 30 seconds (%)	88%	90%	73%	*	*	68%	69%
Average customer in-person wait time (minutes)	5:46	NA	NA	*	*	0:00	0:00
Requests for language interpretations and translations received	1,161	938	270	*	*	88	115
CORE customer experience rating (0-100)	99	NA	100	95	95	NA	NA

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Percent meeting time to close - Street Condition - Pothole (30 days)	100%	99%	100%	98%	98%	100%	100%
Percent meeting time to first action - Street Light Condition - Street Light Out (10 days)	97%	99%	98%	98%	98%	99%	98%
Percent meeting time to first action - Traffic Signal Condition - Controller (0.1 days)	78%	76%	77%	80%	80%	74%	68%
Percent meeting time to first action - Street Condition - Failed Street Repair (10 days)	89%	82%	90%	85%	85%	100%	100%
Percent meeting time to close - Broken Parking Meter - No Receipt (21 days)	100%	100%	100%	90%	90%	100%	100%

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

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]	$1,094.1	$1,142.2	$1,235.4	$1,438.5	$1,460.4	$1,403.0	$582.0	$720.9
Revenues ($000,000)	$404.1	$386.7	$388.6	$500.8	$474.0	$460.0	$106.2	$103.9
Personnel	5,817	5,559	5,481	6,206	6,098	6,126	5,596	5,555
Overtime paid ($000,000)	$62.0	$63.2	$63.9	$69.8	$71.3	$51.9	$21.7	$24.1
Capital commitments ($000,000)	$702.1	$660.3	$918.8	$1,831.7	$1,708.9	$1,391.9	$321.7	$342.5

[1]January 2023 Financial Plan.   [2]Expenditures include all funds   "NA" - Not Available

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$545.9	$609.5	
001 - Exec. Admin. and Planning Management	$71.4	$71.6	All
002 - Highway Operations	$207.9	$215.8	1b, 2a, 3a, 4a
003 - Transit Operations	$67.6	$88.4	2a, 3a, 4a
004 - Traffic Operations	$121.7	$152.5	1b, 1c, 3a, 3b, 4a
006 - Bureau of Bridges	$77.2	$81.3	1a
Other Than Personal Services - Total	$689.5	$850.9	
007 - Bureau of Bridges	$25.8	$35.3	1a, 5a
011 - Executive and Administration	$98.9	$92.3	All
012 - Highway Operations	$133.1	$143.6	1b, 2a, 3a, 4a
013 - Transit Operations	$53.5	$65.5	2a, 3a, 4a
014 - Traffic Operations	$378.3	$514.1	1b, 1c, 3a, 3b, 4a
Agency Total	$1,235.4	$1,460.4	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds.   [2] Includes all funds.   [3] Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Data for the three metrics reporting on the average cost of asphalt and roadway resurfacing, which was not available when the Fiscal 2022 Mayor's Management Report was published, has been added.

- Fiscal 2022 data for bicycle lane miles—the total has been updated from 61.0 to 62.3. Fiscal 2022 data for bicycle lane miles—protected has been updated from 31.9 to 33.2.

- Indicators 'Bridge flags eliminated (in-house)—Total,' 'Bridge flags eliminated (- Red),' 'Bridge flags eliminated (- Yellow),' and 'Bridge flags eliminated (- Safety)' were added.

- Goal 2a was renamed to 'Improve safety for pedestrians, motorists, ferry, and bike riders.'

- Goal 2b 'Ensure passenger safety on the Staten Island Ferry' was retired.

- Indicator 'Staten Island Ferry—Customer accident injury rate (per million passengers)' was moved to goal 2a.

- Indicator 'Staten Island Ferry: Weekday peak hour trips that are on time (%)' was added.

- Goal 3a was renamed to 'Increase mobility and sustainable modes of transportation.'

- Goal 3b 'Build and maintain an accessible network throughout the City' was added.

- Indicator 'Existing corners upgraded (cumulative),' was moved from goal 3a to goal 3b and has been changed to an annual indicator.

- Indicator 'New corners installed (cumulative)' was moved from goal 3a to goal 3b and has been changed to an annual indicator.

- Indicator 'Intersections with accessible pedestrian signals installed' was moved from goal 3a to goal 3b.

- Indicator' Intersections with accessible pedestrian signals installed' is now a critical indicator.

- Service Area 5 'Deliver projects and services on time' was retired, Goal 5a 'Complete capital bridge project on schedule' was retired, and indicator 'Complete capital bridge projects on schedule' was retired. DOT has shifted focus and resources to enhancing its internal project delivery systems which provide more effective and comprehensive performance tracking.

- Indicator 'visits made to agency permitting offices' was retired as business operations are now conducted online.

ADDITIONAL RESOURCES

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

- The Social Indicators and Equity Report, EquityNYC:
  http://equity.nyc.gov/

- Select Bus Service:
  https://www1.nyc.gov/html/brt/html/home/home.shtml

- NYC Citi Bike Share:
  https://nycdotbikeshare.info/

- Better Buses Action Plan:
  https://www1.nyc.gov/html/brt/downloads/pdf/better-buses-action-plan-2019.pdf

- Street Ambassador Program:
  https://equity.nyc.gov/equity-stories/street-ambassador-program

- Mobility Management Program:
  https://www1.nyc.gov/html/dot/html/about/mobility_management.shtml

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

DEPARTMENT OF BUILDINGS **Kazimir Vilenchik, Acting Commissioner**
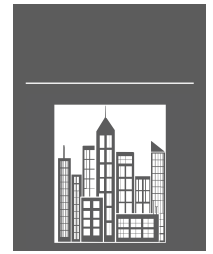
WHAT WE DO

The Department of Buildings (DOB) regulates the safe and lawful use of more than 1,000,000 buildings and over 40,000 active construction sites under its jurisdiction by enforcing laws, including the City's Construction Codes, Zoning Resolution and Energy Code, as well as the New York State Multiple Dwelling Law. The Department enforces compliance with these regulations and promotes public safety through its review and approval of building plans, permitting and licensing functions, and inspections.

FOCUS ON EQUITY

The Department of Buildings (DOB) is committed to efficient, impartial and effective service delivery and protection for all New Yorkers—tenants and owners alike—especially as DOB migrates more of its public-facing interactions online. Guided by the Building One City plan, the Department continues its rollout of DOB NOW, the Department's transformative initiative to replace a three-decades-old mainframe system and increase transparency of agency operations, ease business interactions with the agency, promote the highest standards of integrity internally and within the industry, and develop a data-driven approach to disciplining bad actors.

DOB is fully committed to protecting the public's long-term safety in the face of climate change. With the passage of the 2020 NYC Energy Conservation Code, and the continued implementation of significant parts of the NYC Green New Deal and OneNYC 2050 plan, including Local Law 97 of 2019, which seeks to reduce greenhouse gas emissions from buildings, the Department is focused on assisting owners in making their buildings more sustainable.

The Department continues to make the necessary strides to enhance its focus on equity and inclusion both internally and externally. In the first quarter of Fiscal 2023, the Department began the process of appointing the Agency's first Chief Diversity Officer. The focus of the Chief Diversity Officer will be to review and implement all internal processes and procedures related to diversity, equity, and inclusion. This will provide additional oversight in reviewing practices to ensure all internal procedures are distributed in a fair and equitable manner with respect to recruitment, promotional practices, and staff development. The Chief Diversity Officer will also work with the community to implement external best practices to guarantee DOB services are also distributed in a fair and equitable manner.

OUR SERVICES AND GOALS

SERVICE 1 **Facilitate safe and compliant development.**

Goal 1a   Improve processing efficiency.

Goal 1b   Promptly review initial construction plans.

Goal 1c   Promptly schedule development inspections.

SERVICE 2 **Ensure the safe and lawful use of buildings and properties by enforcing the Building Code and the Zoning Resolution.**

Goal 2a   Promptly address complaints.

Goal 2b   Rigorously enforce building and zoning laws.

Goal 2c   Prevent construction-related fatalities and injuries.

HOW WE PERFORMED

- In the first four months of Fiscal 2023, job filings increased 11 percent compared to the same period in Fiscal 2022, including 5,106 Building Information System (BIS) filings and 48,718 DOB NOW filings. The number of completed plan reviews for total BIS and DOB NOW filings increased by 12 percent from 47,525 to 53,124, including 4,431 BIS completed plan reviews, and 48,693 DOB NOW completed plan reviews. Filings and plan reviews are expected to continue increasing via DOB NOW as volume shifts to that system from BIS.

- In the first four months of Fiscal 2023, new building and major renovation filings at Borough Offices, along with amendments to prior filings, were very low in volume which is reflective of the Department's transition from BIS to DOB NOW . The average time to complete first plan reviews for new buildings at the Borough Offices decreased by more than four days to 4.5 days. The average time to complete first plan review for major renovations decreased from 18.9 to 12.1 days. Average plan review times for minor renovations at the Borough Offices lowered from 2.5 to 2.4 days.

- For jobs filed through the HUB, average plan review times for new buildings lowered from 6.1 days in the Fiscal 2022 four-month reporting period to same-day review in the same period of Fiscal 2023. Average plan review times for major renovations increased 54 percent from 8.4 to 12.9 days. Average plan review times for minor renovations rose from 1.2 to 3.3 days. For filings processed through DOB NOW, the time to complete first plan reviews in the first four months of Fiscal 2023 averaged 2.6 days. The average days to complete plan reviews in each category remained relatively constant in the first four months of Fiscal 2023 compared to Fiscal 2022.

- The average days from filing to approval rose 28 percent in the first four months of Fiscal 2023 compared to the same period in Fiscal 2022. The days-to-approval measure includes both time an application is with the Department and time with the applicant. Filing volume for earth work, foundation, general construction, sidewalk shed, and structural applications increased 21 percent in the first four months of Fiscal 2023 compared to the same period in Fiscal 2022. The time these applications were with their respective applicants increased an average of 48 percent. The time these applications were with the Department remained unchanged.

- Average in-person wait time decreased from eight minutes to six minutes in Fiscal 2023. Average transaction time increased from five minutes to seven minutes in Fiscal 2023. Transaction time increased because customers are including more transactions on one service ticket. Since the start of the pandemic, customers have come in less frequently and are more likely to have multiple transactions when seeking in-person services.

- The average wait time for a construction inspection remained at 1.2 days, while average wait times for plumbing inspections decreased from 2.4 to 2.3 days, and for electrical inspections increased from 2.2 to 3.1 days.

- The Department completed 45,792 construction inspections, a 12 percent decrease from Fiscal 2022. This decrease is largely because Special Operations no longer conducts hazardous re-inspections at one-to-four family buildings, per Local Law 50 of 2022.

- The Department issued 13,600 Office of Administrative Trials and Hearings (OATH)/Environmental Control Board (ECB) violations, 50 percent fewer than in Fiscal 2022. Of the violations heard, 75.6 percent were upheld, which is down roughly four percent from the 79.5 percent upheld last year. DOB violations issued decreased to 7,802 from the 17,362 issued in the same period in Fiscal 2022. Violation issuance decreased for four reasons - primarily, per Local Law 50 of 2022, the Department now only conducts hazardous re-inspections at construction sites, and no longer at one-to-four family buildings. Additionally, periodic elevator inspections were ended, as elevator owners are now required to hire an approved entity to conduct them. Properties which are part of the Homeowner Resolution Program are now issued a Request for Corrective Action instead of one or more violations. Lastly, there were fewer violations issued for failure to post energy efficiency ratings.

- Construction-related accidents increased from 160 to 187 and construction-related injuries increased from 170 to 200. Fatalities increased from one to two. The Department continues to implement Local Law 196 of 2017 that requires workers on the City's larger building construction sites to have specific hours of safety training. Efforts to raise safety awareness included direct outreach at job sites, distribution of outreach material in multiple languages, mailing permit holders and site safety professionals about training requirements, issuing public service notices, training over professionals during Local Law 196 information sessions, and social media engagement.

SERVICE 1 Facilitate safe and compliant development.

Goal 1a   Improve processing efficiency.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Filings (DOB NOW)	58,309	88,472	138,231	*	*	44,348	48,718
Jobs filed (BIS)	45,428	31,865	12,568	*	*	4,027	5,106
★ Average customer in-person transaction time (minutes)	5	5	5	⇩	⇩	5	7
Average customer in-person wait time (minutes)	16	10	9	*	*	8	6
Work permits issued - Initial (DOB NOW)	38,652	57,786	87,074	*	*	30,113	30,273
Work permits issued - Renewals (DOB NOW)	16,273	27,239	34,009	*	*	11,455	11,939
Building permits issued - Initial (BIS)	46,524	30,298	13,394	*	*	5,033	4,652
Building permits issued - Renewals (BIS)	46,875	43,661	29,787	*	*	10,560	6,658
Certificates of Occupancy issued	4,049	5,194	3,979	*	*	1,352	1,274

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

Goal 1b   Promptly review initial construction plans.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
First plan reviews completed (BIS)	41,262	25,334	10,426	*	*	3,317	4,431
First plan reviews completed (DOB NOW)	57,619	87,059	136,720	*	*	44,208	48,693
★ Average days to complete first plan review (Borough offices) - New buildings	5.2	5.3	8.5	12.0	12.0	9.0	4.5
★ Average days to complete first plan review (Borough offices) - Major renovation (Alteration I)	5.4	6.8	18.7	10.0	10.0	18.9	12.1
Average days to complete first plan review (Borough offices) - Minor renovation (Alterations II and III)	2.7	2.7	2.1	4.0	4.0	2.5	2.4
Average days to complete first plan review (Hub projects) - New buildings	4.9	5.5	5.9	*	*	6.1	0.0
Average days to complete first plan review (Hub projects) - Major renovation (Alteration I)	4.8	6.1	10.4	*	*	8.4	12.9
Average days to complete first plan review (Hub projects) - Minor renovation (Alterations II and III)	1.8	0.8	1.1	*	*	1.2	3.3
Average days to complete first plan review (DOB NOW)	1.0	2.4	2.9	*	*	2.8	2.7
★ Average days to complete first plan review (DOB NOW) - New buildings	NA	9	8	⇩	⇩	7	7
★ Average days to complete first plan review (DOB NOW) - Major renovation	NA	9	6	⇩	⇩	6	6
★ Average days to complete first plan review (DOB NOW) - Minor renovation	1	2	2	⇩	⇩	3	2
Average days from filing to approval (DOB NOW)	8.3	11.2	14.7	*	*	13.6	17.4
Permitted jobs professionally certified (%)	62.2%	58.0%	56.1%	*	*	58.3%	50.3%
Permitted jobs professionally certified that were audited (%)	11.9%	7.8%	1.6%	*	*	1.9%	2.1%
Of eligible audited jobs, the percent of audits that resulted in revocation notices (%)	44.2%	28.8%	45.3%	*	*	40.7%	29.1%

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

Goal 1c   Promptly schedule development inspections.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Average days between construction inspection request and inspection	1.9	1.2	1.2	*	*	1.2	1.2
★ Average days between electrical inspection request and inspection	2.5	3.9	2.8	⇩	⇩	2.2	3.1
Average days between plumbing inspection request and inspection	2.5	2.9	2.4	*	*	2.4	2.3

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

SERVICE 2   Ensure the safe and lawful use of buildings and properties by enforcing the Building Code and the Zoning Resolution.

Goal 2a   Promptly address complaints.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Priority A (emergency) complaints received	20,458	19,152	20,410	*	*	7,264	6,844
Priority B (nonemergency) complaints received	72,246	64,800	64,791	*	*	23,495	24,798
Priority A complaints responded to	20,054	18,822	19,849	*	*	7,084	6,680
Priority B complaints responded to	61,749	55,718	56,413	*	*	19,481	21,589
★ Average time to respond to Priority A complaints (days)	0.4	0.3	0.2	1.0	1.0	0.3	0.2
★ Average time to respond to Priority B complaints (days)	11.8	12.1	10.4	40.0	40.0	11.2	10.5
★ Residential illegal conversion complaints where access was obtained (%)	41.9%	32.4%	41.4%	44.0%	44.0%	46.6%	30.6%
– Access obtained and violations were written (%)	34.4%	35.8%	18.3%	*	*	17.3%	18.7%
Work without a permit complaints where access was obtained and violations were written (%)	35.0%	43.0%	33.4%	*	*	39.7%	27.8%

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

Goal 2b   Rigorously enforce building and zoning laws.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Construction inspections completed	168,507	162,135	130,837	140,000	140,000	51,980	45,792
Construction inspections resulting in violations (%)	28.8%	25.9%	25.0%	*	*	29.1%	14.0%
DOB violations issued	96,969	65,411	45,171	*	*	17,362	7,802
Office of Administrative Trials and Hearings violations issued	80,155	72,966	66,662	*	*	27,175	13,600
★ Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	72.6%	78.1%	77.5%	80.0%	80.0%	79.5%	75.6%

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

Goal 2c   Prevent construction-related fatalities and injuries.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Construction-related incidents	764	736	653	*	*	202	237
– Construction-related accidents	509	533	477	*	*	160	187
★ Construction-related injuries	534	540	487	⇩	⇩	170	200
★ – Construction-related fatalities	8	13	6	⇩	⇩	1	2
Incident inspections resulting in violations (%)	87.4%	87.0%	47.6%	*	*	45.9%	79.3%

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

AGENCY-WIDE MANAGEMENT

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Workplace injuries reported	16	17	12	*	*	5	4

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY20	FY21	FY22	FY23	FY24	FY22	FY23
E-mails responded to in 14 days (%)	51%	82%	81%	57%	57%	75%	85%
Letters responded to in 14 days (%)	86%	47%	57%	57%	57%	69%	41%
Calls answered in 30 seconds (%)	62%	64%	70%	*	*	71%	71%
Completed customer requests for interpretation	77	85	269	*	*	NA	NA
CORE customer experience rating (0-100)	99	98	91	85	85	NA	NA

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

Performance Indicators	Actual			Target		4-Month Actual	
Response to 311 Service Requests (SRs)	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Percent meeting time to first action - Elevator - Defective/Not Working (60 days)	NA	100%	100%	50%	50%	100%	100%
Percent meeting time to first action - General Construction/Plumbing - Contrary/Beyond Approved Plans/Permits (60 days)	98%	99%	100%	72%	72%	100%	100%
Percent meeting time to first action - General Construction/Plumbing - Failure to Maintain (60 days)	89%	97%	99%	77%	77%	99%	94%
Percent meeting time to first action - Illegal Conversion of Residential Building/Space (60 days)	89%	100%	81%	57%	57%	97%	100%
Percent meeting time to first action - No Permit - Construction, Plumbing, Cranes & Derricks, Building/Use, Elevator (60 days)	97%	97%	94%	77%	77%	100%	93%

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

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]	$189.5	$197.3	$196.4	$238.8	$219.0	$187.8	$74.8	$71.7
Revenues ($000,000)	$340.6	$314.3	$336.3	$338.7	$329.0	$337.7	$107.4	$106.7
Personnel	1,734	1,672	1,560	1,992	1,909	1,858	1,617	1,535
Overtime paid ($000,000)	$8.8	$6.4	$7.7	$3.0	$3.0	$3.0	$2.2	$2.5

[1]January 2023 Financial Plan.   [2]Expenditures include all funds   "NA" - Not Available

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$134.4	$154.8	All
002 - Other Than Personal Services	$62.1	$64.3	All
Agency Total	$196.4	$219.0	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds.   [2]Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Eric Ulrich served as DOB Commissioner for the duration of the reporting period; Kazimir Vilenchik was appointed Acting Commissioner on November 3, 2022.

ADDITIONAL RESOURCES
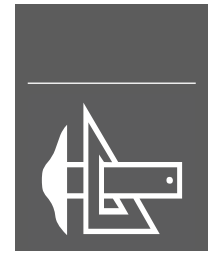
For additional information go to:

- Building One City:
  http://www1.nyc.gov/assets/buildings/pdf/building_one_city.pdf

- Data and Reporting:
  https://www1.nyc.gov/site/buildings/dob/dob-metrics.page

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

DEPARTMENT OF DESIGN AND CONSTRUCTION Thomas Foley, Commissioner

WHAT WE DO

The Department of Design and Construction (DDC) works with more than 20 City agencies as well as non-profit institutions receiving City funding to deliver high-quality public buildings and infrastructure for New York City efficiently and cost effectively while meeting stringent standards for environmental sustainability and resiliency. DDC supplies a full range of design and construction management services for public buildings projects, such as providing new and upgraded libraries, firehouses and police precincts, and infrastructure projects including water mains, sewers, roads, public plazas and coastal resiliency projects.

DDC's total portfolio in Fiscal 2023, excluding the Borough-Based Jails Program (BBJ), consists of 579 currently active projects (not including projects in the planning or closeout phases) valued at approximately $17.65 billion. The Borough-Based Jails Program consists of ten current projects valued at $8.17 billion.

FOCUS ON EQUITY

DDC has an extensive, diverse and growing portfolio of projects that support neighborhoods, promote economic growth and advance the goal of protecting and helping New Yorkers in every part of the City. In the beginning of Fiscal 2023, that included the completion of another infrastructure project in the $2.5 billion Southeast Queens Initiative that installed more than 3,000 feet of new storm sewers and new curbs to alleviate street flooding. DDC also completed a new two-story auditorium at the Brooklyn Children's Museum, allowing the museum to expand its programming for young people.

DDC remains a leading agency in contract awards and payments to Minority and Women-owned Business Enterprises (M/WBE); M/WBE participation for the first quarter of Fiscal 2023 was 31 percent, with close to $80 million in contract awards. DDC's Office of Diversity and Industry Relations implements policies and programs focused on creating accessibility to work, building business capacity, and ensuring accountability within an equitable and competitive business environment. Since 2015, the office has engaged more than 8,600 M/WBEs through internal and external workshops and seminars that enhance technical and business capacity and help connect businesses to contracting opportunities.

DDC structures its procurements to take advantage of new tools authorized by New York State to create additional opportunities for M/WBEs and to ensure its business partners reflect the diversity of the City. DDC's Mentoring Program provides emerging M/WBE firms in the construction industry the opportunity to acquire the knowledge and experience they need to successfully compete for City contracts. Through October 2022, 49 M/WBE firms have enrolled in the program.

The agency's innovative resiliency program protects some of the City's most vulnerable coastal communities. The East Side Coastal Resiliency (ESCR) project, uses creative interventions that will shield 110,000 residents of the East Side, including 28,000 living in New York City Housing Authority (NYCHA) housing, from storm surges and extreme weather. In July 2022, DDC and the Department of Parks and Recreation (DPR) celebrated the project's first completed park area at Asser Levy Playground, which added a 320-foot floodwall, a 45-ton flood gate, as well as new resilient play equipment. The agency also broke ground this fiscal year on Brooklyn Bridge-Montgomery Coastal Resilience (BMCR), a companion project to the south of ESCR. Together, the two projects will protect more than three miles of City coastline while rebuilding hundreds of acres of local parks and recreation areas. DDC continues to plan similar coastal resiliency projects for Red Hook, Brooklyn, and for the area just to the north of ESCR where NYC Health+Hospitals/Bellevue is located.

In the beginning of Fiscal 2023, DDC continued to make project delivery reform a top priority in an effort to speed completion of capital projects in every neighborhood of the City. In October 2022, DDC joined members of the Capital Process Reform Task Force to announce the Task Force's initial recommendations for reform, unveiled Blueprint 2022, the agency's latest update to the original 2019 plan for capital project improvements.

The Agency continued to advance its innovative design-build project delivery program for public buildings and infrastructure projects including naming a dedicated Associate Commissioner to oversee the program. The first Borough-Based Jails (BBJ) project, a new community space and public parking garage in Queens, which started procurement in 2021, will be fully completed in early-2023, 2.5 years faster than traditional low-bid procurement. DDC also used alternative delivery tools in Fiscal 2023 to build housing and other facilities on an emergency basis for hundreds of asylum seekers coming into the City, duplicating the ultra-high-speed project delivery process that proved extremely successful during the COVID-19 pandemic when the agency built field hospitals, clinics and testing sites in record time under an emergency declaration.

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

- DDC continues to upgrade and expand the City's water and sewer infrastructure, adding 2.62 miles of new water mains plus 2.12 miles of new sewers in the first four months of Fiscal 2023. The agency also rebuilt more than 10 lane miles of roadway. Work included two new 20-inch diameter water mains that were installed under Eastchester Bay to provide a better and more reliable water system connection for City Island in the Bronx. The project received a Diamond Award in the water resources category from the American Council of Engineering Companies (ACEC New York).

- In the first four months of Fiscal 2023, the number of sewer miles constructed is down 51.6 percent, sewer miles reconstructed is down 78.2 percent, and replaced water mains are down 71.1 percent, compared to the same period in Fiscal 2022. This is because DDC has undertaken several large initiatives that have redirected the Infrastructure Division's focus, including an effort to rebuild tens of thousands of pedestrian ramps as well as the construction of thousands of individual pieces of green infrastructure designed to help the City manage stormwater. This shift is also reflected in the decline in post-construction satisfaction surveys returned from 38 in the first four-months of Fiscal 2022 to nine in the same period of Fiscal 2023, as the surveys do not include this type of work. The Infrastructure Division is also managing implementation of the City's multi-billion-dollar coastal resiliency program, which includes relatively limited water and sewer replacement or expansion. The Agency will seek ways to represent and measure this work in future reports.

- Through the start of Fiscal 2023, on-time performance for active design projects stands at 69 percent with a goal of 88 percent, an improvement of five percent from Fiscal 2022.On-time performance for active construction projects was 80 percent, slightly below the goal of 82 percent, an improvement of seven percent from Fiscal 2022. As part of its Blueprint for improved project delivery, the agency has established more detailed metrics to be able to track design and construction durations to promote timely project performance.

- The Agency had 26 projects complete the Front-End Planning process so far in Fiscal 2023, an increase of six from Fiscal 2022, including eight infrastructure projects and 18 public buildings projects. Front-End Planning ensures that the necessary funding and scope for each project is in place before it is accepted into DDC's pipeline. DDC's Front-End Planning report now serves as the official submission to the NYC Office of Management and Budget for project review, which has reduced the project initiation phase of projects by several weeks.

- DDC's Public Buildings division has also been tasked with managing several emergency construction programs, delivering highly visible critical projects on extremely short timelines. Many division staff were assigned work on emergency projects during the first quarter of Fiscal 2023, including emergency construction for the unexpected surge in the arrival of asylum seekers, as well as emergency work to improve conditions for staff and detainees at Rikers Island, and a full site assessment, design and demolition of abandoned structures on Hart Island. Due to the nature of its work, almost all public buildings projects were required to pause during the COVID-19 pandemic, and the Division is still recording the impact of these delays as they work towards completion. Despite both a more detailed measurement of actual delivery times and legacy impacts, Divisional progress is trending in the right direction.

- From July 1 through October 31, 2022, there were five construction-related accidents and injuries on DDC-managed construction sites, down from nine during the same period the previous year. All reported accidents are investigated to determine root causes and to identify necessary corrective actions to prevent further reoccurrences. Contractors are required to immediately report all safety related accidents or incidents to DDC, where established protocols dictate follow-up and reporting requirements.

SERVICE 1 Design and build quality public buildings and infrastructure

<div>Goal 1a</div> Complete projects on time and within budget.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Design projects completed	85	81	81	80	80	21	30
Total design projects completed early/on time (%)	79%	79%	85%	88%	88%	NA	NA
★ – Completed early/on time: Infrastructure (%)	83%	86%	93%	88%	88%	NA	NA
★ – Completed early/on time: Public buildings (%)	70%	77%	77%	88%	88%	NA	NA
Construction projects completed	108	108	64	72	72	22	16
Total construction projects completed early/on time (%)	89%	86%	80%	82%	82%	NA	NA
★ – Completed early/on time: Infrastructure (%)	88%	91%	90%	82%	82%	NA	NA
★ – Completed early/on time: Public buildings (%)	91%	83%	70%	82%	82%	NA	NA
★ Construction contracts completed within budget (%)	85%	NA	NA	⇧	⇧	NA	NA
Roadway lane miles reconstructed	55.9	60.6	41.5	35.6	35.6	12.5	10.1
Sewers constructed (miles)	17.7	11.6	6.8	7.3	7.3	3.1	1.5
Sewers reconstructed (miles)	10.6	16.3	6.5	9.7	9.7	2.9	0.6
Water mains (new and replaced) (miles)	54.8	38.7	22.0	23.0	23.0	9.1	2.6
★ Active design projects: Early/on time (%)	70%	63%	75%	88%	88%	64%	69%
★ Active construction projects: Early/on time (%)	67%	72%	79%	82%	82%	73%	80%
Projects completed front-end-planning phase	71.0	49.0	109.0	*	*	20.0	26.0

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

<div>Goal 1b</div> Meet quality assurance and site safety standards for all active projects.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Projects audited (%)	100%	100%	100%	95%	95%	72%	52%
Construction-related accidents on DDC-managed construction sites	14	23	24	*	*	9	5
★ Construction-related injuries on DDC-managed construction sites	14	23	24	⇩	⇩	9	5
★ Construction-related fatalities on DDC-managed construction sites*	0	0	0	⇩	⇩	0	0

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

<div>Goal 1c</div> Improve customer satisfaction ratings.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Eligible projects with completed post-construction surveys (%)	25%	51%	48%	*	*	41%	31%
Post-construction satisfaction - Surveys returned	63	90	98	*	*	38	9
★ Respondents rating a completed project as adequate or better (%)	89%	92%	81%	90%	90%	100%	100%

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY20	FY21	FY22	FY23	FY24	FY22	FY23
E-mails responded to in 14 days (%)	100%	100%	100%	90%	90%	100%	100%
Letters responded to in 14 days (%)	100%	100%	100%	90%	90%	99%	99%

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

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]	$347.2	$349.8	$201.6	$184.2	$294.0	$145.2	$105.8	$111.4
Revenues ($000)	$45.9	$118.8	$6.6	$150.0	$50.0	$50.0	$0.2	$0.0
Personnel	1,263	1,215	1,131	1,319	1,198	1,195	1,197	1,090
Overtime paid ($000,000)	$2.2	$1.2	$1.4	$1.1	$1.1	$1.1	$0.3	$0.5
Capital commitments (capital projects man-aged for client agencies) ($000,000)	$873.0	$1,557.8	$2,193.7	$1,874.7	$1,861.1	*	NA	NA
[1]January 2023 Financial Plan.		[2]Expenditures include all funds			"NA" - Not Available		*None	

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$113.9	$119.4	All
002 - Other Than Personal Services	$87.6	$174.5	All
Agency Total	$201.6	$294.0	
[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds.		[2]Includes all funds. [3]Refer to agency goals listed at front of chapter. "NA" Not Available * None		

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- DDC temporarily suspended the reporting of 'Construction contracts completed within budget (%)' while it undertakes several initiatives to improve its internal cost tracking database. Reporting is expected to resume for the Fiscal 2023 Mayor's Management Report.

ADDITIONAL RESOURCES

- Blueprint 2022, Capital Project Delivery Progress Update:
  https://www1.nyc.gov/assets/ddc/downloads/publications/Strategic_Blueprint_2022.pdf

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

Promoting Viable Communities & Neighborhoods

Promoting Viable Communities & Neighborhoods

DEPARTMENT OF CITY PLANNING Daniel R. Garodnick, Director

WHAT WE DO

The Department of City Planning (DCP) plans for New York City's overall strategic growth and development. DCP works with communities and elected officials to build more equitable, more prosperous, and resilient neighborhoods; to develop land use policies and zoning regulations; to advance the agency's strategic objectives; and, in collaboration with the Office of Management and Budget (OMB), to share perspectives on growth and community needs with its sister agencies, elected officials and members of the public.

DCP's work builds on New York City's greatest strengths, its unparalleled diversity and resilient spirit, and helps to ensure that investments, including private investments, benefit the city as a whole. DCP's six core objectives are: (1) creating long-term neighborhood equity and improvement through collaborative planning and targeted public investments; (2) encouraging the production of affordable and quality housing; (3) promoting economic development and job growth; (4) enhancing resiliency and sustainability of neighborhoods; (5) ensuring integrity, timeliness and responsiveness in land use reviews; and (6) supplying objective data and expertise to a broad range of planning functions and stakeholders. DCP supports the City Planning Commission (CPC) in its annual review of hundreds of land use applications and works closely with OMB in developing the City's Ten-Year Capital Strategy.

FOCUS ON EQUITY

DCP is working to incentivize equity and prosperity through the City of Yes initiatives, which aims to make it easier for New Yorkers to find jobs and housing in every neighborhood, as well as cut down on harmful emissions. The initiative includes three upcoming citywide text amendments aimed at boosting our carbon neutrality, economic opportunity, and housing opportunity goals. It also calls for major neighborhood-wide plans focused on greening our city as well as creating affordable homes and jobs.

By working to create jobs and housing throughout New York City, including permanently affordable homes via Mandatory Inclusionary Housing (MIH), DCP supports Rebuild, Renew, Reinvent, the citywide strategy for inclusive economic recovery and equitable access to opportunity, as well as Housing Our Neighbors, the comprehensive blueprint to tackle New York City's affordable housing crisis and get New Yorkers into safe and high-quality affordable homes.

Through neighborhood plans, such as the recently-approved Resilient Edgemere, the upcoming Bronx Metro-North Plan, and the Atlantic Avenue Mixed-Use Plan, DCP collaborates with other City agencies and local communities to find ways to create new housing and jobs, to develop new public spaces, to make physical improvements, and to meet other neighborhood needs. The Department also works to improve health equity in New York City through the Neighborhood Fare toolkit—a collaboration with the Mayor's Office of Food Policy (MOFP) and not-for-profit Urban Design Forum to improve local food infrastructure and availability.

Throughout the end of Fiscal 2022 and the start of Fiscal 2023, DCP participated in the Building and Land Use Approval Streamlining Task Force (BLAST), which aims to remove unnecessary administrative hurdles and therefore speed the creation of new homes and jobs.

DCP is committed to aggressively confronting racism and fostering a more equitable City. DCP supports Where We Live, the City's process to support fair housing principles and better understand and address how segregation and discrimination harms New Yorkers. To facilitate public discussion around housing affordability, racial equity and community displacement, DCP and the Department of Housing Preservation and Development (HPD) launched the Equitable Development Data Explorer—a resource to help New Yorkers to find critical information about their communities and equip residents with the data for planning a more equitable future for New York City and its neighborhoods.

DCP strives to improve transparency through numerous digital tools that provide data, to make it easier for New Yorkers to get involved in planning for their communities and to connect the public to upcoming meetings. For example, DCP issued a Housing Production Snapshot that informs New Yorkers about how many homes have been built per year over the last decade as well as where they are located—data that helps to display where housing production is keeping up with demand and what neighborhoods have fallen behind.

As part of New York City's budget process, DCP worked with OMB and all 59 community boards on annual Statements of Community District Needs and Budget Requests, which are posted on DCP's Community District Profiles, along with a reference guide to help community boards fulfill their annual requests. DCP also provides training for community boards on planning principles, initiatives and more. DCP continues to use the NYC Engage portal to help New Yorkers participate in public meetings.

OUR SERVICES AND GOALS

SERVICE 1 **Shape the use and development of land in the City's neighborhoods, business districts and waterfront through participatory planning and zoning changes.**

Goal 1a   Advance land use projects and proposals for public review that promote housing and affordability, economic development, sustainability and neighborhood quality of life.

SERVICE 2 **Prepare information and policy analysis for the public, other government agencies and elected officials.**

Goal 2a   Provide quality technical and strategic planning expertise to the public, other City agencies and elected officials to support decision-making.

SERVICE 3 **Manage land use and environmental review processes to facilitate public and private development citywide.**

Goal 3a   Conduct timely and thorough review of land use and environmental review projects, subject to City Planning Commission review, to ensure project submissions are technically complete and adhere to all applicable requirements and procedures.

HOW WE PERFORMED

- DCP had 11 combined housing, economic development, and neighborhood enhancement proposals completed and presented to the public during the first four months of Fiscal 2023 compared to 13 during the same four-month period a year ago. These public-facing materials are centered around active planning proposals to promote housing and affordability, economic development, sustainability, and neighborhood quality of life.

- Most of the housing, economic development, and neighborhood enhancement proposals DCP presented to the public in the first four months of Fiscal 2023 focused on announcing and advancing City of Yes for Carbon Neutrality, Economic Opportunity, and Housing Opportunity. City of Yes for Carbon Neutrality would make it easier to install solar panels, improve energy storage for buildings and clear the way for efficient energy retrofits. City of Yes for Economic Opportunity would cut red tape and offer more zoning flexibility for small businesses, making it easier for them to open, expand and thrive. City of Yes for Housing Opportunity would help meet New Yorkers' housing needs across all types of New York City neighborhoods. DCP spread the word on City of Yes with two public info sessions in October 2022 and posted the presentations and videos on our website.

- DCP continued to advance the Bronx Metro-North Plan, which will leverage the four new Metro-North stations coming to the East Bronx to create the opportunity for 10,000 new jobs, 6,000 new homes, at least one quarter of them income-restricted. This plan will increase access and shorten commutes to Manhattan and the NYC metro region for Bronxites. DCP is moving ahead as well on the Atlantic Avenue Mixed-Use Plan in Crown Heights, Brooklyn.

- DCP presented or publicly released 110 planning information and policy analysis initiatives during the reporting period of Fiscal 2023, an increase from the 102 released during the comparable reporting period in Fiscal 2022. This change is due to the release of three new datasets: Capital Planning, ZAP, and Pseudo Lots, which are all part of our BYTES of the BIG APPLE data available to the public.

- In the first four months of Fiscal 2023, 72 percent of the 46 zoning actions met their target timeframes during the reporting period. This is above our baseline target of 70 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 land use projects and proposals for public review that promote housing and affordability, economic development, sustainability and neighborhood quality of life.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Economic development and housing proposals completed and presented to the public	12	13	16	*	*	10	9
Neighborhood enhancement proposals completed and presented to the public	43	22	7	*	*	3	2
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None							

SERVICE 2 — Prepare information and policy analysis for the public, other government agencies and elected officials.

Goal 2a — Provide quality technical and strategic planning expertise to the public, other City agencies and elected officials to support decision-making.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Planning information and policy analysis initiatives presented to the public	315	421	331	*	*	102	110
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None							

SERVICE 3   Manage land use and environmental review processes to facilitate public and private development citywide.

| Goal 3a | Conduct timely and thorough review of land use and environmental review projects, subject to City Planning Commission review, to ensure project submissions are technically complete and adhere to all applicable requirements and procedures. |

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Simple zoning actions certified/referred	52	90	76	*	*	22	11
★ – Certified/referred within 12 months (%)	79%	81%	78%	70%	70%	82%	55%
★ Zoning actions with CEQR (EAS) certified/referred	34	65	58	*	*	23	10
– Certified/referred within 15 months (%)	38%	54%	48%	70%	70%	74%	50%
★ Zoning actions with CEQR (EIS) certified/referred	3	14	7	*	*	2	0
★ – Certified/referred within 22 months (%)	33%	86%	86%	70%	70%	100%	NA
City projects (non-zoning) certified/referred	41	29	32	*	*	10	3
★ – Certified/referred within 6 months (%)	90%	90%	84%	70%	70%	100%	100%
Renewals and South Richmond actions certified/referred	48	52	71	*	*	26	22
★ – Certified/referred within 6 months (%)	88%	98%	92%	70%	70%	96%	86%

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY20	FY21	FY22	FY23	FY24	FY22	FY23
E-mails responded to in 14 days (%)	49%	66%	76%	85%	85%	61%	97%
Letters responded to in 14 days (%)	42%	100%	58%	50%	50%	100%	100%
Completed customer requests for interpretation	2	4	18	*	*	NA	NA
CORE customer experience rating (0 - 100)	98	NA	99	90	90	NA	NA

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

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]	$43.0	$38.7	$36.4	$49.1	$46.5	$44.3	$18.8	$19.3
Revenues ($000,000)	$3.1	$5.4	$3.3	$2.0	$2.6	$46.5	$0.9	$0.9
Personnel	317	291	290	378	361	370	281	290
Overtime paid ($000)	$19	$55	$36	$32	$32	$32	$7	$11

[1] January 2023 Financial Plan.   [2] Expenditures include all funds   "NA" - Not Available

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$25.6	$29.1	
001 - Personal Services	$23.4	$26.9	All
003 - Geographic Systems	$2.2	$2.2	2a
Other Than Personal Services - Total	$10.8	$17.4	
002 - Other Than Personal Services	$10.6	$17.1	All
004 - Geographic Systems	$0.2	$0.3	2a
Agency Total	$36.4	$46.5	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds.   [2]Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✏

None.

ADDITIONAL RESOURCES

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

- "City of Yes" zoning text amendments
  https://www.nyc.gov/site/planning/plans/city-of-yes/city-of-yes-overview.page

- Mandatory Inclusionary Housing
  http://www1.nyc.gov/site/planning/plans/mih/mandatory-inclusionary-housing.page

- Rebuild, Renew, Reinvent: A Blueprint for New York City's Economic Recovery
  https://www1.nyc.gov/assets/home/downloads/pdf/office-of-the-mayor/2022/Mayor-Adams-Economic-Recovery-Blueprint.pdf

- Housing Our Neighbors: A Blueprint for Housing and Homelessness
  https://nyc.gov/housingblueprint

- Resilient Edgemere
  https://www.nyc.gov/office-of-the-mayor/news/508-22/mayor-adams-celebrates-city-council-passage-resilient-edgemere-community-plan

- Bronx Metro-North Station Plan
  https://www1.nyc.gov/site/planning/plans/bronx-metro-north/bronx-metro-north.page

- Atlantic Avenue Mixed-Use Plan
  https://www.nyc.gov/site/planning/plans/atlantic-avenue-mixed-use/atlantic-avenue-mixed-use-overview.page

- Neighborhood Fare: Tools for Connecting Local Food Systems
  https://urbandesignforum.org/initiative/neighborhood-fare/food-forward-neighborhood/

- Get Stuff Built
  https://www.nyc.gov/assets/home/downloads/pdf/press-releases/2022/GetStuffBuilt.pdf

- DCP Statement of Equity
  https://www1.nyc.gov/site/planning/about/eeo-diversity-statement.page

- Where We Live
  https://wherewelive.cityofnewyork.us

- Equitable Development Data Explorer
  https://equitableexplorer.planning.nyc.gov/

- Housing Production Snapshot, 2021
  https://storymaps.arcgis.com/stories/1c9138dc24064b2e8142ff156345a719

- Community District Profiles
  https://communityprofiles.planning.nyc.gov

- NYC Engage
  https://www1.nyc.gov/site/nycengage/index.page

- City of Yes for Carbon Neutrality
  https://www.nyc.gov/site/planning/plans/city-of-yes/city-of-yes-carbon-neutrality.page

- City of Yes for Economic Opportunity
  https://www.nyc.gov/site/planning/plans/city-of-yes/city-of-yes-economic-opportunity.page

- City of Yes for Housing Opportunity
  https://www.nyc.gov/site/planning/plans/city-of-yes/city-of-yes-housing-opportunity.page

- Office Adaptive Reuse Task Force
  https://www.nyc.gov/site/planning/plans/office-reuse-task-force/office-reuse-task-force.page

- BYTES of the BIG APPLE
  https://www1.nyc.gov/site/planning/data-maps/open-data.page

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

NEW YORK CITY ECONOMIC DEVELOPMENT CORPORATION Andrew Kimball, President and CEO

WHAT WE DO

New York City Economic Development Corporation (NYCEDC) is a mission-driven nonprofit organization that strives to create shared prosperity across New York City. NYCEDC is responsible for driving the growth of equitable, sustainable neighborhoods and investing in key industries like technology, life sciences, green energy, and advanced manufacturing to diversify the City's economy and bring good-paying jobs to New Yorkers. NYCEDC invests in communities through major infrastructure upgrades, capital projects, and real estate development; manages City-owned properties like Hunts Point Produce Market and Brooklyn Army Terminal; and works to enhance the City's legacy and emerging business sectors. NYCEDC addresses challenges faced by traditional and emerging industries through analysis of current and evolving economic trends; development of strategies and solutions; and implementation of programs that help businesses start, grow, and thrive. Through the New York City Industrial Development Agency (NYCIDA), Build New York City Resource Corporation (Build NYC) and the New York City Neighborhood Capital Corporation (NYCNCC), NYCEDC helps eligible businesses and registered nonprofits meet financing needs for property acquisition, expansion, new equipment, renovation, and working capital through low-cost, tax-exempt bonds, exemptions, and abatements of selected City and State taxes and New Markets Tax Credits.

FOCUS ON EQUITY

NYCEDC has played and will continue to play a key role in NYC's ongoing economic recovery, making sure that the recovery is centered on equity, community resiliency, and economic mobility. NYCEDC works with and for communities to bring emerging industries to New York City; develop spaces and facilities for businesses; empower New Yorkers through training and skill-building; and invest in sustainable and innovative projects from community facilities to affordable housing, parks, open space, streetscapes, infrastructure, and resiliency projects that make the city a great place to live and work. In practice, this means promoting Black, Indigenous, People of Color (BIPOC) and immigrant entrepreneurship, driving inclusive sector growth, centering equity in the evolution and development of both legacy and emerging industries, and investing equitably in neighborhood infrastructure. In alignment with the administration's "Rebuild, Renew, Reinvent: A Blueprint for New York City's Economic Recovery," highlighted below are several select programs and projects that reflect NYCEDC's commitment to equitable economic growth.

NYCEDC is committed to awarding minority, women-owned, and disadvantaged business enterprises (M/W/DBEs) at least 30 percent of its work, a threshold that NYCEDC has surpassed for the last three years, reaching 41 percent in Fiscal 2021 and 38 percent in Fiscal 2022. NYCEDC helps M/W/DBE firms overcome challenges to winning government contracts for public projects through its Opportunity M/W/DBE program. The ConstructNYC program helps small to mid-sized M/W/DBEs in the construction sector pre-qualify for the opportunity to work on NYCEDC projects. As of the end of Fiscal 2022, ConstructNYC has awarded 104 contracts, with a total value of $59 million to program participants, and generated 559 construction and administrative jobs. Revenues for businesses have increased by 19 percent on average since participating in ConstructNYC. Additionally, NYCEDC is developing a program geared to help M/W/DBE businesses gain access to the construction opportunities in offshore wind development and waterfront redevelopment through technical business education, access to technical assistance, and direct opportunities on NYCEDC development projects. EDC and its consultant have received robust interest from the M/W/DBE community in participating in this capacity building program and are working to build out its training curriculum and inaugural cohort.

A strong network of innovation spaces and programs across the five boroughs provides the resources companies need to grow in areas like advanced manufacturing, life sciences, and digital technology. In addition, NYCEDC's HireNYC program helps connect diverse New Yorkers to job opportunities created by the organization's development projects. The HireNYC program has resulted in approximately 26,000 referrals and more than 3,000 referred candidates hired in its neighborhood-based work. NYCEDC follows a model of equitable and inclusive community engagement. For example, in shaping the Hunts Point Forward Vision Plan, NYCEDC reached out to residents, workers, local stakeholders, elected officials, and City agencies to address both short- and long-term challenges. The project team partnered with community members to develop the vision and recommendations. The Hunts Point Working Group, composed of 20 local community leaders, formed the core guiding voice, partnering with the project team to develop the bilingual engagement process, the resulting recommendations, and pathways to implementation, ensuring open and transparent conversations with the community. The release of the vision plan coincided with the administration committing $40 million to the implementation of Hunts Point Forward.

In the tech industry, NYCEDC is helping to break down historic and systemic barriers to venture capital for entrepreneurs from diverse backgrounds through Venture Access NYC. The first Venture Access NYC effort is the Founder Fellowship, an annual program designed to improve access to capital and networks for underrepresented founders. By participating in the Founder Fellowship, diverse tech founders access resources including an investor and partner network of over 400 organizations; connections to a peer community of 200+ companies scaling transformative technology; assistance with navigating legal, marketing, and fundraising challenges. Today, tech founders receive free access to space, equipment, and workshops at the Brooklyn Navy Yard, and the program is expanding in 2023 to other locations.

OUR SERVICES AND GOALS

SERVICE 1 **Develop and build physical assets and infrastructure in all five boroughs.**

Goal 1a   Support industry growth by improving the connectivity and livability of neighborhoods and investing in infrastructure and area-wide redevelopment.

SERVICE 2 **Manage, maintain and enhance City assets to attract businesses.**

Goal 2a   Leverage City assets to support business growth and strengthen communities' economic vitality.

SERVICE 3 **Provide resources to targeted industries and businesses.**

Goal 3a   Grow and diversify the City's economy by enhancing the competitiveness of industries and businesses.

Goal 3b   Facilitate private sector investments and make City investments where necessary to support business growth and secure a positive return to the City.

SERVICE 4 **Leverage City investments to support inclusive economic development.**

Goal 4a   Create economic opportunity for New Yorkers through real estate development.

HOW WE PERFORMED

- During the first four months of Fiscal 2023, NYCEDC was in the planning stages for four real estate transactions that are anticipated to close during the remainder of the fiscal year. This resulted in the low value of the 'Private investment leveraged on the sale/long-term lease of City-owned property ($000,000)' indicator for this reporting period.

- The capacity for cleaning graffiti sites during the first four months of Fiscal 2023 decreased by 43.8% compared to the same reporting period in Fiscal 2022, because of a significant decrease in the number of available mobilized vehicles and crew members.

- Capital expenditures for design and construction projects, with the exception of those related to Asset Management and Funding Agreements, totaled $53.1 million during the first four months of Fiscal 2023. The primary driver of this expenditure continues to be NYCEDC's work in healthcare for NYC Health + Hospitals and NYC Department of Health and Mental Hygiene.

- NYC Ferry served over 2.8 million riders in the first four months of Fiscal 2023, averaging 712,784 riders per month. This represents a nearly 30 percent increase from the first four months of Fiscal 2022, indicating continued pandemic recovery. This period also saw the implementation of several elements of the Ferry Forward Plan. The Rockaway Rocket, NYC Ferry's first reservation-based premium fare service, operated on weekends and holidays from July 23rd-September 11th, serving over 13,000 riders. On September 12th, NYC Ferry implemented its new fare policy, which raised the base fare to $4, introduced a ten-trip ticket pack at $27.50 (keeping a $2.75 per-ride option for frequent riders), and expanded access to discounted fares for seniors, people with disabilities, and participants in the Fair Fares NYC program. Looking forward in Fiscal 2023, NYC Ferry expects to better understand how these fare changes impact overall ridership.

- The occupancy rate at NYCEDC-managed properties increased slightly to 99.2 percent, up from 98.8 percent at same four-month period in Fiscal 2022. The increase in occupancy was driven by leasing activity at the Brooklyn Army Terminal.

- The New York City Industrial Development Agency (NYCIDA) closed three transactions during the first four months of Fiscal 2023, compared to two in Fiscal 2022. Together, these projects are expected to generate over $14.3 million in City tax revenue, leverage more than $55.2 million in new private investment, and create 77 jobs within the first three years of their respective terms. Among the new transactions is an industrial project with Gabrielli Truck Sales, which will support Gabrielli in acquiring and constructing a 40,000 square foot facility located in the Bronx, New York for use in connection with its operations specializing in the sales, servicing, and fabrication of trucks. The company has continued to grow and expand its operations and revenues, and the project will enhance the company's ability to compete for additional contracts and commercial customers. The company is expected to add 74 full-time equivalent jobs as a result of the NYCIDA's assistance. The NYCIDA also closed two transactions with MicroGrid Networks. These projects, located in Brooklyn and Queens, New York, will each serve as approximately 5-Megawatt battery energy storage systems capable of charging from, and discharging into, the New York power grid. Together, these battery storage projects will add three full-time equivalent jobs and support the greening and resiliency of the New York electrical grid.

- Build NYC Resource Corporation (Build NYC) closed six transactions during the first four months of Fiscal 2023, compared to five in Fiscal 2022. Together, these projects are expected to generate over $74.3 million in City tax revenue, leverage more than $169.6 million in private investment, and create 98.5 jobs within the first three years of their respective terms.

- The value of City capital disbursed through Funding Agreements for the first four months of Fiscal 2023 exceeded $45 million, up from $41 million in the first four months of Fiscal 2022. In October 2022, NYCEDC closed a funding agreement to support the Whitney Museum of American Art in the construction of their Day's End public art installation on the Gansevoort Peninsula, which enhances public open space within Hudson River Park. NYCEDC also disbursed funding to Queens Community House, Inc., a multi-service organization that supports individuals and families through various social, educational, family and senior programs to build healthy, inclusive communities. The funding was used to help finance the renovation of the organization's Forest Hills Community Center, which was substantially completed in August 2022.

SERVICE 1 Develop and build physical assets and infrastructure in all five boroughs.

Goal 1a
Support industry growth by improving the connectivity and livability of neighborhoods and investing in infrastructure and area-wide redevelopment.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Private investment leveraged on the sale/long-term lease of City-owned property ($000,000)	$100.3	$589.1	$220.9	⇧	⇧	$215.6	$0.0
Capital expenditures ($000,000) (excludes asset management and funding agreements)	$342.5	$428.6	$516.2	*	*	$60.3	$53.1
Graffiti sites cleaned	10,557	299	9,403	*	*	3,208	1,803
Square feet of graffiti removed (000)	5,360	208	3,395	*	*	1,023	1,813
NYC Ferry - Average monthly ridership	413,921	312,082	447,782	*	*	552,382	712,784

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

SERVICE 2 Manage, maintain and enhance City assets to attract businesses.

Goal 2a
Leverage City assets to support business growth and strengthen communities' economic vitality.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Capital expenditures on asset management ($000,000)	$36.1	$37.4	$56.4	*	*	$6.7	$10.5
★ Occupancy rate of NYCEDC-managed property (%)	98.4%	98.7%	99.2%	⇧	⇧	98.8%	99.2%
Portfolio revenue generated ($000,000)	$235.2	$259.7	$294.7	*	*	NA	NA
Square footage of assets actively managed by NYCEDC (000)	64,424.1	64,493.8	64,748.1	*	*	NA	NA

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

SERVICE 3 Provide resources to targeted industries and businesses.

Goal 3a
Grow and diversify the City's economy by enhancing the competitiveness of industries and businesses.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Businesses served by industry-focused programmatic initiatives	1,585	6,200	6,301	⇧	⇧	NA	NA
Private sector jobs in innovation industries (%) (calendar year)	14.3%	15.5%	15.5%	*	*	NA	NA
✸ New York City unemployment rate (%)	7.2%	12.9%	7.2%	*	*	8.8%	6.0%

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

Goal 3b
Facilitate private sector investments and make City investments where necessary to support business growth and secure a positive return to the City.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
New York City Industrial Development Agency projects - Contracts closed	9	6	9	*	*	2	3
★ – Projected three-year job growth associated with closed contracts	4,389	285	115	⇧	⇧	32	77
★ – Projected net City tax revenues generated in connection with closed contracts ($000,000)	$1,244.6	$170.3	$143.1	⇧	⇧	$11.1	$14.3
– Private investment leveraged on closed projects ($000,000)	$3,368.8	$31.0	$83.2	*	*	$17.3	$55.2
Build NYC Resource Corporation - Contracts closed	6	12	12	*	*	5	6
★ – Projected three-year job growth associated with closed contracts	67	299	308	⇧	⇧	145	99
★ – Projected net City tax revenues generated in connection with closed contracts ($000,000)	$121.4	$185.6	$359.9	⇧	⇧	$55.8	$74.3
– Private investment leveraged on closed projects ($000,000)	$252.2	$464.0	$498.3	*	*	$323.6	$169.6
Value of funding disbursed pursuant to City funding agreements ($000,000)	$96.7	$83.3	$108.9	*	*	$41.0	$45.8

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

SERVICE 4   Leverage City investments to support inclusive economic development.

| Goal 4a | Create economic opportunity for New Yorkers through real estate development. |

				Actual		Target		4-Month Actual	
Performance Indicators				FY20	FY21	FY22	FY23	FY24	FY22	FY23
Project employees reported to be earning a living wage or more (%)	100%	100%	98%	*	*	NA	NA

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

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Personnel	529	489	502	516	516	516	462	484
Capital commitments ($000,000)	$276.4	$390.6	$488.9	$993.4	$1,055.4	$659.6	$90.6	$89.4

[1]January 2023 Financial Plan.   [2]Expenditures include all funds   "NA" - Not Available

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)	Applicable MMR Goals[3]
006 - Economic Development Corporation (OTPS)[1]	$212.8	$176.1	All

[1]EDC is contained within the Department of Small Business Services and appropriations are made through that agency. These figures are limited to the City's contribution and planned contribution respectively, to EDC.   [2]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds   [3] Includes all funds.   [4]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- To reflect audited financial statements, NYCEDC updated annual Fiscal 2022 data as follows:

  - 'Capital expenditures (excludes asset management and funding agreements)' from $543.67 million to $516.19 million.

  - 'Capital expenditures on asset management' from $23.61 million to $56.44 million.

  - 'Value of funding disbursed pursuant to City funding agreements' from $108.83 million to $108.89 million.

- Fiscal 2022 data for the metric 'Project employees reported to be earning a living wage or more (%),' which was not available when the Fiscal 2022 Mayor's Management Report was published; has been added.

- Fiscal 2022 data for the metric 'Project employees reported to be earning a living wage or more (%),' which was not available when the Fiscal 2022 Mayor's Management Report was published, has been added.

ADDITIONAL RESOURCES

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

For more information on the NYC Ferry, please visit: www.ferry.nyc.

DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT
Adolfo Carrión Jr., Commissioner

WHAT WE DO

The New York City Department of Housing Preservation and Development (HPD) promotes quality and affordability in the City's housing, and diversity and strength in the City's neighborhoods. The agency carries out its mission through the following objectives:

1. Ensure the physical safety and quality of NYC homes in order to maintain the health and well-being of those who live in them.

2. Create, maintain, and expand opportunities for New Yorkers to achieve the economic and social benefits of housing affordability.

3. Conduct publicly-inclusive planning, engaging NYC residents and communities to strengthen neighborhoods.

FOCUS ON EQUITY

HPD strives to improve the availability, affordability and quality of housing in all neighborhoods of New York City, while creating opportunities for economic advancement. By enforcing the Housing Maintenance Code, HPD works to ensure that New Yorkers live in safe and habitable neighborhoods and homes. Through the development and preservation of affordable housing, HPD seeks to ensure that New Yorkers at all incomes can access stable housing and that they can choose the homes and neighborhoods that best fit their needs. The Department's neighborhood planning team seeks to engage communities in shaping developments that pair new housing opportunities with the schools, healthcare facilities, retail, parks, community, commercial and open space, and other assets that neighborhoods need to thrive.

In June 2022, the City released Housing our Neighbors: A NYC Blueprint for Housing and Homelessness, which guides HPD's work. The Blueprint emphasizes the need to invest in housing and services that benefit New Yorkers with the greatest needs, including those experiencing homelessness, housing instability, and housing quality issues that affect health and safety. It also moves forward with many commitments that the City made through Where We Live NYC, the City's comprehensive plan from 2020 to affirmatively further fair housing. Under Housing Our Neighbors, HPD is shaping its investments in City-financed affordable housing to prioritize housing stability for renters, support existing homeowners and improve access to homeownership, increase development opportunities for BIPOC-led non-profits and M/WBEs, and preserve the quality and affordability of the affordable housing stock, among other goals. HPD is also placing an unprecedented focus on reducing administrative burdens and streamlining access to affordable housing and housing supports for households in need.

OUR SERVICES AND GOALS

SERVICE 1 **Ensure that housing throughout NYC is physically safe and habitable.**

Goal 1a Respond to reported housing maintenance complaints efficiently.

Goal 1b Track and promote the resolution of housing maintenance violations.

Goal 1c Resolve significant or persistent housing quality issues through enforcement actions and litigation.

SERVICE 2 **Provide opportunities for New Yorkers to live in housing that is affordable and financially stable.**

Goal 2a Increase the quantity of affordable housing in New York City.

Goal 2b Increase the quantity of affordable housing in areas of New York City where housing will create the greatest benefit for its residents.

Goal 2c Increase the quantity of affordable housing for low-income individuals and families.

Goal 2d Maintain the physical and financial stability of HPD's affordable housing assets.

SERVICE 3 **Offer New Yorkers housing-related subsidies and support efficiently.**

Goal 3a Connect New Yorkers to affordable housing through marketing and placement services.

Goal 3b Optimize rental subsidies for low-income New Yorkers.

Goal 3c Increase the quantity of housing designed to address homelessness and those with support needs.

Goal 3d Streamline the process of securing housing (temporary, then permanent) for households displaced by fire or city-issued vacate orders.

SERVICE 4 **Provide opportunities for New Yorkers to achieve economic advancement through housing-related workforce opportunities.**

Goal 4a Promote M/WBE participation in HPD contracting and subsidized affordable housing.

Goal 4b Support wage growth and workforce growth in New York through housing-related city contracting.

HOW WE PERFORMED

- There were slightly fewer housing and emergency maintenance complaints in the first four months of Fiscal 2023 than last year, while heat and hot water complaints increased by 46 percent to 21,255 and lead hazard complaints decreased by 15 percent to 12,437. October 2022 was colder on average than October 2021 by six degrees, most likely accounting for the increase in heat and hot water complaints. The agency closed emergency complaints in 13.6 days, about a day and a half slower than its target of 12 days and non-emergency complaints in 25.9 days, almost six days slower than the target of 20 days. HPD prioritizes addressing immediate emergency and heat and hot water complaints.

- HPD issued fewer total violations in the first four months of Fiscal 2023, but more emergency violations compared to the same time last year. The number of total violations issued decreased by eight percent to 211,746, while emergency violations increased by 26 percent to 40,808 violations. As part of the emergency violations total, lead-based paint hazard violations increased the most by 35 percent to 4,980 violations, and heat and hot water violations increased by 28 percent to 2,525 violations. The increase in lead-based paint hazard violations is consistent with a December 2021 change in the law that requires the issuance of lead-based paint hazard violations for paint with higher lead levels while the increase in heat and hot water violations is because of colder October temperatures compared to the same time last year.

- Total housing starts for the first four months of Fiscal 2023 were seven percent lower than in the same Fiscal 2022 period. HPD is on track to meet its target of creating or preserving 18,000 units of affordable housing in Fiscal 2023. Similarly, total housing completions were 62 percent lower than the same time period last year, but HPD is expected to meet its annual total unit completion target of 15,000 by year-end. There are marked differences in housing production during the first four months of the fiscal year, due to timing and the presence or absence of a few large projects of closings and completions that affect the affordability distribution and other attributes, such as seniors served.

- In the first four months of Fiscal 2023, HPD increased the number of rental projects in its portfolio by five percent compared to the same time last year. Asset Management's portfolio of rental projects has grown as additional affordable housing units financed by HPD are leased up and transferred to Asset Management. Growth is expected in future years as housing production increases. For first four months of Fiscal 2023, nearly nine percent of rental projects and 28 percent of co-op projects in the Asset Management portfolio were at high risk of physical deterioration, financial distress, or noncompliance with federal requirements. Staff used these risk metrics to prioritize outreach and intervention efforts in collaboration with owners, partners, and multiple divisions of HPD. Through interventions such as financial assistance, management changes, and ownership changes, the agency worked to proactively identify and address at-risk projects before physical or financial distress escalates.

- HPD issued 29 percent fewer Section 8 vouchers in the first four months of Fiscal 2023 compared to the same Fiscal 2022 period, while at the same time slightly increasing the voucher utilization rate to 99.6 percent. Due to the high utilization rate, issuing vouchers was affected by the limited number of households that left the program. The lower voucher turnover was a result of COVID-19 waivers and policies put in place to keep voucher holders stable during the pandemic, therefore limiting the amount of new vouchers HPD was able to issue. The median time from completed application to voucher issuance in the first four months of Fiscal 2023 was slower by 13 days compared to the same time last year, while at the same time the median time from voucher issuance to lease-up was faster by 50 days. The median time from voucher issuance to lease-up in the previous year was much longer than other years due to a project with significant delays after voucher issuance; so comparatively the median time is faster for the first four months of Fiscal 2023.

- HPD started 381 units for homeless households, including 250 supportive housing units in the first four months of Fiscal 2023. In the same period, the agency completed 520 units for homeless households, including 500 supportive housing units. HPD is committed to prioritizing the creation of affordable housing for individuals and families who are experiencing homelessness, including supportive housing for homeless New Yorkers who need ongoing services and support to remain stably housed.

SERVICE 1 Ensure that housing throughout NYC is physically safe and habitable.

Goal 1a Respond to reported housing maintenance complaints efficiently.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Total complaints reported	418,785	466,320	583,230	*	*	177,720	176,647
★ Emergency complaints reported	261,339	293,985	362,180	*	*	97,470	96,821
– Heat and hot water	103,952	120,582	131,579	*	*	14,581	21,255
– Complaints prompting lead hazard inspections	18,460	26,974	39,787	*	*	14,707	12,437
– Other emergency	138,927	146,429	190,814	*	*	68,182	63,129
Inspections completed	571,622	627,958	738,928	675,000	675,000	242,211	232,793
Inspection visits per team per day	12.5	13.7	12.6	*	*	11.5	12.7
Ratio of completed inspections to attempted inspections (%)	81%	83%	82%	*	*	80%	82%
Total complaints closed	415,228	467,079	577,325	*	*	171,552	170,821
– Emergency complaints closed	260,097	294,810	360,596	*	*	93,541	94,509
– Heat and hot water	104,225	120,548	131,638	*	*	12,843	20,637
– Complaints prompting lead hazard inspections closed	18,637	26,575	39,782	*	*	13,577	12,357
– Other emergency	137,235	147,687	189,176	*	*	67,121	61,515
★ Average time to close emergency complaints (days)	10.9	13.3	16.4	12.0	12.0	11.4	13.6
★ Average time to close nonemergency complaints (days)	21.4	25.6	28.6	20.0	20.0	17.4	25.9
★ Emergency complaints closed within 12 days of receipt (%)	72%	75%	73%	⇧	⇧	70%	68%
Nonemergency complaints closed within 20 days of receipt (%)	69%	74%	69%	*	*	76%	71%

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

Goal 1b Track and promote the resolution of housing maintenance violations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Total violations issued	474,619	620,108	731,684	*	*	229,030	211,746
– Emergency violations issued	89,614	89,200	112,138	*	*	32,277	40,808
– Heat and hot water	9,838	10,380	13,073	*	*	1,979	2,525
– Lead-based paint hazard violations	9,619	9,489	15,448	*	*	3,691	4,980
– Other emergency	70,157	69,331	85,255	*	*	26,607	33,303
– Nonemergency violations issued	385,005	530,908	619,546	*	*	196,753	170,938
★ Violations issued and removed in the same fiscal year (%)	44%	38%	40%	40%	40%	NA	NA
★ Emergency violations corrected by owner (%)	53%	50%	47%	55%	55%	NA	NA
Emergency violations corrected by HPD (%)	8%	9%	8%	*	*	NA	NA
Violations closed	467,785	443,278	554,558	*	*	152,597	180,164
Violations certified as corrected by owner	216,473	208,133	255,302	*	*	85,173	87,802

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

Goal 1c — Resolve significant or persistent housing quality issues through enforcement actions and litigation.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Units in buildings where Comprehensive Litigation was closed due to compliance with the Order to Correct and payment of any civil penalties	6,690	4,108	5,541	*	*	1,857	1,858
Violations dismissed as a result of Comprehensive Litigation closed due to compliance with the Order to Correct	21,327	17,428	31,787	*	*	13,333	13,835
Distinct units affected by emergency repair work completed pursuant to HPD Emergency Repair generating violation	36,348	40,547	42,039	*	*	13,905	14,919
Units in buildings discharged from the Alternative Enforcement Program due to owner compliance	1,256	6,484	4,135	*	*	215	280
Units in buildings discharged from the Underlying Conditions program due to owner compliance	602	1,488	223	*	*	63	18
Units in buildings discharged from 7A or where there is compliance with a 7A Consent Order	40	23	34	*	*	24	0

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

SERVICE 2 — Provide opportunities for New Yorkers to live in housing that is affordable and financially stable.

Goal 2a — Increase the quantity of affordable housing in New York City.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Total affordable housing starts (units)	30,311	29,388	16,428	18,000	18,000	2,549	2,359
– New construction starts (%)	23%	42%	60%	*	*	60%	73%
– Preservation starts (%)	77%	58%	40%	*	*	40%	27%
– Rental starts (%)	46%	61%	91%	*	*	97%	93%
– Homeownership starts (%)	54%	39%	9%	*	*	4%	7%
Total affordable housing completions (units)	16,307	13,216	17,615	15,000	15,000	3,425	1,317
– New construction completions (%)	38%	58%	33%	*	*	55%	85%
– Preservation completions (%)	62%	42%	67%	*	*	45%	15%
– Rental completions (%)	85%	87%	55%	*	*	99%	96%
– Homeownership completions (%)	16%	13%	45%	*	*	1%	4%

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

Goal 2b — Increase the quantity of affordable housing in areas of New York City where housing will create the greatest benefit for its residents.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Percent of new construction in low affordability areas (%)	NA	NA	9%	*	*	NA	NA
Percent of preservation in low affordability areas (%)	NA	NA	10%	*	*	NA	NA

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

Goal 2c — Increase the quantity of affordable housing for low-income individuals and families.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Extremely low income (0-30% AMI) starts (%)	8%	18%	23%	*	*	NA	NA
Very low income (31-50% AMI) starts (%)	45%	40%	21%	*	*	NA	NA
Low income (51-80% AMI) starts (%)	29%	24%	31%	*	*	NA	NA
Extremely low income (0-30% AMI) completions (%)	17%	27%	15%	*	*	NA	NA
Very low income (31-50% AMI) completions (%)	11%	24%	49%	*	*	NA	NA
Low income (51-80% AMI) completions (%)	44%	33%	28%	*	*	NA	NA
Units started that serve senior households	703	3,321	1,050	*	*	312	234
Units completed that serve senior households	1,117	1,523	1,269	*	*	388	51

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

Goal 2d — Maintain the physical and financial stability of HPD's affordable housing assets.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Asset management - Rental projects in portfolio	1,512	1,659	1,758	*	*	1,682	1,768
Asset management - High risk rental projects in portfolio (%)	8.0%	7.0%	8.6%	*	*	6.9%	9.0%
Asset management - Co-op projects in portfolio	1,012	1,015	1,022	*	*	1,018	1,023
Asset management - High risk co-op projects in portfolio (%)	27.0%	27.0%	26.9%	*	*	27.0%	28.0%

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

SERVICE 3   Offer New Yorkers housing-related subsidies and support efficiently.

Goal 3a — Connect New Yorkers to affordable housing through marketing and placement services.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Applicants approved for a new construction unit through the lottery	5,674	5,343	6,585	*	*	1,674	3,143
★ Homeless households moved into a newly constructed unit	409	1,465	1,574	*	*	401	524
Homeless households moved into a re-rental unit	341	454	601	*	*	217	187
Percent of lottery projects that completed applicant approvals within three months	12%	24%	26%	*	*	NA	NA
Percent of lottery projects that completed applicant approvals within six months	32%	54%	52%	*	*	NA	NA
Percent of lottery projects that took longer than two years to complete applicant approvals	7%	4%	NA	*	*	NA	NA
Median time to complete applicant approvals for a lottery project (days)	246	168	177	*	*	NA	NA
Percent of lottery units with applicants approved within three months	46%	56%	32%	*	*	NA	NA
Percent of lottery units with applicants approved within six months	70%	73%	51%	*	*	NA	NA
Percent of lottery units with applicants approved after two years	1%	2%	NA	*	*	NA	NA
★ Median time to approve an applicant for a lottery unit (days)	104	88	176	*	*	NA	NA
★ Median time to lease-up a homeless placement set-aside new construction unit (days)	115	106	203	*	*	NA	NA
Median time to lease-up a homeless placement voluntary new construction unit (days)	210	215	214	*	*	NA	NA

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

Goal 3b   Optimize rental subsidies for low-income New Yorkers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Section 8 - Housing choice voucher utilization rate	97.2%	97.2%	98.8%	98.0%	98.0%	98.9%	99.6%
Section 8 – Housing choice vouchers issued	2,951	2,663	1,367	*	*	691	488
Section 8 - Housing choice voucher households assisted	36,025	36,891	37,502	*	*	36,904	150,212
★ Section 8 - Median time from completed application to voucher issuance (days)	25	26	26	*	*	21	34
★ Section 8 - Median time from voucher issuance to lease up (days)	155	133	101	*	*	147	97
Section 8 - subsidized units in abatement (%)	2%	1%	6%	*	*	1%	6%
Households assisted through other programs	4,611	4,385	4,914	*	*	4,726	20,200

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

Goal 3c   Increase the quantity of housing designed to address homelessness and those with support needs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Units started for homeless individuals and families	1,417	2,849	2,275	*	*	494	381
Supportive units started	673	1,408	1,216	*	*	236	250
Units completed for homeless individuals and families	1,197	1,674	1,948	*	*	790	520
Supportive units completed	530	893	907	*	*	291	500

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

Goal 3d   Streamline the process of securing housing (temporary, then permanent) for households displaced by fire or city-issued vacate orders.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Census for single adults	NA	713	710	*	*	531	524
Census for adult families	NA	215	275	*	*	169	209
Census for families with children	NA	357	408	*	*	236	302
Average length of stay for single adults (days)	NA	706	661	*	*	670	655
Average length of stay for adult families (days)	NA	400	406	*	*	441	462
Average length of stay for families with children (days)	NA	328	327	*	*	361	348

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

SERVICE 4   Provide opportunities for New Yorkers to achieve economic advancement through housing-related workforce opportunities.

Goal 4a   Promote M/WBE participation in HPD contracting and subsidized affordable housing.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Percent of financed affordable housing projects with an M/WBE Build Up goal	73%	82%	75%	*	*	NA	NA
Total dollar amount expected to be awarded to M/WBE contractors for financed affordable housing projects through the Build Up program	$237,657,680	$215,779,463	$142,872,610	*	*	NA	NA
★ Percent of completed affordable housing projects that met or exceeded their M/WBE Build Up goal	93%	100%	100%	*	*	NA	NA
Total dollar amount awarded to M/WBE contractors for completed affordable housing projects through the Build Up program	$50,733,937	$126,611,722	$146,090,650	*	*	NA	NA

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

| Goal 4b | Support wage growth and workforce growth in New York through housing-related city contracting. |

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Total Direct City Investment	$760,799,419	$1,262,775,955	$885,180,734	*	*	NA	NA
Employment impacts - Estimated number of temporary jobs associated with housing production	15,958	28,346	24,468	*	*	NA	NA
Employment impacts - Estimated number of permanent jobs associated with housing production	328	602	472	*	*	NA	NA

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY20	FY21	FY22	FY23	FY24	FY22	FY23
E-mails responded to in 14 days (%)	46%	26%	40%	58%	58%	42%	32%
Letters responded to in 14 days (%)	36%	31%	42%	52%	52%	45%	13%
Average customer in-person wait time (minutes)	17	0	13	29	29	NA	33
Visitors to the Division of Tenant Resources, Client and Owner Services rating customer service as good or better (%)	89%	0%	NA	95%	95%	NA	NA
Completed customer requests for interpretation	1,534	328	NA	*	*	NA	222
CORE customer experience rating (0-100)	NA	NA	NA	85	85	NA	NA

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

Performance Indicators	Actual			Target		4-Month Actual	
Response to 311 Service Requests (SRs)	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Percent meeting time to close - Heating (5 days)	97%	92%	91%	90%	90%	91%	97%
Percent meeting time to close - Pests (30 days)	57%	61%	59%	60%	60%	69%	63%
Percent meeting time to close - Paint/Plaster - Ceiling (17 days)	72%	76%	78%	70%	70%	84%	79%
Percent meeting time to close - Paint/Plaster - Walls (17 days)	63%	64%	62%	69%	69%	70%	63%
Percent meeting time to close - Plumbing - Water-Leaks (17 days)	62%	63%	62%	68%	68%	70%	62%

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

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]	$1,129.8	$1,129.9	$1,194.4	$1,256.8	$1,432.8	$1,195.2	$500.2	$680.2
Revenues ($000,000)	$72.7	$62.3	$94.7	$38.9	$59.0	$38.5	$45.4	$30.0
Personnel	2,429	2,335	2,251	2,729	2,669	2,667	2,313	2,223
Overtime paid ($000,000)	$3.5	$2.9	$3.4	$3.0	$3.0	$3.0	$0.7	$0.7
Capital commitments ($000,000)	$699.8	$1,033.8	$915.7	$2,097.8	$2,097.8	$1,653.0	$137.5	$38.2

[1]January 2023 Financial Plan.   [2]Expenditures include all funds   "NA" - Not Available

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$177.6	$196.3	
001 - Office of Administration	$44.5	$51.5	All
002 - Office of Development	$28.8	$34.3	2a, 3a, 4a, 4b
003 - Rental Subsidy Program	$20.6	$20.1	2a, 4a
004 - Office of Housing Preservation	$63.5	$67.0	1a, 1b
006 - Housing Maintenance and Sales	$20.2	$23.5	2a, 3a, 4b
Other Than Personal Services - Total	$1,016.8	$1,236.4	
008 - Office of Administration	$9.7	$18.1	All
009 - Office of Development	$53.9	$91.8	1b, 2a, 4a, 4b
010 - Housing Management and Sales	$12.0	$15.8	1a, 1b, 2a, 3a, 4b
011 - Office of Housing Preservation	$59.5	$70.4	1a, 1b, 4b
012 - City Assistance to NYC Housing	$257.7	$347.8	All
013 - Rental Subsidy Program	$584.8	$650.4	2a, 4a
014 - Emergency Shelter Operations4	$39.1	$42.2	1b
Agency Total	$1,194.4	$1,432.8	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds.   [2]Includes all funds.   [3]Refer to agency goals listed at front of chapter.   4This UA originated in Fiscal 2022.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- As part of its routine updates and data clean-up efforts, HPD revised previously reported data for the following fiscal years:

  – 'Applicants approved for a new construction unit through the lottery' for Fiscal 2021 and Fiscal 2022

  – 'Homeless households moved into a newly constructed unit' for Fiscal 2021 and Fiscal 2022

  – 'Homeless households moved into a re-rental unit' Fiscal 2021 and Fiscal 2022

  – 'Total affordable housing starts' for Fiscal 2020, Fiscal 2021, and Fiscal 2022

  – 'Total affordable housing completions' for Fiscal 2020, Fiscal 2021, and Fiscal 2022

  – 'New construction completions' for Fiscal 2020, Fiscal 2021, and Fiscal 2022

  – 'Preservation completions' for Fiscal 2020, Fiscal 2021, and Fiscal 2022

  – 'Rental completions' for Fiscal 2020 and Fiscal 2022

  – 'Homeownership completions' for Fiscal 2020 and Fiscal 2022

  – 'Units started that serve senior households' for Fiscal 2020, Fiscal 2021, and Fiscal 2022

  – 'Units completed that serve senior households' for Fiscal 2020, Fiscal 2021, and Fiscal 2022

  – 'Units started for homeless individuals and families' for Fiscal 2022

  – 'Units completed for homeless individuals and families' for Fiscal 2020, Fiscal 2021, and Fiscal 2022

- – 'Supportive units completed' for Fiscal 2020, Fiscal 2021, and Fiscal 2022

- – 'Distinct units affected by emergency repair work completed pursuant to HPD Emergency Repair generating violation' for Fiscal 2020

- 'Distinct units where emergency repair work is completed pursuant to HPD Emergency Repair generating' was changed to 'Distinct units affected by emergency repair work completed pursuant to HPD Emergency Repair generating violation.'

ADDITIONAL RESOURCES

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

- Housing Our Neighbors: A Blueprint for Housing and Homelessness:
  https://www1.nyc.gov/assets/home/downloads/pdf/office-of-the-mayor/2022/Housing-Blueprint.pdf

- Where We Live:
  https://www1.nyc.gov/site/hpd/services-and-information/where-we-live-nyc.page

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

NEW YORK CITY HOUSING AUTHORITY **Lisa Bova-Hiatt, CEO**

WHAT WE DO

The New York City Housing Authority ("NYCHA" or the "Authority") provides affordable housing to 535,686 authorized residents in 177,569 apartments within 335 housing developments and units leased through the Section 8 program. NYCHA serves 339,900 authorized residents in 162,143 apartments within 277 housing developments through the conventional public housing program (Section 9) and 29,789 authorized residents in 15,426 units within 58 developments that were converted to PACT/RAD. Through federal rent subsidies (Section 8 Leased Housing Program), NYCHA also provides rental subsidies to 92,595 families in locating and renting units in the private market. In addition, NYCHA facilitates access to social services through a variety of programs.

NYCHA is at a pivotal moment in its 88-year history. Its buildings, the majority of which are more than a half century old, need more than $40 billion in investments to be brought into a state of good repair, the result of decades of government disinvestment. To fully renovate an initial 25,000 apartments, NYCHA is in the process of building out, in collaboration with residents, the groundbreaking Public Housing Preservation Trust, which will dramatically improve residents' quality of life while preserving all their rights and protections and providing economic opportunities. The high-quality renovations, including the latest sustainable technologies, will be completed faster thanks to improved procurement processes. NYCHA is also bringing top-to-bottom renovations to a significant portion of its portfolio through the Permanent Affordability Commitment Together (PACT) initiative. Through its Transformation Plan, NYCHA is strengthening as an organization and fundamentally changing how it operates. And through compliance with the 2019 HUD Agreement, NYCHA is improving how it delivers services to residents in key areas, including regarding heat and elevator services, lead, mold, and pest/waste management.

FOCUS ON EQUITY

NYCHA promotes equity through its mission to provide quality housing for low-income New Yorkers that is sustainable, inclusive, and safe, while fostering opportunities for economic mobility. NYCHA develops and implements programs, policies, and partnerships, to measurably support residents in the areas of employment, training, education, and health. In the first four months of Fiscal 2023, NYCHA engaged 14,123 residents (compared to about 81,000 last year) in the design and implementation of key initiatives, including planning for PACT conversions and the Preservation Trust. Engagement numbers were significantly higher last year due to a resurgence of tenant elections following the return from the pandemic. A total of 215 elections were held in fiscal year 2022 (compared to 66 in Fiscal 2023), all of which required extensive engagement of residents. At the core of resident engagement are NYCHA's efforts to deliver better services to residents in a range of critical areas, transform as an organization, and bring NYCHA buildings the capital investment they need to support the generations of New Yorkers to come. The Authority also facilitated an extensive engagement plan for the Preservation Trust, including a public comment process to ensure that all residents and stakeholders had the opportunity to share their feedback and ideas for change, and town hall meetings for stakeholders and staff. NYCHA will continue to attract new partners, create new opportunities for communication, and expand services for residents while providing support to resident associations and other resident-led groups.

OUR SERVICES AND GOALS

SERVICE 1   **Operate as an efficient and effective landlord.**

    Goal 1a   Improve rent collection.

    Goal 1b   Expedite maintenance and repairs.

    Goal 1c   Optimize apartment usage and ensure rental equity.

    Goal 1d   Improve safety and security.

SERVICE 2   **(Re)build, expand and preserve public housing and affordable housing stock.**

    Goal 2a   Preserve the public and affordable housing asset.

    Goal 2b   Optimize access to affordable housing in public housing developments to income-eligible families.

    Goal 2c   Increase access to affordable housing in privately owned units.

SERVICE 3   **Engage residents and connect them to best-in-class social services.**

    Goal 3a   Connect all residents to critical services in their communities.

    Goal 3b   Increase employment opportunities among NYCHA residents.

HOW WE PERFORMED

- The cumulative rent collection decreased by eight percentage-points, from 73.3 percent as of the first four months of Fiscal 2022 to 64.9 percent for the same period in Fiscal 2023 and did not meet the target of 97.5 percent. Rent delinquency increased from 44.4 percent as of the first four months in Fiscal 2022 to 45.4 percent in Fiscal 2023. The effects of the COVID-19 pandemic have continued to greatly impact NYCHA's rent collection. In 2020 and 2021, NYCHA, in compliance with federal and state law and guidance, was unable to utilize the processes that would normally be used to engage with residents to support rent collection, such as in-person meetings between staff and residents and taking legal action. As of October 2022, there were 56,029 households in rent arrears for more than one month compared to the pre-pandemic number of 35,598 as of October 2019. The Authority has also received and processed more interim rent adjustments as a result of income reductions since March 2020, which contributes to the rising numbers. Residents concerned about paying their rent or who are experiencing financial hardship can report a loss of income through NYCHA's Interim Recertification process. NYCHA has acted to lower rent delinquencies by submitting landlord documents in bulk to the NYS Office of Temporary and Disability Assistance (OTDA) for 31,330 public housing households who applied for the program, adding up to $119,732,196 through October 2022. To date, neither NYCHA nor its residents have received any monies under ERAP.

- NYCHA has also re-imagined the process for bringing non-payment proceedings as part of its Transformation Plan. Under the new process, a Housing Court Unit was established in NYCHA's Law Department to manage the filing of non-payment cases. The HCU began operation after the Eviction Moratorium was lifted in January 2021. The pace of initiating non-payment proceedings has been slow due to, among other factors, a backlog of cases in the Courts and new procedural requirements. Additionally, any case with a pending ERAP application is stayed until we receive a final determination from OTDA—residents continue to apply and their cases are stayed. Accordingly, NYCHA's pace in bringing new cases is limited by court capacity, new procedures, and policy.

- The average time to resolve emergency repair requests increased by 52 percent from 14.8 hours for the first four months of Fiscal 2022 to 22.6 hours for the same period in Fiscal 2023. Heat complaints were the primary driver of the extended response times, which more than doubled from 5,913 to 12,523 and took longer to complete, 17.8 hours in the first four months of Fiscal 2023 compared to 11 hours in the same period last year. The resolution time for hot water complaints also increased to 25 hours in Fiscal 2023 from 14.7 hours last year. Despite the uptick, NYCHA is meeting its target of resolving emergency complaints within 24 hours. NYCHA continues to monitor emergency work orders to ensure their timely completion.

- The average time to resolve simple work orders usually done by a maintenance worker, was reduced by 44 percent from 9.3 days for the first four months of Fiscal 2022 to 5.2 days for the same period in Fiscal 2023. The average time to resolve complex work orders usually done by a skilled trade worker such as a carpenter, painter or plumber, increased by 43 percent from 72.7 days for the first four months of Fiscal 2022 to 103.7 days for the same period in Fiscal 2023. While NYCHA has greatly improved the completion time for maintenance workers who handle simple repairs, they still face some challenges for the more complex repairs that require multiple visits.

- The average time to resolve non-emergency repair requests increased by 48 percent from 39.5 days for the first four months of Fiscal 2022 to 58.4 days for the same period in Fiscal 2023. NYCHA attributes this increase to the lingering impacts of the COVID-19 pandemic, which increased the work order backlog, the growing capital repair needs, and new orders being created for compliance and regulatory requirements. From March 2020 to May 2021, NYCHA issued work order guidance which limited the type of work that could be performed in apartments. In spring 2021, NYCHA resumed work in apartments to address the delayed repairs as well as new work orders. As of October 2022, NYCHA had approximately 669,000 open corrective maintenance work orders. The backlog is largely driven by repair needs in painting, carpentry, plastering, and vendor related work. In addition, NYCHA is creating more work orders related to compliance areas such as lead, asbestos, and extermination. Through its Transformation Plan, NYCHA has gradually rolled out several work order initiatives such as Work Order Reform and the Neighborhood Model which will improve repair time through better planning and scheduling, improved staffing allocation, increased visibility in the work order process, as well as worker accountability and productivity through constant monitoring.

- Heat outage figures are reported for the heating season, which began on October 1, 2022 and will end on May 31, 2023. The average time to resolve heat outages was up 24 percent from 6.1 hours during the first four months of Fiscal 2022 to 7.6 hours for the same period in Fiscal 2023. However, NYCHA is meeting the target of 12 hours required by the January 2019 agreement with HUD. The average age of NYCHA's boilers is 26 years old, just over the 20–25-year average expected useful life of a boiler. Through 2024, NYCHA is replacing 328 boilers across 76 developments as part of a $3.4 billion investment of City, State, and Federal dollars. These efforts are to help reduce heat outages. In addition to replacing boilers, NYCHA must also address the heating distribution systems, but these comprehensive investments require additional funding. Ahead of the 2022–23 heating season, the Authority completed more than $7.8 million in operational investments across three different areas, including distribution, equipment replacements, and boiler plant upgrades. The Authority increased staffing coverage ahead of the winter heating season, assigning 25 roving skilled trades teams to deploy in response to outages and adding four electrical teams, two plumber supervisors, and one electrical supervisor, in addition to the 70 maintenance workers hired. There are currently 23 mobile boilers connected to developments and nine mobile boilers that can be accessed if needed. NYCHA's Heating Department also monitors the outage data using dashboards and reports to identify issues proactively.

- The average time to resolve elevator outages decreased by 17 percent from 12.8 hours for the first four months of Fiscal 2022 to 10.6 hours for the same period in Fiscal 2023. However, it was slightly higher than the target of 10 hours. NYCHA resolved 73 percent of elevator outages within 10 hours. While below the target of 85 percent, NYCHA improved its performance compared to the same period last year (68.7 percent). The average outage per elevator per month dropped from 1.22 to 1.03. The elevator service uptime was 97.8 percent, better than the target of 97 percent. NYCHA's elevator stock is challenged by high-volume usage, aging stock, and building decay causing serious structural problems. Despite these challenges, NYCHA is proactively working to improve elevator service. Efforts to improve elevator service include the hiring and training of additional elevator mechanic teams. NYCHA is also installing air conditioners in motor rooms, door lock monitors, and other equipment such as waterproof door operators. NYCHA is also purchasing electronic voltage regulators to help reduce outages during summer months when low voltage conditions are expected. The Elevator Department continues to use the 90-minute report to track progress on repairs. NYCHA is improving their data collection methods and capacity for tracking information on service disruptions, to better identify and deploy resources to the elevators requiring the most attention.

- The number of alleged elevator injuries decreased from three for the first four months of Fiscal 2022 to one for the same period in Fiscal 2023. NYCHA's Elevator Department consistent training and continued safety communication to field staff and residents has helped reduce the number of injuries. The Elevator Department also works with NYCHA's Environmental Health and Safety and Compliance Departments to identify and resolve hazards and potential safety risks. There were no elevator fatalities.

- Over the last year, responsiveness to rat complaints improved. The percent of rat complaints responded to within 2 business days increased from 41.5 percent in the first four months of Fiscal 2022 to 43.4 percent for the same period in Fiscal 2023. The percent of rat complaints responded to within 5 days increased from 52.4 percent in the first four months of Fiscal 2022 to 54.6 percent for the same period in Fiscal 2023. The percent of other pest complaints responded to within 7 days decreased from 29 percent in the first four months of Fiscal 2022 to 16.5 percent for the same period in Fiscal 2023.The percent of other pest complaints responded to within 10 days decreased from 34.8 percent in the first four months of Fiscal 2022 to 22.4 percent for the same period in Fiscal 2023. NYCHA has made great strides in pest management but is still working towards meeting the targets laid out in the HUD Agreement. NYCHA uses Integrated Pest Management ("IPM") to address issues at developments. IPM shifts NYCHA's pest management focus from treatment to prevention and directs resources to address the root causes of infestations; ensures that NYCHA timely collects and properly stores and disposes of waste; limits use of toxic pesticides to the minimum necessary to achieve pest control; and requires NYCHA maintenance staff to prevent pests from harboring in NYCHA's buildings. NYCHA has also updated their Standard Procedures, made systems enhancements, boosted training, and increased their data analytics and staffing. The HUD Action Plan also commits NYCHA to invest in capital upgrades for its outdated pest and waste management infrastructure. These efforts include installing new rat slabs, containers, compactors, and recycling infrastructure across the portfolio. Additionally, in accordance with the Transformation Plan, NYCHA is streamlining pest management into the neighborhood. This will allow the Authority to ensure compliance and efficiency in their response to infestation work orders.

- In the first four months of Fiscal 2023, NYCHA met its recurrence goal in preventing the return of mold (approximately 88 percent of mold cases without recurrences relative to the 85 percent target) and is making incremental progress towards its goal of removing 95 percent of mold within 5 business days, as well as its goals related to the resolution of simple and complex repairs completed in 7 and 15 days, respectively. NYCHA is beginning to see incremental improvements across its mold removal and mold-related repairs metrics and is looking to build upon this progress with the various initiatives described below. While the agency has made significant progress in addressing mold and leak work orders through multiple initiatives, it is not yet meeting its HUD Agreement mold performance targets. NYCHA is continuing to work towards meeting these targets and launched several initiatives in 2022, which are ongoing: the Enhanced Oversight Program (EOP) identifies and removes roadblocks to mold and leak compliance and directs additional resources where needed; the Mold Inspection Initiative (MII) deploys a team of inspectors to EOP sites with the highest number of open inspections; Operation Mold Cleanup (OMC) is an effort to prioritize and reduce the backlog of mold removal work orders and outstanding mold resistant paint work orders; the Mold Cleaning Initiative (MCI) deploys a team of seasonal employees to assist development staff in addressing mold cleaning backlogs. Both OMC and MCI focus on improving the time to perform mold removal. Additionally, NYCHA began training Maintenance Workers (MWs) in performing mold inspections. This effort will continue through 2023 and aims to decrease the mold inspection backlog and time to inspect by adding MWs to the staff who can conduct mold inspections.

- On December 1, 2021, New York City enacted a new law which lowered the threshold of lead in paint from 1.0 mg/ cm2 to 0.5 mg/cm2 for remediation. NYCHA has been abating units to comply with the new regulation. There were 616 units abated in the first four months of Fiscal 2023. This does not include units being abated through the PACT program.

- The number of units rehabbed (through the PACT program) increased by 82 percent from 3,025 units in the first four months of Fiscal 2022 to 5,830 units over the same period in Fiscal 2023 due to the completion of more PACT projects.

- The management cost per dwelling unit per month increased by 16 percent from $1,199 for the first four months of Fiscal 2022 to $1,394 for the same period in Fiscal 2023. Operating expenses increased by $98 million primarily due to maintenance and operation costs related to the fee for services charges for skilled trades provided by the Elevator Department, neighborhood offices, and the Paint Department.

- The average time to prepare vacant apartments for re-rental rose 98 percent from 131 days in the first four months of Fiscal 2022 to 258 days for the same period in Fiscal 2023. The turnaround time to re-occupy apartments was impacted by the longer prep time, which increased by 120 percent from 136 days to 299 days. Due to the aging conditions in NYCHA buildings, vacant units require extensive work, especially in the areas of carpentry, plastering, painting, and lead abatement. NYCHA must also comply with New York City's new lead-based paint law which lowered the threshold of lead in paint from 1.0 mg/cm2 to 0.5 mg/cm2 and increased the workload for remediation and inspections. Another contributing factor is the limited vendor capacity for asbestos testing, abatement, and air monitoring. NYCHA will continue to monitor these indicators.

- The crime rate for major felonies (per 1,000 residents) rose from 5.6 as of the first four months of Fiscal 2022 to 5.9 for the same period in Fiscal 2023. The number of major felony crimes (reported by the NYPD) has increased from 1,949 as of the first four months of Fiscal 2022 to 2,040 for the same period in Fiscal 2023. NYCHA continues to strengthen its relationship with the NYPD and other law enforcement agencies. NYCHA is also developing ways to boost resident engagement; work with resident leadership and their associations to secure additional funding for security enhancements such as LED lighting, closed-circuit television (CCTV), and Layered Access Control (LAC) entrances; and increase communication about safety and security issues with residents.

- Construction has been completed for new exterior lighting at all 14 developments in the Neighborhood Safety Plan. Construction is also completed at 13 of the 15 developments that are receiving CCTV/LAC installation. Construction at the other 2 developments is scheduled for early 2023. CCTV/LAC and lighting investments are also underway at other developments. As of October 31, 2022, additional CCTV and LAC installations have been completed at 49 developments. Work is also in construction at an additional 18 sites, and work is in the planning, design, or procurement phase for projects at 31 developments. Additional lighting projects have also been completed at 3 developments and construction is underway at 4 developments. There are 7 developments in the planning, design, or procurement phase.

- The percentage of active capital construction projects on schedule was 73 percent as of the Fiscal 2023 reporting period, down from 88 percent in the same period last year but up from the 62 percent reported at the end of Fiscal 2022. The percentage of all active capital projects on schedule was 59 percent, compared to 63 percent as of the first four months in 2022 but up from the 55 percent reported at the end of Fiscal 2022. NYCHA's capital projects portfolio grew nearly threefold over the last several years, requiring significant improvements in project management resources and processes to be implemented which are still ongoing. This includes, for example, updating project scheduling templates to better reflect current timelines for regulatory and vendor approvals. Other issues like redesign/repackaging due to scope-funding mismatch, scope change or adjusted specifications based on unexpected site conditions or stakeholder priorities, contractor defaults or delays, and delays in regulatory approvals or utility work, also impacted a material portion of the projects in the portfolio. Finally, delays due to the impact of the COVID-19 pandemic on price escalation, the supply chain, and hiring challenges continued to be incurred and fully realized in project schedules in the first quarter of Fiscal 2023.

- The Permanent Affordability Commitment Together (PACT) program is New York City's implementation of the federal Rental Assistance Demonstration (RAD) program. PACT leverages the federally funded Project-Based Section 8 program and public-private partnerships to unlock funding to complete comprehensive repairs in 62,000 apartments. Residents in PACT developments benefit from much needed renovations, enhanced property management and social services, while maintaining the tenant rights they possess in the public housing program. The Section 8 program ensures that rents remain permanently affordable. The program also provides a more stable flow of federal subsidy, which allows NYCHA and selected PACT partners to raise external financing to address all known capital repair needs. To date, NYCHA has transferred 15,426 apartments through PACT since the initiative's launch, raising more than $3.4 billion to fund comprehensive repairs. Renovations are complete at 5,830 apartments. Major upgrades are underway at approximately 9,596 apartments and another 20,677 apartments across New York City are part of projects that are currently in predevelopment for comprehensive repairs.

- NYCHA's occupancy rate slightly decreased to 97.1 percent in Fiscal 2023 compared to 98.3 percent in Fiscal 2022. As of October 2022, NYCHA had 162,143 units compared to 168,074 the previous year. The number of applicants placed in public housing decreased by 57 percent, from 661 for the first four months of Fiscal 2022 to 285 during the same period in Fiscal 2023. Among the contributing factors is the availability of fewer units due to RAD/PACT conversions, including those scheduled for conversion later this year and next year as new rentals have stopped at these sites. Vacant units are also being held at four developments in anticipation of comprehensive modernization in addition to 15 neighboring developments for relocation. Other units are being used for the relocation of residents due to lead and asbestos abatement.

- The overall number of homeless households placed in housing for the first four months of Fiscal 2023 (836) was 53 percent higher compared to the same period in Fiscal 2022 (546). The number of homeless placed in public housing dropped from 331 to 186 but the number of homeless placed through Section 8 more than tripled from 215 to 650. On the public housing side, there was a limited focus on turning over the priority units, this included DHS matched units and a subset of emergency transfers, as well lower homeless placements targets in 2022 700 to 1,600 in 2021. Therefore, NYCHA received fewer DHS referrals. On the Section 8 side, placements were up due to higher emergency housing voucher rentals.

- The number of families on the Section 8 waiting list decreased to 17,000 in the first four months of Fiscal 2023 from 35,000 for the same period in Fiscal 2022. Over the past year, NYCHA's Section 8 program conducted outreach to the applicants to update its waiting list. The decrease is a result of those applicants who did not confirm continued interest in remaining on the waiting list.

- The maximum allowable Section 8 vouchers increased slightly from 106,410 in Fiscal 2022 to 108,410 in Fiscal 2023. The funded Section 8 vouchers also increased from 88,880 to 93,570. The upturn reflects new program admissions. The utilization rate for funded Section 8 vouchers was at 100 percent but the funding utilization dropped from 99 percent to 93 percent due to an increased level of program funding received. Efforts to increase program admissions in order to increase the funds utilized are ongoing. The number of applicants placed through Section 8 vouchers increased by 13 percent, from 516 in the first four months of Fiscal 2022 to 582 in the same period in Fiscal 2023. The increase is due to emergency housing vouchers (EHV) rentals.

- The percentage of biennial Section 8 inspections completed rose to 93 percent in Fiscal 2023 from 61 percent for the same period in Fiscal 2022. Following HUD's COVID-19 guidance in 2020, the Leased Housing Department had suspended all Housing Quality Standards inspections, which severely impacted the inspection completion rate. NYCHA resumed in-person inspections in June 2021 and has worked on addressing the backlog of inspections as well as new ones which resulted in the higher completion rate. The percentage completion of annual Section 8 recertifications remained stable at 99 percent due to a continued focus on productivity and streamlined case processing.

- NYCHA's emergency transfer priority is available to NYCHA residents who are victims of domestic violence, intimidated victims, intimidated witnesses, or child sexual victims as well as all categories defined under the Violence Against Women Act (VAWA). VAWA includes victims of domestic violence, dating violence, sexual assault, or stalking. The priority is intended to enhance safety for at-risk residents by providing confidential relocation to another NYCHA development. The number of residents approved for an emergency transfer dropped by 61 percent, from 899 for the first four months of Fiscal 2022 to 353 for the same period in Fiscal 2023. During the COVID-19 pandemic, there was an increase in domestic violence emergency transfers and the numbers are now returning to pre-pandemic levels. The emergency transfer disposition time was up 60 percent from 13 days to 21 days. NYCHA addressed many of the longstanding unresolved cases which took a longer time to resolve. Case reviews are now up to date and the disposition time should return to the pre-PMMR trend in future months.

- The initial social service tenant contacts conducted within five days of the referrals decreased by 3 percent from 88 percent for the first four months of Fiscal 2022 to 85 percent for the same period in Fiscal 2023. Staff productivity was impacted by staff absences due to illness. NYCHA is realigning case oversight assignment to mitigate these type of staff impacts and ensure contact with residents in a timely manner.

- The referrals to supportive services provided to senior residents decreased by 21 percent from 14,463 for the first four months of Fiscal 2022 to 11,418 for the same period in Fiscal 2023. Older adult centers are now fully reopened after pandemic closures, and seniors are able to access services through these centers and their programming. This has reduced the requests for direct supportive services from staff. In addition, newly-onboarded social services staff are going through a transition period as they build relationships with seniors. This has temporarily slowed some referrals.

- Overall resident job placements for the first four months of Fiscal 2023 rose 21 percent from 676 in the first four months of Fiscal 2022 to 821 in Fiscal 2023. This number includes 410 direct placements through NYCHA's Office of Resident Economic Empowerment and Sustainability (REES) and Human Resources Department as well as 411 partner placements. The 158.5 percent increase in placements from Fiscal 2022 to Fiscal 2023 is largely due to increased tracking and reporting of partner placements during the reporting period.

SERVICE 1 Operate as an efficient and effective landlord.

| Goal 1a | Improve rent collection. |

		Actual			Target		4-Month Actual	
Performance Indicators		FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Rent collection (%)		86.4%	78.1%	66.8%	97.5%	97.5%	73.3%	64.9%
Rent delinquency rate (%)		37.0%	40.2%	44.5%	*	*	44.4%	45.4%

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

Goal 1b — Expedite maintenance and repairs.

Performance Indicators	Actual FY20	Actual FY21	Actual FY22	Target FY23	Target FY24	4-Month Actual FY22	4-Month Actual FY23
★ Average time to resolve emergency service requests (hours)	16.7	16.5	22.0	24.0	24.0	14.8	22.6
★ Average time to resolve non-emergency service requests (days)	27.6	35.5	49.1	15.0	15.0	39.5	58.4
Average days to complete simple work orders	NA	NA	8.10	*	*	9.30	5.20
Average to days complete complex work orders	NA	NA	77.40	*	*	72.70	103.70
★ Average Time (hours) to Resolve Heat Outages	NA	7.3	8.3	12.0	12.0	6.1	7.6
★ Average time to resolve elevator outages (hours)	9.5	11.1	11.8	10.0	10.0	12.8	10.6
★ Elevator outages resolved within 10 hours (%)	NA	NA	71.80%	85.00%	85.00%	68.70%	72.90%
★ Average outage per elevator per month	0.97	1.09	1.07	1.01	1.01	1.22	1.03
★ Elevator service uptime (%)	98.7%	98.2%	97.8%	97.0%	97.0%	97.5%	97.8%
★ Alleged elevator injuries reported to the Department of Buildings	9	7	6	⇩	⇩	3	1
★ Elevator-related fatalities	0	0	0	⇩	⇩	0	0
★ Rat complaints responded within 2 business days (%)	NA	NA	44.20%	75.00%	75.00%	41.50%	43.40%
★ Rat complaints responded within 5 days (%)	NA	NA	52.70%	100.00%	100.00%	52.40%	54.60%
★ Other pest complaints responded within 7 days (%)	NA	NA	30.00%	75.00%	75.00%	29.10%	16.50%
★ Other pest complaints responded within 10 days (%)	NA	NA	35.50%	100.00%	100.00%	34.80%	22.40%
Simple mold repairs completed within 7 days (%)	NA	NA	17.90%	95.00%	95.00%	11.70%	24.80%
★ Complex mold repairs completed within 15 days (%)	NA	NA	2.10%	95.00%	95.00%	2.10%	3.40%
★ Mold cases without recurrence (%)	NA	NA	87.90%	85.00%	85.00%	88.00%	87.90%
★ Number of units abated for lead	NA	NA	621	⇧	⇧	0	616
Management cost per dwelling unit per month ($)	$1,077	$1,132	$1,197	$875	$875	$1,199	$1,394
★ Mold removed within 5 business days (%)	NA	NA	2.90%	95.00%	95.00%	2.20%	6.20%

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

Goal 1c — Optimize apartment usage and ensure rental equity.

Performance Indicators	Actual FY20	Actual FY21	Actual FY22	Target FY23	Target FY24	4-Month Actual FY22	4-Month Actual FY23
★ Average time to prepare vacant apartments (days)	114.5	111.2	164.1	20.0	20.0	130.6	258.2
★ Average turnaround time for vacant apartments (days)	97.8	114.2	160.8	30.0	30.0	135.6	298.8

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

Goal 1d — Improve safety and security.

Performance Indicators	Actual FY20	Actual FY21	Actual FY22	Target FY23	Target FY24	4-Month Actual FY22	4-Month Actual FY23
Major felony crime rate per 1,000 residents	12.6	14.9	17.6	*	*	5.6	5.9
★ Major felony crimes in public housing developments	4,844	5,373	5,859	⇩	⇩	1,949	2,040

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

SERVICE 2 (Re)build, expand and preserve public housing and affordable housing stock.

Goal 2a Preserve the public and affordable housing asset.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Active capital projects on schedule (%)	78.9%	73.0%	55.5%	75.0%	75.0%	62.5%	58.8%
★ Active capital projects in construction phase on schedule (%)	94.2%	89.0%	61.8%	85.0%	85.0%	87.9%	72.8%
★ Unit Inventory (Public Housing Portfolio)	170	168	162	*	*	168	162
Number of buildings (Public Housing Portfolio)	2,252	2,198	2,106	*	*	2,198	2,106
Number of developments (Public Housing Portfolio)	302	285	277	*	*	285	277
Number of developments preserved (RAD/PACT Portfolio)	14	17	8	*	*	0	0
Number of buildings preserved (RAD/PACT Portfolio)	97	38	79	*	*	0	0
Number of apartments preserved (RAD/PACT Portfolio)	3,940	1,718	5,909	3,500	9,000	0	0
Number of units rehabbed	NA	NA	5,830	*	*	3,205	5,830

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

Goal 2b Optimize access to affordable housing in public housing developments to income-eligible families.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Apartment Attrition Rate (%)	3.8%	3.9%	3.2%	*	*	NA	NA
★ Occupancy rate (%)	98.8%	98.6%	97.5%	99.2%	99.2%	98.3%	97.1%
Applicants placed in public housing	3,330	3,035	1,362	*	*	661	285
Homeless applicants placed in housing - Total	2,662	2,323	1,842	*	*	546	836
- NYCHA housing	1,913	1,597	668	*	*	331	186
- Section 8	749	726	1,174	*	*	215	650
Working families residing in public housing (cumulative) (%)	45.3%	45.3%	42.8%	*	*	NA	NA

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

Goal 2c Increase access to affordable housing in privately owned units.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
✹ Families on Section 8 waiting list (000)	40	34	17	*	*	35	17
Maximum allowable Section 8 vouchers	104,054	106,410	108,410	*	*	106,410	108,410
Funded Section 8 vouchers	87,285	88,880	93,570	*	*	88,880	93,570
Funded Section 8 vouchers occupied units (%)	100.0%	100.0%	99.0%	97.0%	97.0%	99.0%	100.0%
★ Utilization rate for authorized Section 8 vouchers (%)	84.0%	84.0%	84.0%	86.0%	86.0%	83.0%	85.0%
Funding utilization for Section 8 vouchers (%)	98.0%	99.0%	100.0%	*	*	99.0%	93.0%
★ Section 8 occupied units (vouchers)	87,439	88,143	93,028	87,000	87,000	88,010	93,679
Biennial Section 8 inspections	93.0%	61.0%	85.0%	*	*	61.0%	93.0%
Annual Section 8 recertifications	98.0%	99.0%	99.0%	*	*	99.0%	99.0%
Applicants placed through Section 8 vouchers	3,632	2,397	6,660	*	*	516	582

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

SERVICE 3 Engage residents and connect them to best-in-class social services.

Goal 3a Connect all residents to critical services in their communities.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Residents approved for emergency transfers	1,776	2,266	1,783	*	*	899	353
★ Emergency transfer disposition time (days)	14.93	17.16	12.20	45.00	45.00	12.96	20.71
★ Initial social service tenant contacts conducted within five days of referral (%)	91%	93%	91%	76%	76%	88%	85%
Referrals to supportive social services for senior residents	41,586	81,176	34,263	*	*	14,463	11,148

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

Goal 3b Increase employment opportunities among NYCHA residents.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Resident job placements - Total	2,127	1,411	1,663	⇧	⇧	676	821
- Direct placements	862	1,175	1,110	1,593	1,593	517	410
- Program and partner placements	1,265	236	553	*	*	159	411
Job training graduates placed in jobs (%)	91%	86%	71%	*	*	NA	NA
Youth placed in jobs through youth employment programs	3,896	3,231	3,516	*	*	NA	NA

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Completed requests for interpretation	147,520	156,054	167,095	*	*	53,892	55,783
E-mails responded to in 14 days (%)	95.7%	98.6%	98.4%	*	*	97.9%	93.6%
Average wait time to speak with a customer service agent (minutes)	14:5	NA	40:9	*	*	NA	32:1
CORE facility rating	97	97	99	*	*	NA	NA
Calls answered in 30 seconds (%)	74.0%	76.5%	67.5%	*	*	78.5%	59.0%
Number of agency customers surveyed for overall customer satisfaction	37,135	19,793	25,167	*	*	NA	NA
Customers rating service good or better (%)	75.4%	72.6%	73.0%	71.0%	71.0%	NA	NA

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

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]	$3,749.2	$4,035.3	$4,035.30	$4,179.4	$4,179.4	$4,149.9	$1,351.7	$1,487.6
Revenues ($000,000)	$3,486.2	$3,948.4	$3,948.40	$4,144.1	$4,144.1	$4,014.1	$1,311.2	$1,520.4
Personnel	11,061	11,689	11,772	13,188	12,612	12,213	12,149	11,935
Overtime paid ($000,000)	$148.0	$155.7	$155.70	$99.1	$99.0	$97.0	$52.3	$58.0
Capital commitments ($000,000)	$175.7	$103.1	$235.1	$1,038.6	$740.7	$1,500.1	$38.5	$82.9

[1]January 2023 Financial Plan.   [2]Expenditures include all funds   "NA" - Not Available

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Currently, NYCHA is not in compliance with several federal regulations and is working to assess the extent of noncompliance. On January 31, 2019, NYCHA signed an agreement with HUD to resolve claims brought by the U.S. Attorney's Office for the Southern District of New York, including on behalf of HUD and the Environmental Protection Agency. The agreement establishes a framework by which NYCHA will continue to evaluate its compliance with federal requirements. The agreement also requires NYCHA to take certain actions and meet certain standards and deadlines related to health and safety. NYCHA has not yet met certain standards and deadlines set forth in the agreement and continues to work with an independent monitor to improve its compliance with these requirements. The monitor is in place with access to NYCHA information and personnel and has issued and will continue to issue quarterly reports on NYCHA's compliance with the agreement. (https://nychamonitor.com/).

- The following metrics were added to the Fiscal 2023 Preliminary Mayor's Management Report (PMMR): 'Average to days complete complex work orders,' 'Average days to complete simple work orders,' 'Elevator outages resolved within 10 hours (%),' 'Rat complaints responded within 2 business days (%),' 'Rat complaints responded within 5 days (%),' 'Other pest complaints responded within 7 days (%),' 'Other pest complaints responded within 10 days (%),' 'Simple mold repairs completed within 7 days (%),' 'Complex mold repairs completed within 15 days (%),' 'Mold cases without recurrence (%),' 'Mold removed within 5 business days (%),' 'Number of units abated,' 'Number of units rehabbed.'

- The following indicator was retired from the Fiscal 2023 Preliminary Mayor's Management Report (PMMR): 'Elevator outages due to vandalism (%).'

- Goal 2d Develop new mixed-use, mixed-income housing and resources was retired. The indicators under this goal have been moved to Goal 2a: Preserve the public and affordable housing asset (%).

ADDITIONAL RESOURCES

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

- NYCHA's transformational plan:
  https://www1.nyc.gov/assets/nycha/downloads/pdf/NYCHA_Transformation_Plan_Final.pdf

- The Social Indicators and Equity Report, EquityNYC:
  http://equity.nyc.gov/

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

LANDMARKS PRESERVATION COMMISSION Sarah Carroll, Chair

WHAT WE DO

The Landmarks Preservation Commission (LPC) is responsible for protecting New York City's architecturally, historically, and culturally significant buildings and sites by granting them landmark status and regulating them after designation. Over its history, the Commission has designated 37,846 buildings and sites, including 1,446 individual landmarks and 35,751 buildings and sites within 154 historic districts and extensions across all five boroughs. LPC helps protect the City's landmark properties by regulating changes made to these buildings and sites and making sure they are preserved. The Commission reviews applications for work on designated properties, issues permits, provides technical guidance and education on how to preserve these historic resources, investigates complaints of illegal work, and initiates action to ensure compliance with the Landmarks Law. LPC also administers a federally funded Historic Preservation Grant Program that provides financial assistance to low-to-moderate income landmark property owners to help fund restoration work on their designated properties.

FOCUS ON EQUITY

Over the past 57 years, LPC has seen firsthand the power of preservation to revitalize communities, support economic development, drive investment into existing buildings, enhance the City's attractions to tourists, and bring about pride in neighborhoods. LPC is committed to ensuring equity in all aspects of the Commission work. This includes prioritizing designations that represent New York City's diversity and designations in areas less represented by Landmarks. Doing so ensures that we are telling the stories of all New Yorkers. LPC is also committed to ensuring fairness, transparency, and efficiency in regulation and outreach.

During the first four months of Fiscal 2023, LPC calendared or held hearings on the potential designations of several buildings and sites, including two with significance to New York City's Lesbian, Gay, Bisexual, Transgender, and Queer (LGBTQ+) history. This includes Julius' Bar Building in Manhattan, one of the City's most significant sites for the role it played in advancing the rights of LGBTQ+ New Yorkers. The Commission also held a public hearing on the proposed designation of the Lesbian Herstory Archives. The building is culturally significant as the home since 1991 of the Archives, the nation's oldest and largest collection of lesbian historical material. LPC also calendared the Samuel Gompers Industrial High School in the Mott Haven section of the Bronx for consideration as a landmark, advancing our goals of increasing designations in an areas less represented by landmarks.

LPC continues to focus on outreach to ensure our stakeholders, especially property owners, understand the Commission's processes and have equal access to resources and technical assistance. The Commission works with communities and elected officials where a historic district or site has recently been designated or areas where homeowners require assistance. As part of LPC's Business Express Service, the agency held monthly virtual Open Office Hours for business owners and their representatives.

LPC has taken actionable steps to streamline rules and processes to allow for more efficient permitting and has created new digital tools that help applicants apply for permits more easily. These measures ensure that our landmarks and historic districts continue to support the economy and vitality of the City and further our equity goals to enhance transparency, accessibility and efficiency in our permitting process. In August 2022, LPC launched a Business Express Initiative to Support NYC's Economic Recovery. The new LPC Business Express Service will serve as a one-stop shop for business owners in landmark buildings making it easier for them to get their permits. LPC also launched a digital archive of designation photos, allowing the public to easily search and explore high-resolution images of designated buildings and sites throughout the five boroughs. The archive is a resource for applicants as they prepare their permit applications, helping to streamline their process, making it easier for all applicants to apply for permits, and thereby making the process more equitable.

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 eligible individual buildings, interiors, scenic landmarks, and historic districts as landmarks.

Goal 1b Facilitate appropriate work on landmark buildings through technical assistance and timely issuance of permits.

Goal 1c Increase landmark regulations compliance.

Goal 1d Evaluate potential impacts to archaeological resources in a timely manner.

HOW WE PERFORMED

- During the first four months of Fiscal 2023, the Commission initiated the designation process for two individual landmarks and a proposed historic district by calendaring them for consideration. The proposed individual landmarks include the Julius' Bar Building in Greenwich Village, significant for its role in LGBTQ+ history and activism for Civil Rights, and the Samuel Gompers Industrial High School in the Bronx, an area where there are few designated buildings. The Commission also voted to calendar the Melrose Parkside Historic District in the Flatbush section of Brooklyn.

- LPC has seen a steady increase in the number of permit applications, and based on staffing resources is striving to process them efficiently. The number of work permit applications received during the first four months of Fiscal 2023 was 4,234 compared to 4,091 during the same period in Fiscal 2022, a 3.5 percent increase. This steady increase is likely due to an improvement in the economy and real estate activity.

- During the first four months of Fiscal 2023, 81 percent of Certificates of No Effect (CNE) and 84.6 percent of Permits for Minor Work (PMW) were issued within 10 days. This is a decrease from a rate of 83 percent for CNEs and a slight increase from 83 percent for PMWs over the same period in Fiscal 2022. The decreased rate in CNEs is related to increasing permit application numbers and based on staffing resources LPC is striving to increase that rate of approval. Additionally, the number of Expedited Certificates of No Effect (XCNE) issued within two days was 100 percent in the first four months of Fiscal 2023, which is a slight increase of one percent during the same period in Fiscal 2022.

- The Commission's enforcement department received 165 complaints that resulted in 136 enforcement actions in the first four months of Fiscal 2023, compared to 150 complaints and 32 enforcement actions during the same period in Fiscal 2022. All complaints received by the Commission are investigated and the number of enforcement actions taken is determined by the amount of illegal work found upon investigation. There was also a significant increase in the number of complaints investigated, 193 compared to 55 during the same period in Fiscal 2022. This is due to LPC temporarily allocating additional resources to address complaints.

- The number of archaeological applications received in the first four months of Fiscal 2023 was 115 which is higher than the previous fiscal year during the same period when the agency received 98 applications. The number of archaeology applications is driven by environmental review applications with other city agencies acting as the lead agency, and numbers fluctuate based on many factors not related to LPC. 98 percent of archaeology applications were reviewed within 10 days, exceeding the target of 85 percent.

SERVICE 1 — Identify and protect qualifying architectural, historical, cultural and archaeological assets in all five boroughs.

Goal 1a — Identify and designate eligible individual buildings, interiors, scenic landmarks, and historic districts as landmarks.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Individual, interior, and scenic landmarks, and historic districts designated	11	10	3	*	*	0	0
–Individual, interior, and scenic landmarks designated	10	8	1	*	*	NA	0
–Historic districts designated	1	2	2	*	*	NA	0
★ Total number of buildings designated	63	339	147	*	*	0	0
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None							

Goal 1b — Facilitate appropriate work on landmark buildings through technical assistance and timely issuance of permits.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Work permit applications received	11,701	10,907	12,378	*	*	4,091	4,234
★ Actions taken on work permit applications	10,950	10,075	11,423	*	*	3,957	3,985
Certificates of No Effect issued within 10 business days (%)	85%	84%	84%	85%	85%	83%	81%
Expedited Certificates of No Effect issued within two business days (%)	100%	100%	99%	100%	100%	99%	100%
Permits for minor work issued within 10 business days (%)	83%	83%	82%	*	*	83%	85%

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

Goal 1c — Increase landmark regulations compliance.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Number of complaints received	420	310	393	*	*	150	165
Number of complaints investigated	297	105	397	*	*	55	193
Properties investigated	277	79	382	*	*	55	189
Enforcement actions taken: Total warning letters, Notices of Violation, and Stop Work Orders issued	416	55	387	*	*	32	136
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	94%	83%	100%	*	*	0%	100%

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

Goal 1d — Evaluate potential impacts to archaeological resources in a timely manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Archaeology applications reviewed within 10 business days (%)	98%	90%	98%	85%	85%	98%	99%

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Letters responded to in 14 days (%)	88%	94%	96%	*	*	99%	94%
E-mails responded to in 14 days (%)	92%	94%	98%	*	*	100%	89%

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

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]	$6.4	$6.4	$6.5	$7.2	$7.4	$7.0	$2.1	$2.0
Revenues ($000,000)	$6.3	$6.2	$7.9	$6.1	$6.3	$6.4	$2.9	$2.5
Personnel	76	70	73	81	78	78	69	70
Overtime paid ($000)	$3	$3	$13	$7	$7	$7	$0	$0

[1] January 2023 Financial Plan.   [2] Expenditures include all funds   "NA" - Not Available

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$5.7	$6.1	All
002 - Other Than Personal Services	$0.8	$1.3	All
Agency Total	$6.5	$7.4	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds.   [2]Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✏
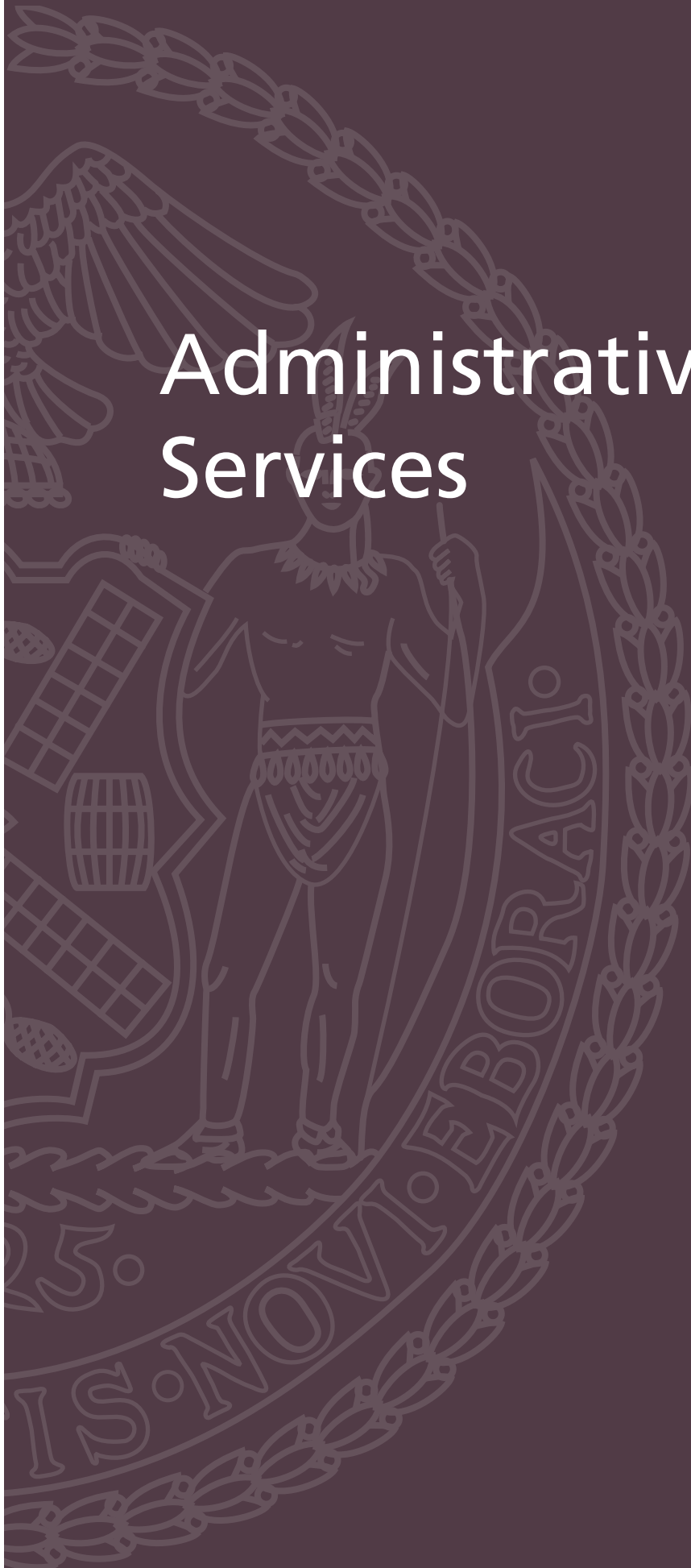
None.

ADDITIONAL RESOURCES

For additional information, go to:

- Press Releases (information on landmark approvals):
  https://www1.nyc.gov/site/lpc/about/news.page

- Discover NYC Landmarks interactive map:
  https://www1.nyc.gov/site/lpc/designations/maps.page

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

Administrative Services

Administrative Services

DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES Dawn M. Pinnock, Commissioner

WHAT WE DO

The Department of Citywide Administrative Services (DCAS) makes city government work for all New Yorkers. Its commitment to equity, effectiveness and sustainability guides its work providing City agencies with the resources and support needed to succeed, including recruiting, hiring, and training employees; managing 55 public buildings; acquiring, selling, and leasing City property; purchasing more than $1 billion in supplies and equipment each year; overseeing the greenest municipal vehicle fleet in the country; and leading the City's efforts to reduce carbon emissions from government operations.

FOCUS ON EQUITY

At DCAS, equity is a core value. We act on our commitment to equity by providing services that help city government uplift and empower all New Yorkers. This commitment includes recruiting and retaining a City workforce that reflects the talents and diversity of the people we serve. To that end, DCAS participated in 72 career outreach events during the first four months of Fiscal 2023, five more than over the same period in Fiscal 2022, reaching almost 4,200 participants. In addition, DCAS trained 71,901 City employees on equity and inclusion and worked with 54 agencies to offer training and education on the City's Equal Employment Opportunity (EEO) policy and other related policies and procedures during this same period.

DCAS is responsible for collecting the data for, and creation of, the New York City Government Workforce Profile Report. This report provides a snapshot of key demographic information and other characteristics about the City's workforce and helps City agencies shape strategy to improve diversity and equity.

DCAS also manages the City's 55-a program, which offers qualified persons with disabilities entry into the City workforce without the need to take civil service exams. Additionally, in association with the City University of New York (CUNY), DCAS also operates the Civil Service Pathways (CSP) Fellowship, which connects recent CUNY graduates with rewarding careers in city government. CUNY's student population is one of the most diverse in the nation and this diversity is reflected in the CSP Fellowship. Since the launch of the program in 2019, 29 of 41 CSP fellows have been people of color. In total, 28 CSP fellows have been picked up permanently in their placement or in their agency. CSP fellows serve in 11 different City agencies including DCAS, DOHMH, DOE and FDNY.

Furthermore, DCAS believes that contractors should reflect the diversity of our City. DCAS maintains that providing opportunities for all communities helps spark innovation, strengthen engagement, and drive continuous improvement. In the first four months of Fiscal 2023, DCAS registered 12 contracts (double the number for the same period last fiscal year) with City-certified Minority and Women-owned Business Enterprises (M/WBEs) using the M/WBE Noncompetitive Small Purchase Method, worth over $2 million in total. DCAS also participated in eight M/WBE networking events in the first four months of Fiscal 2023 and hosted 40 one-on-one meetings with potential M/WBE vendors, introducing them to the many services DCAS provides. These and other efforts demonstrate how DCAS's commitment to equity sets the tone for the work of all City agencies.

OUR SERVICES AND GOALS

SERVICE 1 **Help City agencies fulfill their workforce needs.**

Goal 1a Increase the public's access to information about employment opportunities in City government.

Goal 1b Ensure a competitive and diverse candidate pool for City employment opportunities.

Goal 1c Ensure timely administration of civil service exams.

Goal 1d Provide a wide range of training opportunities.

SERVICE 2 **Manage and operate City-owned office buildings.**

Goal 2a Improve cleanliness and maintenance ratings for DCAS-managed facilities.

Goal 2b Meet timeliness standards for in-house trade shop construction and repair work.

Goal 2c Consolidate and reduce City office space.

SERVICE 3 **Manage the City's surplus real and personal property.**

Goal 3a Maximize revenue from the sale of real property, surplus goods and savings from the reallocation of usable surplus items.

SERVICE 4 **Procure goods and select services for City agencies.**

Goal 4a Maximize competition in the procurement process.

Goal 4b Use citywide buying power to achieve and maximize best value for goods and services.

SERVICE 5 **Manage energy use by City agencies.**

Goal 5a Maximize citywide efforts to monitor and reduce energy use to reach greenhouse gas reduction goals.

Goal 5b Reduce the energy-related carbon footprint of City buildings.

Goal 5c Increase the City's renewable energy capacity.

SERVICE 6 **Manage the City's fleet and fuel resources.**

Goal 6a Reduce fuel use and emissions.

Goal 6b Optimize fleet resources to meet agency needs.

HOW WE PERFORMED

- During the first four months of Fiscal 2023, the number of exams opened for filing by DCAS fell by almost 14 percent compared with the same period in Fiscal 2022, from 66 to 57. DCAS attributes the decrease to changes in hiring needs at City agencies, which led to the postponement and cancellation of planned exams. Moreover, staffing vacancies and limited funding for consultants (who assist with exam development and scoring) make it unlikely that DCAS will achieve the target of 185 exams opened for application this fiscal year.

- In parallel with the 14 percent decline in exams open for filing by DCAS, civil service applications fell an almost equivalent proportion in the first four months of Fiscal 2023. Applications fell 13 percent compared with the same period in Fiscal 2022, from 32,046 to 27,775. Also accounting for the decline was the type of exam offered in the first four months of Fiscal 2023. Many of the exams open for application during this period were for civil service titles with typically smaller applicant pools, for instance, exams for Marine Engineer and Chief Marine Engineer, Plan Examiner, Landscape Architect, and Physical Therapist.

- The median time from exam administration to exam results completion for DCAS-administered exams was 222 days during the first four months of Fiscal 2023. The 2023 figure was better than the target of 290 days and the figure of 246 days for the same period in Fiscal 2022. DCAS has been administering additional Education & Experience Exams (EEE) online. EEE exams have much shorter exam results completion times due to successful exam automation efforts, leading to the shorter results time in the first four months of Fiscal 2023.

- Reflecting the diversity of New York City, people of color accounted for approximately 77 percent of new hires at mayoral City agencies, a slight increase from the 75 percent of new hires during same period in Fiscal 2022.

- Female new hires increased almost nine percentage points compared with the same period in the last fiscal year. Although the number of female new hires has not reached pre-COVID-19 pandemic levels, there has been a steady increase in this rate since the height of the pandemic. The increase in City female new hires is likely related to the larger national trend of women returning to the labor force as isolation measures around the pandemic recede. A November 2022 report from the National Women's Law Center found that women gained almost two out every three jobs added to the American economy in October 2022, the 22nd consecutive month of job gains for women.[1]

- The average rating for professional development training was 94 percent for the first four months of Fiscal 2023, exceeding the target of 92 percent and exceeding the rating for the same period in Fiscal 2022 by one percentage point.

- The number of City employees/participants trained in managerial and professional development programs tripled in the first four months of Fiscal 2023, from 4,740 to 14,567, in comparison with the same period in Fiscal 2022. The return of in-person training in combination with a robust online training portfolio and expanded course offerings all played a role in the substantial increase in training during the first four months of Fiscal 2023. The assortment of training opportunities in the first four months of Fiscal 2023 compares favorably to the same period in Fiscal 2022, when training offerings were more limited due to COVID-19 pandemic-related health, safety, and budget decisions.

- The number of City employees/participants trained in equity and inclusion increased almost seven percent during the first four months of Fiscal 2023, from 67,331 to 71,901, in comparison with the same period in Fiscal 2022. DCAS anticipates that the number of City employees/participants trained in equity and inclusion will continue to increase in the months ahead due to the recently mandated equity and inclusion course, *Everybody Matters*, which was introduced in the third quarter of Fiscal 2022. *Everybody Matters* aims to develop inclusive behaviors with the goal of creating an environment where all employees feel valued, included, and engaged.

- During the first four months of Fiscal 2023, DCAS completed 2,414 trade shop work orders, which is on track to meet the target of 7,000 for Fiscal 2023, though supply chain and personnel constraints pose risks to meeting the target. Nevertheless, work orders continue to be completed within the target of seven days. The average time to complete in-house trade shop work orders was three days for the first four months of Fiscal 2023.

- Long- and short-term leases generated more than $15 million in revenue during the first four months of Fiscal 2023, an increase of almost one million dollars over the same period in Fiscal 2022. Revenue varies based on the expiration or termination of leases, tenants that pay rent based on a percentage of their revenue, and the execution of new leases.

- There was a 161.3 percent increase in the value of cost avoidance of products purchased by DCAS on behalf of City agencies during the first four months of Fiscal 2023 compared with the first four months of Fiscal 2022. This increase was due to a greater share of emergency response vehicle deliveries, such as for fire trucks, ambulances, and custom vehicles for City agencies, including the Fire Department, Department of Parks and Recreation, Police Department, and Department of Transportation, not fully meeting DCAS contract specifications. Deliveries that are considered only substantially compliant or non-compliant may result in a deduction in the cost of the item or rejection. While the overall number of associated quality assurance inspections that found non-compliance dropped 30 percent across the reporting periods, from 101 to 71, the comparative value of the cited automotive deliveries to other products explains how the cost avoidance increased.

- Changes in the state of the COVID-19 pandemic and the associated need for supplies had noteworthy effects on procurement in the first four months of Fiscal 2023. In the first four months of Fiscal 2022, the DCAS Central Storehouse distributed over $30 million worth of products, including personal protective equipment (PPE), to medical facilities, City agencies, and other public entities. In contrast, during the same period in Fiscal 2023, this amount was more than halved, reflecting changing circumstances surrounding the pandemic.

- Increases in the number of workers returning to the office in both the public and private sector and in overall economic activity in the City resulted in an increase in the demand for goods and services from City government and an associated increase in the value of goods and services purchased by DCAS. This indicator increased from $344 million in the first four months of Fiscal 2022 to $405 million for the same period in Fiscal 2023.

- DCAS made historic progress in replacing fossil fuel-powered fleet vehicles with electric vehicles in the first four months of Fiscal 2023. The number of citywide and DCAS-managed fleet vehicles powered by electricity grew by 28 percent in the first four months of Fiscal 2023 in comparison with the same period in Fiscal 2022, from 596 to 775. Electric vehicles in the Citywide fleet grew from 3,159 to 4,044 as DCAS continues the transition to an electric fleet by 2035 for most vehicle models.

[1]Tucker, J.J. and Lepage, B. (2022) Women Gain Nearly Two in Three Jobs Added to Economy in October. National Women's Law Center. Available at: https://nwlc.org/wp-content/uploads/2022/11/Oct-Jobs-Day.pdf.

SERVICE 1   Help City agencies fulfill their workforce needs.

Goal 1a   Increase the public's access to information about employment opportunities in City government.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Applications received for all DCAS civil service exams	78,442	75,489	164,942	*	*	32,046	27,755
Employment applications received via NYC Jobs	803,139	369,926	604,373	*	*	NA	NA

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

Goal 1b — Ensure a competitive and diverse candidate pool for City employment opportunities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ ❋ New hires - Asian/Pacific Islander (%)	9.3%	6.8%	10.8%	*	*	11.0%	9.0%
★ ❋ New hires - Black (%)	40.2%	39.6%	36.8%	*	*	35.2%	36.4%
★ ❋ New hires - Hispanic (%)	22.4%	21.8%	23.5%	*	*	23.2%	24.2%
★ ❋ New hires - Some other race (%)	6.3%	9.1%	6.5%	*	*	5.6%	7.6%
★ ❋ New hires - White (%)	21.8%	22.7%	22.4%	*	*	25.0%	22.8%
★ ❋ New hires - Female (%)	52.3%	39.0%	42.4%	*	*	37.4%	46.1%
★ ❋ New hires - Male (%)	47.7%	61.0%	57.6%	*	*	62.4%	53.4%

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

Goal 1c — Ensure timely administration of civil service exams.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Civil service exams open for filing by DCAS	195	173	178	185	185	66	57
★ Median time from exam administration to exam results completion for DCAS-administered exams (days)	299	318	246	290	290	246	222

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

Goal 1d — Provide a wide range of training opportunities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Average rating for professional development training sessions (%)	91%	93%	94%	92%	92%	93%	94%
City employees/participants trained in Managerial and Professional Development programs	63,410	33,900	54,707	57,889	57,889	4,740	14,567
City employees/participants trained in Equity and Inclusion	235,795	202,329	282,562	207,869	207,869	67,331	71,901

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

SERVICE 2 — Manage and operate City-owned office buildings.

Goal 2a — Improve cleanliness and maintenance ratings for DCAS-managed facilities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Average building cleanliness and condition rating for DCAS-managed space (non-court) (%)	NA	NA	72%	72%	72%	NA	NA
CORE customer experience rating of facilities (0-100)	96	NA	100	95	95	NA	NA

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

Goal 2b — Meet timeliness standards for in-house trade shop construction and repair work.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Average time to complete in-house trade shop work orders (days)	2.6	4.2	1.4	7.0	7.0	NA	3.0
★ In-house trade shop work orders completed within 30 days (%)	79%	84%	NA	75%	75%	NA	97%
Completed in-house trade shop work orders	9,726	6,951	7,513	7,000	7,000	NA	2,414

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

Goal 2c — Consolidate and reduce City office space.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Lease-in agreements executed	24	47	29	*	*	NA	NA
Square footage associated with executed lease-in agreements (000)	1,809	1,880	1,136	*	*	NA	NA

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

SERVICE 3   Manage the City's surplus real and personal property.

Goal 3a — Maximize revenue from the sale of real property, surplus goods and savings from the reallocation of usable surplus items.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Lease revenue generated ($000)	$50,120	$42,652	$38,818	$37,578	$43,678	$14,338	$15,310
Revenue generated from the sale of surplus goods ($000)	$12,569	$15,656	$8,617	$12,321	$10,661	$4,064	$4,429
★ – Revenue generated from auto auctions ($000)	$11,587	$14,722	$6,538	$10,120	$8,460	$3,568	$3,652

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

SERVICE 4   Procure goods and select services for City agencies.

Goal 4a — Maximize competition in the procurement process.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Average number of bidders per bid	2.7	4.0	3.2	3.4	3.4	1.8	3.1
Mayoral agency spending on goods against DCAS master contracts (%)	61%	55%	67%	*	*	72%	86%
Mayoral agency spending on services against DCAS master contracts (%)	21%	16%	13%	*	*	14%	14%
M/WBE Non-Competitive Small Purchase Contracts	66	47	54	*	*	6	12

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

Goal 4b — Use citywide buying power to achieve and maximize best value for goods and services.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Value of goods and services purchased ($000,000)	$1,235	$1,179	$1,141	*	*	$344	$405
– Value of Central Storehouse requisitions ($000)	$24,329	$172,632	$84,918	*	*	$30,716	$12,768
Average time to fulfill an agency requisition (days)	8	13	3	*	*	4	4
Inspections deemed non-compliant	801	550	460	*	*	101	71
Value of cost avoidance ($000)	$21,435	$17,908	$6,157	*	*	$357	$933

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

SERVICE 5 Manage energy use by City agencies.

Goal 5a   Maximize citywide efforts to monitor and reduce energy use to reach greenhouse gas reduction goals.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Electricity purchased (kilowatt hours) (billions)	3.9	3.7	3.9	*	*	NA	NA
Total energy purchased (British Thermal Units) (trillions)	28.2	27.8	28.4	*	*	NA	NA
– Electricity (%)	46.8%	45.5%	47.1%	*	*	NA	NA
– Natural gas (%)	46.8%	48.2%	46.9%	*	*	NA	NA
– Steam (%)	6.4%	6.3%	5.9%	*	*	NA	NA

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

Goal 5b   Reduce the energy-related carbon footprint of City buildings.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Annual estimated reduction in greenhouse gas emissions from all energy projects (metric tons)	21,076	29,598	23,870	40,000	40,000	NA	NA
★ Cumulative estimated reduction in greenhouse gas emissions from all energy projects (metric tons)	238,656	262,285	292,124	332,124	372,124	NA	NA
★ Annual estimated avoided energy cost from all energy projects ($000,000)	$6.32	$6.63	$7.32	$11.33	$11.56	NA	NA
★ Cumulative estimated avoided energy cost from all energy projects ($000,000)	$83.27	$89.91	$98.42	$109.75	$121.31	NA	NA
Annual energy retrofit/conservation projects completed	423	839	425	*	*	NA	NA
Cumulative energy retrofit/conservation projects completed	2,825	3,664	4,121	*	*	NA	NA
Annual Energy Efficiency Reports (EER) completed	159	111	57	*	*	NA	NA
Cumulative Energy Efficiency Reports (EER) completed	1,058	1,169	1,250	*	*	NA	NA

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

Goal 5c   Increase the City's renewable energy capacity.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Cumulative installed solar capacity (megawatts)	10.67	13.67	16.74	*	*	NA	NA

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

SERVICE 6 Manage the City's fleet and fuel resources.

Goal 6a   Reduce fuel use and emissions.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Hybrid or alternative fuel vehicles in the citywide fleet (%)	65%	67%	68%	72%	72%	67%	70%
– Hybrid or alternative fuel vehicles in the DCAS-managed fleet (%)	81%	82%	82%	85%	90%	82%	89%
★ Vehicles with highest emission ratings purchased pursuant to Local Law 38 in the citywide fleet (%)	100%	100%	100%	100%	100%	NA	NA
– Vehicles with highest emission ratings purchased pursuant to Local Law 38 in DCAS-managed fleet (%)	100%	100%	100%	100%	100%	NA	NA
Electric vehicles in the citywide fleet	3,015	3,139	3,477	4,200	5,000	3,159	4,044
– Electric vehicles in the DCAS-managed fleet	562	596	612	800	900	596	775

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

Goal 6b — Optimize fleet resources to meet agency needs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Fleet in-service rate citywide (%)	91%	92%	90%	92%	92%	90%	88%
– Fleet in-service rate for DCAS-managed fleet (%)	99%	98%	98%	98%	98%	98%	99%

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Workplace injuries reported	30	25	33	*	*	14	12
Accidents involving the public in DCAS-managed properties	21	15	17	*	*	6	10

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Letters responded to in 14 days (%)	31%	54%	85%	*	*	75%	100%
E-mails responded to in 14 days (%)	77%	67%	90%	*	*	79%	98%
Average wait time to speak with a customer service agent (minutes)	NA	NA	NA	*	*	NA	7:00

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

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]	$1,839.8	$1,667.3	$1,532.7	$1,509.8	$1,628.9	$1,463.6	$1,020.4	$1,164.4
Revenues ($000,000)	$74.2	$67.5	$63.3	$53.3	$60.9	$66.2	$21.4	$22.8
Personnel	2,460	2,243	2,063	2,631	2,557	2,528	2,206	2,074
Overtime paid ($000,000)	$28.3	$23.4	$28.0	$23.3	$23.0	$22.4	$7.5	$9.0
Capital commitments ($000,000)	$203.8	$233.2	$48.5	$318.2	$241.9	$241.4	$13.6	$22.8

[1]January 2023 Financial Plan.   [2]Expenditures include all funds   "NA" - Not Available

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$203.4	$211.4	
001 - Human Capital	$24.4	$27.7	1a, 1b, 1c, 1d
005 - Board of Standards and Appeals	$2.4	$2.5	*
100 - Executive and Operations Support	$29.9	$28.8	All
200 - Division of Administration and Security	$15.0	$13.9	All
300 - Asset Management – Public Facilities	$99.2	$100.6	2a, 2b, 2c, 3a
400 - Office of Citywide Purchasing	$10.9	$10.8	3a, 4a, 4b
500 - Division of Real Estate Services	$10.4	$10.4	3a
600 - External Publications and Retailing	$2.0	$2.5	*
700 - Energy Management	$5.5	$10.8	5a, 5b, 5c
800 - Citywide Fleet Services	$3.6	$3.5	3a, 6a, 6b
Other Than Personal Services - Total	$1,329.3	$1,417.5	
002 - Human Capital	$6.3	$11.5	1a, 1b, 1c, 1d
006 - Board of Standards and Appeals	$0.1	$0.1	*
190 - Executive and Operations Support	$5.7	$11.1	All
290 - Division of Administration and Security	$29.6	$16.2	All
390 - Asset Management – Public Facilities	$241.2	$219.1	2a, 2b, 2c, 3a
490 - Office of Citywide Purchasing	$24.8	$40.4	3a, 4a, 4b
590 - Division of Real Estate Services	$2.6	$8.7	3a
690 - External Publications and Retailing	$0.8	$1.0	*
790 - Energy Management	$936.6	$1,030.0	5a, 5b, 5c, 6a, 6b
890 - Citywide Fleet Services	$81.5	$79.2	3a, 6a, 6b
Agency Total	$1,532.7	$1,628.9	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds.   [2]Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

• The Fiscal 2022 4-Month Actuals for the indicators in Goal 1d have been revised to reflect the change to quarterly reporting frequency beginning in Fiscal 2023.

• The Fiscal 2022 Actual for the indicator 'Workplace injuries reported' has been updated based on the most current data.

• Goal 2b has been changed to 'Meet timeliness standards for in-house trade shop repair work,' to reflect the new source of those indicators, which is DCAS Construction and Technical Services. Goal 2b indicators have also been revised as follows: 'Average time to complete in-house trade shop work orders for minor repairs (days)' is revised to 'Average time to complete in-house trade shop work orders (days)', and 'Completed trade shop work orders' is revised to 'Completed in-house trade shop work orders.'

• The Fiscal 2023 target for 'Revenue generated from auto auctions' was increased from $5,692 to $10,120 in line with the current trend of more vehicles being sold.

- The Fiscal 2023 target for 'Revenue generated from sale of surplus goods' was increased from $7,893 to $12,321. This indicator includes sales of vehicles, which are increasing.

- The Fiscal 2023 target for 'Lease revenue generated ($000)' was increased from $33,578 to $37,578 due to a settlement agreement of a property which will result in an increase in lease revenue as well as increases in various lease amounts.

ADDITIONAL RESOURCES

For additional information go to:

- EEO-4 reports to the U.S. Equal Employment Opportunity Commission and Workforce Profile Report:
  https://www1.nyc.gov/site/dcas/reports/EEO-4-Reports.page

- Annual and Monthly Civil Service Exam Applications Schedule:
  https://www1.nyc.gov/assets/dcas/downloads/pdf/noes/monthly_exam_schedule.pdf

- NYC Workforce Profile Reports:
  https://www1.nyc.gov/site/dcas/reports/workforce-reports.page

- Online Application System (OASys):
  www.nyc.gov/examsforjobs

- NYC Jobs:
  http://www.nyc.gov/jobs

- NYC Fleet Newsletter:
  https://www1.nyc.gov/site/dcas/agencies/fleet-news.page

- Energy Management Reports and Publications:
  https://www1.nyc.gov/site/dcas/agencies/energy-reports-and-publications.page

- One City: Built to Last:
  www.nyc.gov/builttolast

- OneNYC: Government Workforce:
  http://onenyc.cityofnewyork.us/

- DCAS data sets on the NYC Open Data Portal:
  http://bit.ly/DCASOpenData

- The Social Indicators and Equity Report, EquityNYC:
  http://equity.nyc.gov/

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

DEPARTMENT OF RECORDS & INFORMATION SERVICES Pauline Toole, Commissioner

WHAT WE DO

The mission of the Department of Records and Information Services (DORIS) is to foster civic life by preserving and providing access to the historical and contemporary records of New York City government. To achieve this, the Department ensures that City records are properly maintained following professional archival and record management practices and makes materials available to diverse communities both online and in person.

The Department's website provides the public with access to more than 1.6 million historical photographs, maps and a growing online collection of 39,000 reports and publications issued by City agencies. The Agency added 100,000 copies of historical vital records to the 9.5 million records in the Historical Vital Records (HVR) platform. Launched in March 2022, the HVR provides free on-line access to high-quality copies of historical birth, death and marriage records. The Municipal Archives and Library staff annually respond to more than 38,000 reference requests and provide the public and City agencies access to approximately 185,000 cubic feet and 300 terabytes of historical City records and photographs, as well as a collection of more than 400,000 books, government reports, studies and other publications. Approximately 77 percent of the holdings require preservation work and the Conservation Unit implements the necessary rehousing, conservation treatments and other specialized measures.

The Municipal Records Management Division develops and administers City government's records management policies, operates records storage facilities, provides records management services to 65 government entities and oversees the government's transition to digital records management. The agency has launched the Electronic Records Management System (ERMS) that will enable agencies to retrieve and dispose of records in electronic format. Eight agencies began using ERMS during the first quarter of Fiscal 2023.

FOCUS ON EQUITY

The records of City government serve critical functions—recording government decisions, showing interactions between residents and policymakers and documenting the lives of individual New Yorkers. A focus on identifying previously hidden collections, repairing the records, inventorying and digitizing them allows the department to show the complexity of these interactions.

The department continues to increase knowledge of the histories and cultures of the City's extraordinarily diverse population as reflected in the collections of the Municipal Archives and Municipal Library. Using the five principles outlined by the New York State Historical Records Advisory Board DORIS is identifying possible barriers to physical or intellectual access that may exist in published descriptions of collection materials. DORIS is developing outreach strategies to document use, access, and language in legacy descriptions. As part of this effort. DORIS will dialog with Black, Indigenous and People of Color (BIPOC) community members. The Municipal Archives and Municipal Library will audit existing finding aids, catalog records and other metadata to locate and replace offensive, exclusionary, and outdated terminology and use inclusive and up-to-date terms to ensure descriptive materials represent communities in a respectful manner.

DORIS has devoted attention to showing the relevance and diversity of City government's records through several initiatives including a story-gathering history project, exhibits and social media posts.

The department continues to expand outreach to New Yorkers by diversifying public speakers, conducting community outreach and increasing digital promotion of the Archives. The department's story-gathering initiative documents the lives of long-term community residents. In September 2022, the agency convened a day-long conference, Conditions in Harlem, at the Schomburg Center for Research on Black Culture. The event featured a series of panel discussions where leaders, activists, scholars, clergy and community members addressed the key focus areas from the 1936 report by the Mayor's Commission on Conditions in Harlem and its implications for today. Commissioned by Mayor Fiorello LaGuardia in the wake of civil unrest in Harlem in 1935, the 1936 report had not been published at the time. It is now available at https://harlemconditions.cityofnewyork.us/.

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.

Goal 1c   Ensure historical records are preserved according to archival standards.

SERVICE 2 **Provide City agencies, the courts and district attorneys with policy guidance, 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 March 2022, the agency completed the Historical Vital Records (HVR) project that provided free on-line access to more than 9.5 million high-quality copies of birth, death and marriage records. An additional 100,000 historical vital records were added to the HVR in October. Continued public interest in the HVR led to a significant increase in the number of visitors to the website during the first four months of Fiscal 2023, rising 57 percent to 267,000 compared to 170,000 during the same period in Fiscal 2022.

- In the first four months of Fiscal 2023 the number of images produced in the Department's digital laboratory increased 16 percent to 43,702, compared to 37,530 during the first four months of Fiscal 2022. The increased volume is attributable to productivity achieved during a federally-funded grant project to digitize the Old Town Records collection.

- The quantity of records accessioned by the Municipal Archives during the first four months of Fiscal 2023 totaled 171 cubic feet. There had been no accession activity in the comparable period of Fiscal 2022 when staff were assigned to assist with the move of archival collections in the new storage facility in Industry City, Brooklyn.

- The Municipal Library acquired 1,040 publications during the first four months of Fiscal 2023, a decrease of 61 percent from the 2,701 items acquired during the same period in Fiscal 2022. The greater volume during 2022 is attributable to a short-term project that added mayoral press release documents to the portal. The percent of required agency reports submitted to the Library publications portal remained consistent at 61 percent in the first four months of Fiscal 2023, compared to 66 percent submitted during the same period of Fiscal 2022.

- The average time to respond to requests for copies of vital records decreased 50 percent during the first quarter of Fiscal 2023, to 17.2 days, compared to 33.9 days during the comparable period of Fiscal 2022. The improved performance is related to the recently launched Historical Vital Records platform that provides free on-line access to high-quality copies of birth, death and marriage records. Most customers no longer need to request record copies from Municipal Archives and the reduced demand for the copy service helped improve response time. The HVR project also resulted in a 53 percent decrease in the volume of requests, from 10,116 in the first quarter of Fiscal 2022, to 4,723 during the same period in Fiscal 2023.

- The number of preservation actions performed during the first quarter of Fiscal 2023 increased significantly to 6,146, compared to 1,586 during the same period in Fiscal 2022. The more than 287 percent increase is attributable to the productivity achieved during a federally-funded grant project to preserve the original Brooklyn Bridge drawings.

- During the first four months of Fiscal 2023 the Department's retrieval rate for records from the off-site facilities upon owner-agency request, and requests for stored records processed within 48 hours, remained constant at 0.8 days and 100 percent, respectively, compared to 0.8 days and 93.8 percent during the same period of Fiscal 2022.

- During the first quarter Fiscal 2023, the quantity of records transferred into the Municipal Records Center increased 70 percent, to 1,415 cubic feet, compared to 830 c.f. during the first four months of Fiscal 2022. Continued reductions in operations of most city agencies during the early part of Fiscal 2022 in response to the COVID-19 pandemic had prevented the Records Center from transferring records.

- The total volume of records disposed by the Department and all City government entities combined decreased 40 percent to 1,067 cubic feet during the first four months of Fiscal 2023, compared to 1,769 during the same period in Fiscal 2022. Special transfer projects involving records of the Mayor's Office, Kings County District Attorney and the Department of Probation diverted Department staff from regular disposal activities.

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	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Records digitized	1,448,706	2,285,564	187,329	1,000,000	1,000,000	37,530	43,702
Number of library items available	384,134	389,189	394,542	*	*	391,890	395,237
Unique visitors to agency website and related online platforms (000)	268	592	746	*	*	170	267
Publications and reports acquired	4,455	5,055	5,353	*	*	2,701	1,040
Percent of required agency reports submitted to the Municipal Library publications portal	42%	40%	67%	100%	100%	66%	61%
Records accessioned by Municipal Archives (cubic ft.)	399	111	330	*	*	0	171
Walk-in and program attendees at the Visitor Center	1,884	1,031	2,088	*	*	835	308
Digital archival collections accessioned (terabytes)	2.5200	0.0012	44.5100	*	*	0.0000	0.0013

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

Goal 1b — Promptly respond to requests for information.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Vital record requests responded to within 12 business days (%)	71%	65%	46%	60%	60%	54%	51%
★ Average response time to vital record requests (days)	9.7	23.1	24.8	12.0	12.0	33.9	17.2
★ Average response time to historical photo requests (days)	5.4	5.8	5.4	15.0	15.0	5.0	5.8
Municipal Archives and Municipal Library patron services (hours)	NA	NA	1,778	*	*	NA	523

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

Goal 1c — Ensure historical records are preserved according to archival standards.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Preservation actions performed	76,459	21,596	8,145	*	*	1,586	6,146

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

SERVICE 2 — Provide City agencies, the courts and district attorneys with policy guidance, 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	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Average response time to agency requests for inactive records (days)	0.7	0.6	1.0	2.0	2.0	0.8	0.8
Requests for stored records processed within 48 hours (%)	87.6%	87.6%	91.6%	*	*	93.8%	100.0%
Total records disposed by City government entities (cubic ft.)	36,539	14,801	6,563	*	*	1,769	1,067
Number of agencies managing records in electronic format using the Electronic Records Management System (ERMS)	NA	NA	NA	*	*	NA	8

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

| Goal 2b | | Promptly transfer eligible agency records to off-site storage. | | | | | | |

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Warehouse capacity available for new accessions (%)	19%	19%	19%	*	*	19%	19%
Records transferred into Municipal Records Center (cubic ft.)	661	487	7,820	*	*	830	1,415

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

| Goal 2c | | Dispose of all records according to their scheduled retention period. | | | | | | |

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Average time between records disposal eligibility and application sent to Law Department (months)	0.5	0.2	0.2	2.0	2.0	NA	NA
Average time for Law Department to approve records disposal application (months)	0.9	1.9	NA	3.0	3.0	NA	NA

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
CORE customer experience rating (0-100)	100	NA	100	*	*	NA	NA

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

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]	$9.6	$11.0	$12.4	$16.6	$16.8	$16.4	$1.8	$5.5
Revenues ($000,000)	$0.6	$0.8	$0.7	$0.9	$0.9	$0.9	$0.2	$0.2
Personnel	76	61	58	61	56	55	61	58
Overtime paid ($000)	$0	$0	$0	$0	$0	$0	$0	$0

[1]January 2023 Financial Plan.   [2]Expenditures include all funds   "NA" - Not Available

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)	Applicable MMR Goals[3]
100 - Personal Services	$4.2	$5.1	All
200 - Other Than Personal Services	$8.2	$11.6	All
Agency Total	$12.4	$16.8	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds.   [2]Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

None.

ADDITIONAL RESOURCES

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

DEPARTMENT OF FINANCE
Preston Niblack, Commissioner

WHAT WE DO

The Department of Finance (DOF) is responsible for the collection of more than $45 billion annually in revenue for the City and the valuation of over one million properties worth a total of nearly $1.4 trillion. DOF records property-related documents, administers property tax exemption and abatement programs, assists New Yorkers with tax payment issues through the Office of the Taxpayer Advocate, adjudicates parking tickets, administers the City's bank accounts, manages the City's cash flows, and administers its business and excise taxes.

Through the Office of the Sheriff, DOF enforces court mandates, orders, warrants of arrest, property seizures, and a wide variety of state and City public safety mandates. The Sheriff's Office investigates deed fraud, the trafficking of illegal and untaxed tobacco products and the sale of synthetic narcotics.

Through the Mayor's Office of Pensions and Investments, DOF advises the administration on the management of the City's five pension systems.

DOF is committed to providing exceptional customer service. The agency utilizes a customer-centric business model, incorporating reforms and initiatives. By leveraging Lean Six Sigma and technology, DOF continues to streamline processes and improve cycle times. This furthers the mission and enables a better customer experience for the City's taxpayers.

FOCUS ON EQUITY

DOF administers several programs to ensure the fair treatment of all New Yorkers and ensure their access to City services and information. The agency's five borough-based business centers and its Customer Contact Center provide all residents and businesses with support regarding payments, property exemptions and business taxes. Between July 1, 2022 and October 31, 2022, DOF business centers served more than 568,000 customers and the Contact Center received nearly 17,000 calls from constituents. DOF administers key property tax exemption programs such as the Senior Citizens Rent Increase Exemption (SCRIE), the Disability Rent Increase Exemption (DRIE), the Senior Citizen Homeowners' Exemption (SCHE) and the Disability Homeowners' Exemption (DHE), which help qualifying renters and homeowners remain in their homes. The Taxpayer Advocate and the Parking Summons Advocate provide additional means for members of the public to address issues with their taxes or parking violations, respectively. During the pandemic, DOF adapted its programs and procedures to meet the needs of constituents facing hardships. For example, DOF created new payment plans for those with outstanding judgment debt to account for pandemic-related hardships. To ensure a safe means for constituents to conduct business with DOF, the agency expanded online capabilities to include the ability to schedule appointments with the City Register, Senior-Disabled Exemptions Assistance Centers, Adjudications, Court Assets (Bail Services), the Tax Map unit, and the Business Centers. DOF also implemented virtual appointments that allow a customer to book an appointment for a direct contact by a DOF representative. The DOF tenant access portal allows SCRIE and DRIE participants and their representatives to access benefit information and new applicants to file Rent Freeze applications online. DOF continues to pursue convenient payment options for its customers in addition to PayPal and Venmo which were implemented in prior fiscal years.

OUR SERVICES AND GOALS

SERVICE 1 **Bill and collect property and other taxes.**

Goal 1a   Increase the proportion of individuals and businesses that are in compliance with tax and revenue laws.

Goal 1b   Promptly review requests for refunds.

SERVICE 2 **Bill, adjudicate and collect on parking tickets.**

Goal 2a   Increase the proportion of parking tickets that are resolved.

Goal 2b   Assure that all respondents are offered convenient options for paying and challenging tickets.

SERVICE 3 **Administer rent and property owner exemption programs.**

Goal 3a   Promptly review applications for exemption programs.

SERVICE 4 **Help NYC taxpayers resolve tax issues.**

Goal 4a   Through the Office of the Taxpayer Advocate, promptly address inquiries and resolve cases.

SERVICE 5 **Record property-related documents.**

Goal 5a   Increase the percentage of online property recording transactions.

SERVICE 6 **Serve and execute legal processes and mandates.**

Goal 6a   Increase the proportion of judgments, orders and warrants that are successfully served/executed.

HOW WE PERFORMED

- Due to the loss of a significant number of field auditors, a large number of cases were held in inventory prior to assignment to new auditors to manage the cases. Combining this additional hold time with the time needed to learn the cases by the new staff, turnaround time for field audits increased by 13.3 percent over the previous fiscal year's first four months.

- The increase of 53.1 percent in tax liability as a result of non-field audits was due to the closing of one very large case in October 2022.

- Wait times for Adjudications hearings increased across the board. There was a 36.4 percent increase in the number of hearings year-over-year; in-person hearings alone were up 147 percent as compared to Fiscal 2022. Much of this can be attributed to the resumption of late payment penalties on ticketed violations after being suspended during the initial phase of the pandemic. Additionally, the Adjudications unit is operating with a third fewer judges than in previous periods.

- Processing times continue to remain high for Senior-Disabled exemptions applications. As reported in prior months, the increase in the processing times is primarily due to a process DOF implemented in response to the COVID pandemic. Since many SCRIE/DRIE customers were not able to file for a renewal or submit requested information due to COVID-related issues, DOF kept this population of applications in abeyance so that they were not revoked or denied. This led to the increase in processing times. In addition, the increase in the number of applications from the same period in Fiscal 2022 to Fiscal 2023 and an eight percent decrease in processing staff authorized headcount impacted processing times for all Senior-Disabled exemption programs.

- See "Noteworthy Changes, Additions or Deletions" below in which changes to the definitions of inquiries and cases in the Office of the Taxpayer Advocate are described. These led to the increase in the time to close inquiries and the decrease in the time to close cases.

- Average time to record and index property documents improved from 3.4 to 2.2 days as compared to the first four months of Fiscal 2022. City Register staff has deployed optical character recognition software to improve the review and acceptance of documents. This has led to a quicker review and acceptance of documents.

- Over the first four months of Fiscal 2023, there was a 25 percent decrease in arrest warrants executed compared to the prior reporting period. A number of older arrest warrants which had undergone several prior processing attempts were closed out because the addresses supplied were old or incorrect. No new information on the subjects was obtained so they were closed. This led to the decrease in the year-over-year successful execution rate of arrest warrants.

- The property execution success rate also dropped from 63 percent to 48 percent as compared to the first four months of Fiscal 2022. When the courts re-opened after the pandemic, a significant number of executions had been backlogged. On many of them information was not sufficient to locate assets of the defendants, and after demands for payment are unsuccessful, they are closed out.

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	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Property taxes billed that are paid (%)	98.1%	97.9%	98.1%	98.0%	98.0%	NA	NA
– Paid on time (%)	95.9%	94.8%	94.7%	*	*	94.3%	95.0%
Average turnaround time for field audits (days)	408	442	452	*	*	421	477
Average turnaround time for non-field audits (days)	175	201	230	*	*	217	220
Increase in tax liability as a result of audits (%)	20.1%	25.8%	29.4%	*	*	24.3%	21.8%
Increase in tax liability as a result of field audits (%)	21.2%	26.1%	28.0%	*	*	24.4%	20.0%
Increase in tax liability as a result of non-field audits (%)	10.9%	22.7%	43.0%	*	*	24.3%	53.1%
Originally noticed properties sold in lien sale (%)	16%	NA	25%	*	*	NA	NA
Properties in final lien sale	3,724	NA	2,841	*	*	NA	NA

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

Goal 1b Promptly review requests for refunds.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Average time to issue a property tax refund (days)	21	12	13	20	20	9	11
★ Average time to issue a business tax refund (days)	15	14	12	25	25	12	12
Average Time to Issue a Requested Business Tax Refund (days)	13	13	12	17	17	12	12
★ Average Time to Issue a Non-Requested Business Tax Refund (days)	16	15	14	17	17	13	12

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

SERVICE 2 Bill, adjudicate and collect on parking tickets.

Goal 2a Increase the proportion of parking tickets that are resolved.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Parking tickets resolved within 90 days (000)	9,225	10,120	10,767	*	*	3,660	NA
★ Parking tickets issued that are paid within 90 days (%)	68.5%	65.5%	66.2%	65.0%	65.0%	65.2%	NA
Parking tickets issued that are dismissed within 90 days (%)	5.3%	3.7%	3.3%	*	*	3.1%	NA

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

Goal 2b Assure that all respondents are offered convenient options for paying and challenging tickets.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Summonses adjudicated (000)	1,902	1,776	1,959	*	*	607	816
★ Parking ticket hearings - Total	998,215	1,117,467	1,047,121	*	*	348,224	474,977
– In-person hearings	127,418	132,119	205,862	*	*	62,850	155,259
– Hearings-by-mail	260,677	272,599	206,256	*	*	68,575	63,489
– Online hearings	610,120	712,749	635,003	*	*	216,799	256,229
Parking ticket "pay or dispute" app transactions	1,451,241	1,855,374	2,037,385	*	*	683,111	868,463
★ Average turnaround time for in-person parking ticket hearings (minutes)	12	1	1	12	12	1	2
★ Average turnaround time to issue decision for parking ticket hearing-by-web (days)	4.7	4.0	4.0	8.5	8.5	4.0	6.8
★ Average turnaround time to issue decision for parking ticket hearing-by-mail (days)	7.2	7.0	6.9	14.0	14.0	6.8	9.5
Parking ticket appeals reviewed	25,031	35,827	30,073	*	*	10,761	17,569
Parking ticket appeals granted a reversal (%)	16.0%	23.0%	23.0%	*	*	26.0%	12.0%

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

SERVICE 3 — Administer rent and property owner exemption programs.

Goal 3a — Promptly review applications for exemption programs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Senior Citizen Rent Increase Exemption (SCRIE) - Initial applications received	4,582	4,389	5,024	*	*	1,754	2,338
★ Average time to process initial SCRIE applications (days)	6.9	8.5	11.1	10.0	10.0	7.2	12.9
SCRIE renewal applications received	25,632	23,216	32,064	*	*	9,077	8,568
★ Average time to process renewal SCRIE applications (days)	5.3	9.8	10.2	10.0	10.0	4.7	29.8
Disability Rent Increase Exemption (DRIE) - Initial applications received	1,216	1,098	1,031	*	*	345	457
★ Average time to process initial DRIE applications (days)	7.6	6.7	10.0	10.0	10.0	6.2	10.9
DRIE renewal applications received	5,813	5,869	7,464	*	*	2,163	2,167
★ Average time to process renewal DRIE applications (days)	5.2	9.4	9.8	10.0	10.0	4.5	23.8
Senior Citizen Homeowners' Exemption (SCHE) - Number of initial applications received	9,117	9,750	6,094	*	*	876	1,451
★ Average time to process initial SCHE applications (days)	37.1	11.7	10.3	⇩	⇩	3.5	7.8
SCHE - Number of renewal applications received	6,959	27,328	12,759	*	*	24	77
★ Average time to process renewal SCHE applications (days)	20.8	13.2	8.5	⇩	⇩	1.0	8.5
Disability Homeowners' Exemption (DHE) - Number of initial applications received	669	576	603	*	*	104	158
★ Average time to process initial DHE applications (days)	34.1	14.6	5.9	⇩	⇩	2.0	6.0
DHE - Number of renewal applications received	2,659	2,052	2,242	*	*	12	14
★ Average time to process renewal DHE applications (days)	23.4	25.7	8.6	⇩	⇩	3.3	4.3

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

SERVICE 4 — Help NYC taxpayers resolve tax issues.

Goal 4a — Through the Office of the Taxpayer Advocate, promptly address inquiries and resolve cases.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Inquiries received	1,454	1,278	1,177	*	*	260	276
★ Average time to address inquiries (days)	9.9	2.4	1.9	10.0	10.0	2.0	5.3
Cases opened	664	834	706	*	*	225	333
Cases closed	1,026	988	774	*	*	304	345
★ Average time to close a case (days)	102.5	74.1	48.6	45.0	45.0	54.3	34.5

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

SERVICE 5 — Record property-related documents.

Goal 5a — Increase the percentage of online property recording transactions.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Percentage of Property Recording Transactions Online (%)	78.4%	84.8%	86.0%	*	*	85.2%	84.1%
Average time to record and index property documents (days) - Citywide	0.7	2.8	4.5	*	*	3.4	2.2

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

SERVICE 6 Serve and execute legal processes and mandates.

Goal 6a Increase the proportion of judgments, orders and warrants that are successfully served/executed.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Arrest warrants successfully executed (%)	78%	61%	79%	*	*	83%	58%
Orders of Protection successfully served (%)	55%	61%	61%	*	*	61%	57%
Property seizure orders successfully executed (%)	62%	40%	50%	*	*	63%	48%
Child support orders successfully served (%)	64%	66%	59%	*	*	59%	57%

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Total revenue collected ($000,000)	$42,310	$44,550	$45,341	*	*	NA	NA
– Property taxes collected ($000,000)	$29,530	$31,292	$29,622	*	*	NA	NA
– Business taxes collected ($000,000)	$7,637	$8,484	$9,800	*	*	NA	NA
– Property transfer taxes collected ($000,000)	$2,111	$1,928	$3,238	*	*	NA	NA
– Traffic violations revenue ($000,000)	$718	$718	$847	*	*	NA	NA
– Audit and enforcement revenue collected ($000,000)	$999	$1,137	$871	*	*	NA	NA
– Other revenue ($000,000)	$1,315	$993	$962	*	*	NA	NA

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY20	FY21	FY22	FY23	FY24	FY22	FY23
E-mails responded to in 14 days (%)	83%	79%	81%	85%	85%	82%	64%
Letters responded to in 14 days (%)	84%	64%	75%	85%	85%	72%	56%
Completed customer requests for interpretation	4,627	2,510	3,189	*	*	1,119	NA
Average customer in-person wait time (minutes)	6	1	3	12	12	2	17
Calls answered by customer service representative (%)	94%	82%	66%	*	*	74%	32%
CORE customer experience rating (0-100)	96	99	98	90	90	NA	NA
Number of calls to the Customer Contact Center	39,045	51,299	52,315	*	*	15,694	17,663
Average time to complete calls to the Customer Contact Center (minutes:seconds)	12:52	14:11	11:35	*	*	12:32	10:31

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

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]	$310.1	$301.1	$301.2	$343.7	$343.3	$332.2	$121.8	$145.2
Revenues ($000,000)	$887.0	$877.4	$1,064.0	$905.0	$1,126.6	$982.2	$334.8	$465.3
Personnel	2,018	1,935	1,725	2,044	1,928	1,928	1,871	1,661
Overtime paid ($000)	$7,034	$7,796	$7,424	$1,358	$2,193	$1,358	$1,732	$2,193

[1]January 2023 Financial Plan.   [2]Expenditures include all funds   "NA" - Not Available

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$164.7	$168.6	
001 - Administration and Planning	$46.2	$45.2	All
002 - Operations	$20.6	$20.1	1b, 3a
003 - Property	$28.7	$28.3	1a, 1b, 5a
004 - Audit	$30.2	$31.4	1a, 1b
005 - Legal	$5.7	$6.3	1a, 1b, 2a
007 - Parking Violations Bureau	$9.1	$10.5	2a, 2b
009 - City Sheriff	$24.3	$26.8	1a, 2a, 6a
Other Than Personal Services - Total	$136.5	$174.7	
011 - Administration	$81.4	$103.1	All
022 - Operations	$40.1	$40.8	1b, 3a
033 - Property	$4.8	$6.6	1a, 1b, 5a
044 - Audit	$0.2	$0.4	1a, 1b
055 - Legal	$0.1	$0.4	1a, 1b, 2a
077 - Parking Violations Bureau	$0.7	$0.9	2a, 2b
099 - City Sheriff	$9.2	$22.5	1a, 2a, 6a
Agency Total	$301.2	$343.3	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds. [2]Includes all funds. [3]Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✏

- In June 2022, upon Commissioner review of the Office of the Taxpayer Advocate (OTA) metrics and overall casework, OTA changed the definitions for cases and inquiries. Generally, the definitions were based on the length of time needed to close a matter; inquiries were matters resolved in 10 days or less, and matters resolved after 10 days were catalogued as cases. Inquiries are now defined as matters OTA resolves on its own and cases are referred out to other Department of Finance business units.

ADDITIONAL RESOURCES

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

- NYC Rent Freeze Program:
  www.nyc.gov/rentfreeze

- SCRIE:
  https://www1.nyc.gov/site/finance/benefits/landlords-scrie.page

- DRIE:
  https://www1.nyc.gov/site/finance/benefits/landlords-drie.page

- SCHE:
  https://www1.nyc.gov/site/finance/benefits/landlords-sche.page

- DHE:
  https://www1.nyc.gov/site/finance/benefits/landlords-dhe.page

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

OFFICE OF TECHNOLOGY AND INNOVATION
Matthew C. Fraser, Chief Technology Officer
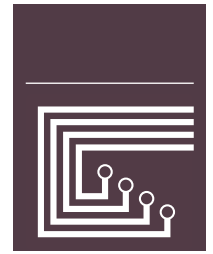
WHAT WE DO

The Office of Technology and Innovation (OTI) consolidated the City's technology departments and offices into a single technology organization designed to help streamline their operations and foster interagency cooperation. OTI builds partnerships with City agencies large and small to ensure the best possible technology services, tools and guidance are available to drive technology excellence at all levels. In addition, OTI works with industry, academic, and civic partners to enhance the overall technology ecosystem of New York City to provide opportunities for those disconnected from the digital economy and make our City a world-leading location for technology innovation, enterprise, and equitable participation.

FOCUS ON EQUITY

OTI is dedicated to delivering tech-based services that improve the lives of all New Yorkers and bridge the digital divide. In 2022, OTI launched a pair of cornerstone digital equity projects—Big Apple Connect and Link5G—that ensure greater online connectivity for underserved New Yorkers. Big Apple Connect provided free high-speed internet access to 90,000 households in 130 developments in 2022 and will expand to more than 200 sites in 2023. The Link5G initiative will deploy 2,000 kiosks to upgrade critical telecom infrastructure and improve wireless access across the city, 90 percent of Link5Gs deployed will be in the outerboroughs and above 96th Street in Manhattan. In addition, OTI is increasing device access and digital literacy through various other programs, including Connected Communities and Gigabit Innovation Centers.

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.

Goal 1b Resolve all service disruptions within targeted levels.

Goal 1c Ensure all application development and IT infrastructure projects are delivered on time.

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 amount of publicly available data.

SERVICE 3 **Regulate franchised cable services.**

Goal 3a Ensure customer complaints are resolved positively.

SERVICE 4 **Regulate provisioning of public telecommunication services on City streets.**

Goal 4a Maximize usefulness, operability and cleanliness of public telecommunication services on City streets.

SERVICE 5 **Arrange for free, fast, and reliable internet access to eligible NYCHA residents.**

Goal 5a Ensure widespread adoption of broadband across eligible NYCHA developments.

HOW WE PERFORMED

During the first four months of Fiscal 2023 the newly consolidated Office of Technology and Innovation focused its critical mission of leveraging technology for New Yorkers by streamlining and enhancing the services provided. Selected highlights include:

- Release of OTI's Strategic Plan, laying out OTI's priorities and commitments.

- Launch of *Big Apple Connect*, the nation's largest free municipal broadband program providing high-speed Internet access and basic cable television service to people living in more than 130 New York City Housing Authority (NYCHA) developments and 200 NYCHA developments by the end of 2023.

- LinkNYC Kiosks—Expanding 5G Access—During the first four months of Fiscal 2023 OTI, in partnership with LinkNYC, deployed 72 new 5G kiosks. The newest next-generation LinkNYC kiosks will deliver ultra-fast 5G & expanded wireless infrastructure across the city, 90 percent designated for the Bronx, Brooklyn, Queens, Staten Island and above 96th Street in Manhattan.

- Over the last six months, OTI in an ongoing partnership with LinkNYC opened three Gigabit Centers in Manhattan, Bronx, and Queens. These centers provide free high-speed Internet, access to computers, and technology training, as part of the City's ongoing efforts to help bridge the digital divide. Additional centers will be opened in Brooklyn and Staten Island in Calendar 2023.

- New York City opened Humanitarian Emergency Response and Relief Centers (HERRCs) to support the hundreds of asylum seekers arriving in New York City each day from Texas and other southern border states. These centers aid newly arriving individuals and families and offer connections to the full range of services and support they need. OTI was tasked with assisting NYC Health + Hospital and its partners with technology, infrastructure, and technology-related operational support. In just a couple of weeks, OTI worked with its vendor to deploy HOST NYC, an application that provides end-to-end household and guest tracking workflow, including intake, bed assignment, case management, referrals, discharge, reporting, and inventory capabilities. As the program continues, OTI will support the opening of additional locations and enhance the application to meet evolving business needs, while also offering 24/7 onsite and virtual support.

- OTI is developing the MyCity Portal to create a one-stop portal with a common digital experience for accessing all City services and benefits. OTI's Applications, Legal, InfoPrivacy, Cyber and Digital Services divisions along with other agencies are working toward the beginning of next year goal to launch the first service, which is Childcare.

- Provided recommendations and solutions on improving OTI's recruitment, hiring and retention strategies through the TeamTech program.

Along with these technology efforts, in the first four months of Fiscal 2023 the general work of the agency remained on track:

- Over the first four months of Fiscal 2023, the number of information technology services offered to agencies was increased to 378.

- OTI's Public Safety Division, which is responsible for managing critical 911 infrastructure, which experienced no critical outages for three consecutive fiscal years.

- During the first four months of Fiscal 2023, OTI continued to fine tune the automated monitoring tools and enterprise system. High priority incident resolution time was 19 hours, Medium and Low incidents were 15 hours and 10 hours, respectively. Critical incidents resolution time was 10 hours largely due to third party telecommunication events.

- During the first four months of Fiscal 2023 the number of requests for OTI services by external agencies was 17,885 and the delivery time of the OTI services for external agencies was 11 days.

- During this period OTI standardized and streamlined external agencies request submissions using 74 catalog items.

- In the latter part of Preliminary Fiscal 2023, implemented a customer satisfaction survey to ensure excellent quality of service to OTI customers. Preliminary results indicate an 85 percent satisfaction rate.

- The number of rows of data available for download on NYC.gov/OpenData was 4,466,917,086.

- During the first four months of Fiscal 2023 the percentage of datasets with data dictionaries remained constant due to the number of legacy datasets without dictionaries.

- In the first four months of Fiscal 2023, the number of subscriptions to the LinkNYC franchise crossed 12 million. The number of subscriptions should increase in Fiscal 2023 as Link5G devices are installed in neighborhoods with a lack of other broadband options.

SERVICE 1 Deliver City IT services including hardware, software and technical support.

Goal 1a Provide quality service delivery and performance monitoring.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Services OTI provides	NA	NA	352	⇧	⇧	NA	378
★ Incidents that directly impact services that OTI provides	NA	NA	68	⇩	⇩	NA	154
★ Critical public safety outages	0	0	0	⇩	⇩	0	0
★ Total outage time for critical public safety infrastructure (minutes)	0	0	0	⇩	⇩	NA	0
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None							

Goal 1b Resolve all service disruptions within targeted levels.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Incidents by severity level - Critical	157	100	61	⇩	⇩	NA	17
Incidents by severity level - High	1,997	1,506	564	*	*	NA	268
Incidents by severity level - Medium and Low	38,942	39,843	15,725	*	*	NA	7,978
★ Average incident resolution time by SLA level (hours) - Critical	5	5	6	⇩	⇩	NA	10
Average incident resolution time by SLA level (hours) - High	10	17	24	*	*	NA	19
Average incident resolution time by SLA level (hours) - Medium	24	31	51	*	*	NA	15
Average incident resolution time by SLA level (hours) - Low	21	5	27	*	*	NA	10
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None							

Goal 1c Ensure all application development and IT infrastructure projects are delivered on time.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ New service catalog submissions to support outside agencies	NA	NA	29,646	*	*	NA	17,885
Number of catalog items	NA	NA	67	*	*	NA	74
Delivery time of services for external agencies (days)	NA	NA	8	*	*	NA	11
Percentage of customers satisfied	NA	NA	NA	90%	90%	NA	85%
Customer survey completion rate	NA	NA	NA	*	*	NA	8%
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None							

SERVICE 2 Support sharing and management of citywide data and information.

Goal 2a Increase the public's use of City government information through NYC.gov.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
NYC.gov web page views (000)	288,651.9	312,134.4	296,892.7	*	*	97,951.2	90,340.5
★ NYC.gov unique visitors (average monthly) (000)	5,438	6,397	6,668	⇧	⇧	6,480	5,898

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

Goal 2b Increase the amount of publicly available data.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Rows of data available for download on NYC.gov/OpenData	NA	NA	4,136,674,015	*	*	NA	4,466,917,086
Datasets with data dictionaries on NYC.gov/OpenData (%)	91.4%	92.2%	91.7%	*	*	NA	91.8%
NYC.gov/OpenData Dataset Downloads	NA	1,288,693	1,621,870	*	*	NA	506,113
NYC.gov/OpenData Dataset Views (Website)	NA	4,038,236	4,161,744	*	*	NA	1,166,939
NYC.gov/OpenData Dataset Views (API)	NA	1,287,347,941	892,155,218	*	*	NA	195,364,444

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

SERVICE 3 Regulate franchised cable services.

Goal 3a Ensure customer complaints are resolved positively.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Video cable complaints Citywide	2,839	2,941	2,426	*	*	NA	603
Video complaints resolved Citywide (%)	77%	78%	91%	*	*	NA	90%

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

SERVICE 4 Regulate provisioning of public telecommunication services on City streets.

Goal 4a Maximize usefulness, operability and cleanliness of public telecommunication services on City streets.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Cumulative number of LinkNYC subscribers	8,983,785	9,699,767	11,321,069	*	*	10,143,363	12,248,067
Summonses issued for LinkNYC kiosks with inoperable phone service or unacceptable appearance	59	73	175	*	*	NA	25
Revenue collected from LinkNYC Franchise Fees and liquidated damages ($000)	$0.0	$26,875.0	$5,466.0	$4,500.0	$4,500.0	$1,720.3	$4,139.0
Percentage of residential buildings citywide that are serviceable by either broadband or fiber optic cable (%)	NA	NA	NA	*	*	NA	87

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

SERVICE 5   **Arrange for free, fast, and reliable internet access to eligible NYCHA residents.**

Goal 5a	Ensure widespread adoption of broadband across eligible NYCHA developments.

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Percentage of eligible residents adopting Big Apple Connect Services (%)	NA	NA	NA	*	*	NA	70.0%

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

AGENCY-WIDE MANAGEMENT

	Actual			Target		4-Month Actual	
Performance Indicators	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Citywide IT professional services contracts in use by agencies (%)	49%	52%	52%	*	*	NA	51%

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Letters responded to in 14 days (%)	NA	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	NA	100%	99%	*	*	NA	99%
Percent meeting time to close – cable complaint - miscellaneous (30 days)	NA	85	76	*	*	NA	67
Percent meeting time to close – cable complaint - video service (15 days)	NA	53	61	*	*	NA	77
Percent meeting time to close – cable complaint - billing (30 days)	NA	77	81	*	*	NA	67

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

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]	$821.7	$970.7	$924.5	$720.8	$838.9	$697.4	$524.9	$494.6
Revenues ($000,000)	$150.7	$172.1	$170.3	$170.3	$160.0	$143.3	$61.1	$49.5
Personnel	1,687	1,646	1,564	1,760	1,659	1,642	1,602	1,519
Overtime paid ($000)	$2,677	$1,262	$1,049	$315	$324	$315	$278	$324

[1]January 2022 Financial Plan.   [2]Expenditures include all funds   "NA" - Not Available

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$161.3	$157.3	
001 - Technology Services	$82.9	$78.9	All
003 - Admin/Operations	$17.0	$16.4	All
007 - 911 Technical Operations	$18.2	$17.8	1a, 1b, 1c
009 - Mayor's Office of Media & Entertainment	$7.4	$8.6	*
011 - 311	$18.7	$18.5	*
013 - New York City Cyber Command	$17.1	$17.1	*
Other Than Personal Services - Total	$763.1	$681.7	
002 - Technology Services	$456.7	$369.6	All
004 - Admin/Operations	$45.0	$50.4	All
008 - 911 Technical Operations	$81.0	$90.8	1a, 1b, 1c
010 - Mayor's Office of Media & Entertainment	$26.1	$29.9	*
012 - 311	$52.6	$36.2	*
014 - New York City Cyber Command	$101.8	$104.8	*
Agency Total	$924.5	$838.9	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds.   [2]Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- The indicators 'Delivery time of services for external agencies' and 'Number of catalog items' were added during the first four months of Fiscal 2023 to increase the efficiency of delivery of the agency's services and measure customer agency expectations on the delivery of those OTI services.

- The indicator 'Houses passed with cable/fiber by borough (%)' was renamed to 'Percentage of residential buildings citywide that are serviceable by either broadband or fiber optic cable.' The data for this metric is being introduced during the first four months of Fiscal 2023 to track the efforts to provide universal broadband for all New Yorkers.

- Launched in October 2022 by OTI's Service Desk, the survey indicators, 'Percentage of customers satisfied' and 'Customer survey completion rate' was added. These indicators provide data reflecting the delivery of OTI services and how frequent surveys are completed.

ADDITIONAL RESOURCES

For additional information go to:

- NYC.gov:
  http://www.nyc.gov/

- NYC Open Data:
  http://nyc.gov/opendata

- OTI's Strategic Plan:
  https://www1.nyc.gov/assets/oti/downloads/pdf/about/strategic-plan-2022.pdf

- The Social Indicators and Equity Report, EquityNYC:
  http://equity.nyc.gov/

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

BOARD OF ELECTIONS Michael J. Ryan, Executive Director

WHAT WE DO

The Board of Elections of the City of New York (the Board) is an administrative body of 10 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; recruiting, training and assigning the various election day officers to conduct elections; operation of poll site locations; maintenance, repair, setup and deployment of the Election Day operation equipment; ensuring each voter their right to vote at the polls or by absentee ballot; canvassing and certification of the vote; voter education, notification and dissemination of election information; and preparation of maps of various political subdivisions.

FOCUS ON EQUITY

The Board's mission is to provide independent access to the voter franchise to all eligible voters in the City of New York. The Board is committed to providing meaningful access to over 1,200 poll sites throughout the City. The Board works closely with all interested stakeholders, including various executive and legislative bodies, as well as advocacy groups. The Board works diligently to ensure that all poll locations are compliant with the requirements of the Americans with Disabilities Act and federal limited English proficiency standards to ensure that all eligible voters receive the materials and assistance required to independently participate in the voting process.

HOW WE PERFORMED

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Voter turnout - general election (000)	796	3,067	1,149	*	*	NA	NA
Voter Registration forms processed	182,247	374,904	131,735	*	*	NA	NA
Total registered voters (000)	5,270	5,565	5,599	*	*	NA	NA
Total active voters (000)	4,772	4,948	4,949	*	*	NA	NA
Poll worker attendance on Election Day (%)	94.8%	96.3%	93.9%	*	*	NA	NA
Voter complaints regarding poll workers	480	256	510	*	*	NA	NA
Voter complaints regarding poll workers - service	397	124	355	*	*	NA	NA
Voter complaints regarding poll workers - procedure	83	132	155	*	*	NA	NA
Voting equipment replacement rate - ballot scanners (%)	0.3%	0.7%	0.8%	*	*	NA	NA
Voting equipment replacement rate - ballot marking devices (%)	1.2%	2.3%	1.7%	*	*	NA	NA
Precision of unofficial election results (%)	3.4%	3.3%	1.1%	*	*	NA	NA
Interpreters deployed on election day	5,029	5,838	6,526	*	*	NA	NA
Interpreters deployed on election day - Bronx	273	464	549	*	*	NA	NA
Interpreters deployed on election day - Brooklyn	1,606	1,718	2,082	*	*	NA	NA
Interpreters deployed on election day - Queens	2,085	2,281	2,622	*	*	NA	NA
Interpreters deployed on election day - Manhattan	861	1,163	1,064	*	*	NA	NA
Interpreters deployed on election day - Staten Island	204	212	209	*	*	NA	NA

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

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23[1]	FY24[1]	FY22	FY23
Expenditures ($000,000)[2]	$222.1	$230.9	$222.2	$232.4	$235.5	$136.7	$41.4	$65.4
Revenues ($000)	$34.3	$54.4	$46.9	$38.0	$38.0	$38.0	$6.6	$8.6
Personnel	883	894	841	682	652	652	888	833
Overtime paid ($000,000)	$11.5	$12.3	$11.6	$11.5	$8.3	$8.3	$2.6	$4.6

[1]January 2023 Financial Plan.   [2]Expenditures include all funds   "NA" - Not Available

SPENDING AND BUDGET INFORMATION

Agency expenditures and planned resources by budgetary unit of appropriation.

Unit of Appropriation	Expenditures FY22[1] ($000,000)	January 2023 Financial Plan FY23[2] ($000,000)
001 - Personal Services	$101.6	$97.4
002 - Other Than Personal Services	$120.6	$138.1
Agency Total	$222.2	$235.5

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds.   [2]Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

None.

ADDITIONAL RESOURCES

For additional information, go to:

• Annual reports:
  www.vote.nyc/page/annual-reports

For more information on the agency, please visit: www.vote.nyc.
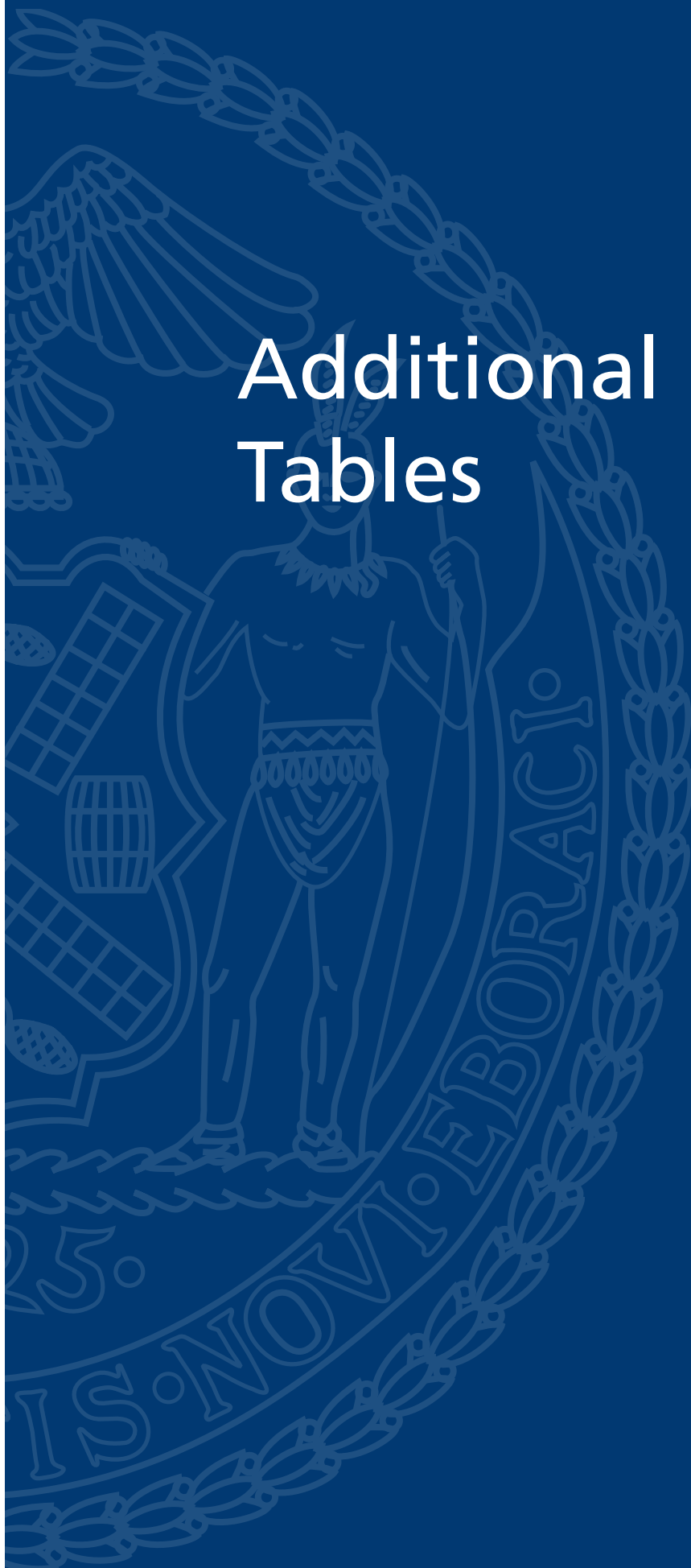
Appendix

Additional Tables

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ADDITIONAL TABLES

PAID ABSENCE RATES

FIRST FOUR MONTHS OF FISCAL YEAR 2023

WORKFORCE OR AGENCY	FY 2023 TOTAL SICK LEAVE	FY 2023 LODI/ WC	FY 2023 TOTAL ABSENCE	FY 2022 TOTAL ABSENCE	FY 2023 EQUIV. ABSENCE DAYS/YEAR
UNIFORMED WORKFORCES					
DOC (U)	12.04%	5.36%	17.40%	26.58%	43.33
FDNY (U)	2.11%	6.77%	8.87%	9.77%	22.10
NYPD (U)	4.21%	0.55%	4.67%	4.97%	11.84
DSNY (U)	6.74%	1.67%	8.41%	10.77%	20.95
Uniformed Subtotal	6.00%	3.49%	9.49%	9.29%	23.64
LARGER CIVILIAN WORKFORCES					
NYPD (C)	0.21%	0.01%	0.22%	0.65%	0.54
FDNY (C)	6.00%	0.24%	6.24%	6.30%	15.54
ACS	4.04%	2.31%	6.35%	5.85%	15.81
HRA	4.56%	0.20%	4.76%	4.59%	11.85
DHS	4.00%	1.49%	5.49%	5.47%	13.68
HPD	4.20%	0.05%	4.25%	3.99%	10.58
DOHMH	3.39%	0.05%	3.43%	3.50%	8.55
DEP (*)	3.44%	0.29%	3.73%	3.70%	9.28
DSNY (C)	4.39%	0.83%	5.22%	5.02%	12.99
DOF (*)	4.04%	0.46%	4.50%	4.29%	11.20
DOT (*)	3.69%	0.76%	4.45%	4.32%	11.09
DPR	5.78%	0.52%	6.30%	5.49%	15.68
LAW	3.86%	0.04%	3.90%	3.23%	9.71
DCAS	2.14%	0.18%	2.32%	3.77%	5.77
DDC	4.35%	0.00%	4.35%	3.72%	10.82
DOC (C)	0.63%	1.02%	1.65%	6.68%	4.12
PROBATION (*)	4.23%	0.20%	4.43%	4.02%	11.04
DOB (*)	4.02%	0.04%	4.06%	3.77%	10.11
DOITT	3.77%	0.06%	3.83%	3.28%	9.54
Subtotal	2.75%	0.36%	3.11%	3.32%	7.75
SMALLER CIVILIAN WORKFORCES					
NYCEM	0.97%	0.00%	0.97%	2.61%	2.42
DCP	2.64%	0.38%	3.03%	2.85%	7.54
DOI	3.88%	0.02%	3.91%	3.50%	9.74
DftA	4.59%	0.00%	4.60%	4.64%	11.44
CULTURAL	3.25%	0.00%	3.25%	2.89%	8.10
LANDMARKS	1.93%	0.00%	1.93%	2.24%	4.80
TLC	4.38%	0.12%	4.49%	4.62%	11.19
CCHR	4.13%	0.00%	4.13%	4.46%	10.29
DYCD	17.70%	0.93%	18.63%	4.22%	46.39
SBS	4.06%	0.02%	4.08%	4.30%	10.15
DORIS	3.41%	0.00%	3.41%	5.05%	8.50
CONSUMER	3.76%	0.00%	3.76%	3.70%	9.36
BIC	3.61%	0.86%	4.47%	2.73%	11.14
OATH	3.40%	0.00%	3.40%	4.24%	8.46
ELECTIONS	4.30%	0.04%	4.35%	5.92%	10.82
CCRB	2.93%	0.00%	2.93%	2.45%	7.30
Subtotal	3.93%	0.09%	4.02%	4.18%	10.01

WORKFORCE OR AGENCY	FY 2023 TOTAL SICK LEAVE	FY 2023 LODI/ WC	FY 2023 TOTAL ABSENCE	FY 2022 TOTAL ABSENCE	FY 2023 EQUIV. ABSENCE DAYS/YEAR
Uniformed	6.00%	3.49%	9.49%	9.29%	23.64
Civilian	2.80%	0.35%	3.15%	3.36%	7.85
TOTAL	3.66%	1.19%	4.85%	5.72%	12.07
CITYWIDE	3.66%	0.26%	3.91%	4.36%	9.75

Note: The Total Absence Rate is calculated by dividing the sum of paid sick leave for all employees, Line-of-Duty Injury absence for uniformed employees, and paid Workers' Compensation absence for civilian employees, by paid scheduled hours for all employees. The Citywide Absence Rate is calculated by dividing paid sick leave for all employees plus paid Workers' Compensation absence for civilian employees by paid scheduled hours for all employees.

(*) Civilian agency includes both Line-of-Duty Injury absence for their uniformed employees and paid Worker's Compensation absence for their civilian employees.

VEHICLE FLEETS AND MAINTENANCE

New York City's municipal fleet supports critical and daily emergency services for all New Yorkers. The fleet includes NYPD response vehicles, FDNY ambulances and fire trucks, and DSNY garbage trucks and sweepers. Citywide fleet operations are led by DCAS Fleet through the Deputy Commissioner for Fleet Management, who serves as the City's Chief Fleet Officer, pursuant to Executive Order 161 of 2022. The Chief Fleet Officer works with more than 50 City agencies and offices that operate fleet units, including the 14 major fleet agencies of NYPD, FDNY, DOC, DSNY, DPR, DOT, DEP, DOE, DOHMH, NYCEM, TLC, NYCHA, OCME and DCAS, together these agencies are known as the Fleet Federation.

DCAS's role in the City fleet includes managing fuel, repair, collisions, procurement, auction, acquisitions, driver policy, parts, servicing contracting, sustainability, car share, the central fleet management system, FleetStat reporting, and resource authorization in partnership with OMB. DCAS also leads initiatives in safety, sustainability, cost efficiency, transparency, and emergency management.

- DCAS is implementing a fleet reduction as part of a fleet efficiency initiative. The overall fleet was reduced by 736 vehicles or 2.5 percent during the first four months of Fiscal 2023, compared with the same period in Fiscal 2022. The fleet reduction program will continue through the end of the calendar year.

- DCAS is also implementing a series of sustainability initiatives as part of the NYC Clean Fleet plan. Through Mayoral Executive Order 90 of 2021, New York City has committed to transitioning to an all-electric fleet by 2035 for most vehicle models, and by 2040 for emergency trucks. As part of its commitment to sustainability, DCAS made historic progress in replacing fossil fuel-powered fleet vehicles with electric vehicles in the first four months of Fiscal 2023. The number of electric fleet vehicles increased by 885 or 28 percent, compared with the same period in Fiscal 2022. Moreover, there also was a 122 percent increase in electric chargers installed during the first four months of Fiscal 2023, from the same period in Fiscal 2022.

- Vision Zero is a priority for DCAS. Through the first four months of Fiscal 2023, preventable collisions in City vehicles fell 21.5 percent, from 907 during the same period in Fiscal 2022 to 712. Correspondingly, the number of injuries involving collisions in City vehicles decreased 40.7 percent in the Fiscal 2023 reporting period, compared with the same period in Fiscal 2022. Revenue from recoverable affirmative claims, which is correlated with total crash rates, also decreased 25.4 percent from $904,097 in the first four months of Fiscal 2022 to $674,638 in the first four months of Fiscal 2023. Initiatives like intelligent speed assistance (ISA), a technology using cameras and/or global positioning systems to prevent drivers from exceeding local speed limits, fleet telematics, and truck surround camera retrofits played a role in improving safety during the reporting period.

- The overall daily vehicle in-service rate decreased three percentage points from 90 percent to 87 percent during the Fiscal 2023 reporting period, in relation to the Fiscal 2022 reporting period. There was a larger decline in daily agency fleet in-service targets achieved. This metric decreased from 99 percent achieved in the first four months of Fiscal 2022 to 71 percent for the same reporting period this fiscal year. The COVID-19 pandemic resulted in the postponement of new vehicle acquisitions and fleet hiring. The fleet now is the oldest in a decade and has fewer mechanics servicing it. Furthermore, supply chain problems in the fleet industry have caused delays in fleet servicing and procurement.

- Total vehicle acquisitions increased $95 million or 129 percent in the first four months of Fiscal 2023 compared with the first four months of Fiscal 2022 as DCAS works to replace older vehicles and recover from the COVID-19-related increase in fleet age.

- Fleet fuel use decreased by 86,000 gallons or one percent during the first four months of Fiscal 2023 compared with the previous reporting period in Fiscal 2022. Nevertheless, fuel expenditures increased 54.7 percent, a function of the overall rise in fuel costs that have occurred nationally through the last year.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

None.

ADDITIONAL RESOURCES

- NYC Fleet Newsletter:
  https://www1.nyc.gov/site/dcas/agencies/fleet-news.page

- Use-based fuel economy report (Local Law 75):
  https://www1.nyc.gov/assets/dcas/downloads/pdf/fleet/Local-law-75-report-on-use-based-fuel-economy-FY21.pdf

- Air pollution from City vehicles report (Local Law 38):
  https://www1.nyc.gov/assets/dcas/downloads/pdf/fleet/Local-Law-air-report-FY21.pdf

- Local Law 41, Car and Fleet Share report:
  https://www1.nyc.gov/assets/dcas/downloads/pdf/fleet/Local-Law-41-Car-Share-Report-2021.pdf

- Map of DCAS public access charging stations:
  https://www1.nyc.gov/assets/dcas/downloads/pdf/fleet/public-access-charging-stations-map.pdf

- New York City Fleet Daily Service Report:
  https://www1.nyc.gov/site/operations/performance/fleet-report.page

VEHICLE FLEETS AND MAINTENANCE

INDICATORS	Actual		Target		4-Month Actual	
	FY21	FY22	FY23	FY24	FY22	FY23
Total Fleet Size	29,718	29,457	28,920	28,670	29,601	28,865
- On Road Fleet Total	24,581	24,439	23,670	23,670	24,526	23,932
- Light Duty	12,343	12,271	11,500	11,500	12,262	11,864
- Medium Duty	4,631	4,569	4,550	4,550	4,605	4,492
- Heavy Duty	7,607	7,599	7,620	7,620	7,659	7,540
- Off Road/Other Equipment	5,137	5,018	5,250	5,000	5,075	4,969
Vehicle in-service rate (%)	92%	90%	92%	88%	90%	87%
Daily fleet in-service targets achieved (%)	96%	92%	98%	90%	99%	71%
Purchased vehicles compliant with Local Law 38 (%)	100%	100%	100%	100%	NA	NA
Alternative fuel vehicles	19,532	19,604	21,000	20,000	19,568	19,260
Alternative fuel vehicles in City fleet (%)	67%	68%	72%	72%	67%	70%
Electric vehicles	3,139	3,477	4,200	5,000	3,159	4,044
- On-road electric vehicles	2,344	2,670	3,400	4,000	2,365	3,245
- Off-road electric vehicles	795	807	800	1,000	794	799
Vehicle fuel used (gallons)	25,796,373	25,973,924	24,000,000	24,000,000	8,764,888	8,679,240
- Biodiesel fuel used (gallons)	13,792,271	14,219,288	14,000,000	14,000,000	4,656,457	4,601,210
- B100/RD100 equivalent used (gallons)	1,664,477	1,771,585	3,000,000	3,000,000	794,866	789,330
Fleet miles per gallon (FMPG)	7.1	6.7	7.0	7.0	6.7	6.5
Electric chargers installed	91	114	320	250	27	60
Cumulative electric vehicle charger ports	1,061	1,094	*	*	1,080	1,160
Vehicles purchased	665	1,456	3,000	2,500	388	1,764
Average age of fleet (months)	74.2	81.6	76	80	77	83
Collisions in City vehicles	4,650	5,765	*	*	1,812	1,566
Collisions per 100,000 miles involving City vehicles citywide	4.5	5.9	*	*	5.7	5.2
Preventable collisions per 100,000 miles involving City vehicles citywide	2.7	2.9	*	*	2.8	2.4
Injuries involving collisions in City vehicles citywide per 100,000 miles	0.4	0.7	*	*	0.5	0.4
Injuries involving preventable collisions per 100,000 miles	0.2	0.2	*	*	0.2	0.2
Preventable collisions in City vehicles	2,418	2,861	*	*	907	712
Injuries involving collisions in City vehicles	444	649	*	*	214	127
Fatalities involving collisions in non-emergency City vehicles	1	4	*	*	1	1
Revenue from recoverable affirmative claims	$2,842,076	$2,408,285	*	*	$904,097	$674,638
City employees trained in defensive driving citywide	6,671	7,999	7,000	7,000	2,237	2,253
Authorized City drivers trained in defensive driving (%)	88%	90%	95%	95%	89%	89%

Fleet repair expenditures ($000,000)	$272.2	$289.0	*	*	$81.5	$85.2
Fleet fuel expenditures ($000,000)	$50.7	$85.3	*	*	$23.2	$35.8
Fleet acquisition expenditures (capital) ($000,000)	$129.1	$240.7	$200.0	$150.0	$69.1	$99.5
Fleet acquisition expenditures (expense) ($000,000)	$19.5	$26.1	$70.0	$90.0	$4.4	$68.5
Automotive repair personnel	1,347	1,312	1,400	1,350	1,306	1,319
Fleet support personnel	317	309	330	310	311	308
[1] The number of collisions in City vehicles do not include NYPD collisions. "NA" Not Available *None						

THE FOLLOWING IS A DETAILED FLEET BREAKDOWN FOR AGENCIES WITH THE LARGEST CITY-MANAGED FLEETS:

DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES	Actual		Target		4-Month Actual	
INDICATORS	FY21	FY22	FY23	FY24	FY22	FY23
Vehicles	2,494	2,403	*	*	2,427	2,207
- On-Road Total	2,273	2,227	*	*	2,240	2,025
- Light Duty	1,867	1,835	*	*	1,846	1,661
- Medium Duty	326	313	*	*	314	288
- Heavy Duty	80	79	*	*	80	76
- Off Road/Other Equipment	221	176	*	*	187	182
Vehicle in-service rate (%)	98%	98%	*	*	98%	98%
Fleet miles per gallon (FMPG)	26.3	26.3	*	*	NA	NA
Collisions in City vehicles	361	399	*	*	135	113
Collisions per 100,000 miles involving City vehicles	2.6	2.8	*	*	2.8	2.7
Preventable collisions per 100,000 miles involving City vehicles	0.8	0.6	*	*	0.6	0.4
Injuries involving collisions in City vehicles per 100,000 miles	0.2	0.3	*	*	0.2	0.1
Injuries involving preventable collisions per 100,000 miles	0.0	0.1	*	*	0.1	0.0
City employees trained in defensive driving	2,804	3,494	*	*	1,235	836
Authorized City drivers trained in defensive driving (%)	83%	83%	*	*	85%	86%
Revenue from recoverable affirmative claims	$379,255	$306,800	*	*	$66,831	$88,706
"NA" Not Available *None						

DEPARTMENT OF ENVIRONMENTAL PROTECTION	Actual		Target		4-Month Actual	
INDICATORS	FY21	FY22	FY23	FY24	FY22	FY23
Vehicles	2,117	2,104	*	*	2,114	2,114
- On Road Total	1,758	1,742	*	*	1,753	1,751
- Light Duty	857	848	*	*	854	860
- Medium Duty	476	469	*	*	474	468
- Heavy Duty	425	425	*	*	425	423
- Off Road/Other Equipment	359	362	*	*	361	363
Vehicle in-service rate (%)	90%	90%	*	*	91%	87%
Fleet miles per gallon (FMPG)	14.3	11.8	*	*	NA	NA
Collisions in City vehicles	141	214	*	*	62	74
Collisions per 100,000 miles involving City vehicles	1.0	1.9	*	*	1.6	1.9
Preventable collisions per 100,000 miles involving City vehicles	0.5	1.1	*	*	0.9	0.8
Injuries involving collisions in City vehicles per 100,000 miles	0.1	0.2	*	*	0.2	0.1
Injuries involving preventable collisions per 100,000 miles	0.0	0.1	*	*	0.1	0.0
City employees trained in defensive driving	944	744	*	*	170	429
Authorized City drivers trained in defensive driving (%)	88%	89%	*	*	89%	92%
Revenue from recoverable affirmative claims	$30,083	$124,713	*	*	$0	$30,489

"NA" Not Available   *None

DEPARTMENT OF HEALTH AND MENTAL HYGIENE	Actual		Target		4-Month Actual	
INDICATORS	FY21	FY22	FY23	FY24	FY22	FY23
Vehicles	280	274	*	*	277	215
- On Road Total	278	272	*	*	275	213
- Light Duty	207	202	*	*	205	145
- Medium Duty	65	65	*	*	65	63
- Heavy Duty	6	5	*	*	5	5
- Off Road/Other Equipment	2	2	*	*	2	2
Vehicle in-service rate (%)	98%	97%	*	*	96%	96%
Fleet miles per gallon (FMPG)	25.9	25.9	*	*	NA	NA
Collisions in City vehicles	24	21	*	*	8	4
Collisions per 100,000 miles involving City vehicles	2.2	2.4	*	*	2.0	1.2
Preventable collisions per 100,000 miles involving City vehicles	0.4	0.8	*	*	1.0	0.0
Injuries involving collisions in City vehicles per 100,000 miles	0.3	0.4	*	*	0.5	0.6
Injuries involving preventable collisions per 100,000 miles	0.0	0.2	*	*	0.3	0.0
City employees trained in defensive driving	198	244	*	*	46	145
Authorized City drivers trained in defensive driving (%)	81%	92%	*	*	85%	94%
Revenue from recoverable affirmative claims	$33,351	$40,420	*	*	$10,678	$2,235

"NA" Not Available   *None

DEPARTMENT OF TRANSPORTATION	Actual		Target		4-Month Actual	
INDICATORS	FY21	FY22	FY23	FY24	FY22	FY23
Vehicles	3,444	3,465	*	*	3,443	3,417
- On Road Total	2,435	2,467	*	*	2,439	2,424
- Light Duty	974	966	*	*	967	933
- Medium Duty	546	544	*	*	546	540
- Heavy Duty	915	957	*	*	926	951
- Off Road/Other Equipment	1,009	998	*	*	1,004	993
Vehicle in-service rate (%)	91%	90%	*	*	91%	90%
Fleet miles per gallon (FMPG)	6.8	5.5	*	*	NA	NA
Collisions in City vehicles	309	331	*	*	94	116
Collisions per 100,000 miles involving City vehicles	2.7	2.9	*	*	2.4	3.0
Preventable collisions per 100,000 miles involving City vehicles	2.6	2.8	*	*	2.3	3.0
Injuries involving collisions in City vehicles per 100,000 miles	0.1	0.1	*	*	0.1	0.1
Injuries involving preventable collisions per 100,000 miles	0.1	0.1	*	*	0.1	0.1
City employees trained in defensive driving	844	1,360	*	*	199	249
Authorized City drivers trained in defensive driving (%)	96%	95%	*	*	95%	96%
Revenue from recoverable affirmative claims	$19,307	$48,210	*	*	$3,559	$0

"NA" Not Available   *None

DEPARTMENT OF SANITATION	Actual		Target		4-Month Actual	
INDICATORS	FY21	FY22	FY23	FY24	FY22	FY23
Vehicles	5,946	5,855	*	*	5,954	5,829
- On Road Total	5,049	4,954	*	*	5,049	4,975
- Light Duty	913	860	*	*	883	857
- Medium Duty	319	317	*	*	319	317
- Heavy Duty	3,817	3,777	*	*	3,847	3,765
- Off Road/Other Equipment	897	901	*	*	905	890
Vehicle in-service rate (%)	86%	83%	*	*	81%	77%
Fleet miles per gallon (FMPG)	2.9	2.7	*	*	NA	NA
Collisions in City vehicles	1,791	2,165	*	*	625	497
Collisions per 100,000 miles involving City vehicles	6.8	8.6	*	*	7.8	6.7
Preventable collisions per 100,000 miles involving City vehicles	3.7	5.0	*	*	4.7	3.9
Injuries involving collisions in City vehicles per 100,000 miles	0.5	0.7	*	*	0.5	0.6
Injuries involving preventable collisions per 100,000 miles	0.2	0.4	*	*	0.2	0.4
City employees trained in defensive driving	246	139	*	*	85	23
Authorized City drivers trained in defensive driving (%)	96%	93%	*	*	96%	93%
Revenue from recoverable affirmative claims	$272,486	$205,283	*	*	$43,280	$24,599

"NA" Not Available   *None

DEPARTMENT OF PARKS AND RECREATION	Actual		Target		4-Month Actual	
INDICATORS	FY21	FY22	FY23	FY24	FY22	FY23
Vehicles	2,834	2,800	*	*	2,839	2,723
- On Road Total	1,733	1,702	*	*	1,733	1,630
- Light Duty	524	519	*	*	519	478
- Medium Duty	805	789	*	*	806	761
- Heavy Duty	404	394	*	*	408	391
- Off Road/Other Equipment	1,101	1,099	*	*	1,106	1,093
Vehicle in-service rate (%)	95%	92%	*	*	81%	92%
Fleet miles per gallon (FMPG)	8.3	9.0	*	*	NA	NA
Collisions in City vehicles	476	623	*	*	196	218
Collisions per 100,000 miles involving City vehicles	4.9	5.7	*	*	6.5	8.3
Preventable collisions per 100,000 miles involving City vehicles	3.1	3.1	*	*	3.5	4.1
Injuries involving collisions in City vehicles per 100,000 miles	0.5	0.6	*	*	0.5	0.7
Injuries involving preventable collisions per 100,000 miles	0.3	0.3	*	*	0.4	0.2
City employees trained in defensive driving	1,336	1,937	*	*	497	507
Authorized City drivers trained in defensive driving (%)	98%	99%	*	*	99%	99%
Revenue from recoverable affirmative claims	$48,581	$15,115	*	*	$2,637	$20,799

"NA" Not Available   *None

POLICE DEPARTMENT	Actual		Target		4-Month Actual	
INDICATORS	FY21	FY22	FY23	FY24	FY22	FY23
Vehicles	9,369	9,323	*	*	9,296	9,214
- On Road Total	8,092	8,115	*	*	8,058	8,041
- Light Duty	6,276	6,328	*	*	6,263	6,278
- Medium Duty	1,373	1,350	*	*	1,357	1,334
- Heavy Duty	443	437	*	*	438	429
- Off Road/Other Equipment	1,277	1,208	*	*	1,238	1,173
Vehicle in-service rate (%)	93%	92%	*	*	93%	89%
Fleet miles per gallon (FMPG)	11.0	10.9	*	*	NA	NA
Collisions per 100,000 miles involving City vehicles	3.6	3.9	*	*	3.2	4.6
Revenue from recoverable affirmative claims	$1,574,598	$1,148,835	*	*	$540,884	$451,775

"NA" Not Available   *None

FIRE DEPARTMENT	Actual		Target		4-Month Actual	
INDICATORS	FY21	FY22	FY23	FY24	FY22	FY23
Vehicles	2,249	2,245	*	*	2,247	2,226
- On Road Total	2,099	2,094	*	*	2,097	2,073
- Light Duty	312	308	*	*	311	307
- Medium Duty	464	460	*	*	463	457
- Heavy Duty	1,323	1,326	*	*	1,323	1,309
- Off Road/Other Equipment	150	151	*	*	150	153
Vehicle in-service rate (%)	86%	81%	*	*	82%	80%
Fleet miles per gallon (FMPG)	4.9	5.0	*	*	NA	NA
Collisions in City vehicles	1,471	1,952	*	*	666	526
Collisions per 100,000 miles involving City vehicles	7.7	9.7	*	*	9.9	8.3
Preventable collisions per 100,000 miles involving City vehicles	3.4	3.5	*	*	4.0	2.4
Injuries involving collisions in City vehicles per 100,000 miles	1.0	1.5	*	*	2.0	0.9
Injuries involving preventable collisions per 100,000 miles	0.3	0.4	*	*	0.6	0.2
Revenue from recoverable affirmative claims	$480,142	$499,953	*	*	$233,213	$52,427
"NA" Not Available *None						

DEPARTMENT OF CORRECTION	Actual		Target		4-Month Actual	
INDICATORS	FY21	FY22	FY23	FY24	FY22	FY23
Vehicles	691	693	*	*	712	689
- On Road Total	571	573	*	*	591	570
- Light Duty	254	249	*	*	258	242
- Medium Duty	147	152	*	*	151	160
- Heavy Duty	170	172	*	*	182	168
- Off Road/Other Equipment	120	120	*	*	121	119
Vehicle in-service rate (%)	94%	95%	*	*	95%	95%
Fleet miles per gallon (FMPG)	7.8	6.7	*	*	NA	NA
Collisions in City vehicles	77	60	*	*	26	18
Collisions per 100,000 miles involving City vehicles	2.7	1.9	*	*	2.4	1.9
Preventable collisions per 100,000 miles involving City vehicles	0.1	0.4	*	*	0.0	0.0
Injuries involving collisions in City vehicles per 100,000 miles	0.6	0.3	*	*	0.5	0.6
Injuries involving preventable collisions per 100,000 miles	0.0	0.0	*	*	0.0	0.0
City employees trained in defensive driving	299	81	*	*	5	64
Authorized City drivers trained in defensive driving (%)	28%	35%	*	*	35%	36%
Revenue from recoverable affirmative claims	$41,497	$18,956	*	*	$3,015	$3,608
"NA" Not Available *None						

DEPARTMENT OF EDUCATION	Actual		Target		4-Month Actual	
INDICATORS	FY21	FY22	FY23	FY24	FY22	FY23
Vehicles	294	294	*	*	292	231
- On Road Total	293	293	*	*	291	230
- Light Duty	159	156	*	*	156	103
- Medium Duty	110	110	*	*	110	104
- Heavy Duty	24	27	*	*	25	23
- Off Road/Other Equipment	1	1	*	*	1	1
Vehicle in-service rate (%)	99%	99%	*	*	99%	99%
Collisions in City vehicles	NA	NA	*	*	NA	NA
City employees trained in defensive driving	NA	NA	*	*	NA	NA
Revenue from recoverable affirmative claims	$35,960	$20,378	*	*	$0	$0
"NA" Not Available *None						

FLEET DEFINITIONS

Alternative fuel vehicles in City fleet (%):
The percentage of City vehicles that are using alternative fuel.

Alternative fuel vehicles:
The total number of City vehicles that are using alternative fuel.

Automotive repair personnel:
The number of City personnel assigned to repair and maintain City fleet for the year.

Average age of fleet (months):
The average number of months from the date a vehicle is put in service to the end of the reporting period (i.e., the MMR/ PMMR reporting period).

B100/RD100 equivalent used (gallons):
The volume of diesel used in a year equivalent to 100% biodiesel (B100) and 100% renewable diesel (RD100). For example, 100 gallons of B20 (20% biodiesel) would equal 20 gallons of B100 equivalent.

Citywide fleet size:
The total number of vehicles in the city managed fleet and the subtotals by vehicle size/type.

Collisions in City vehicles:
The number of collisions in the year as reported by City agencies.

Collisions per 100,000 miles involving City vehicles citywide:
The number of City-vehicles involved collision reports per 100,000 miles involving injury or property damage in the citywide fleet reported in the citywide collision reporting system (CRASH).

Cumulative electric vehicle charger ports:
The total number of ports available for all electric vehicle chargers. Many of the City's EV chargers are dual port and can support charging two vehicles at the same time.

Daily fleet in-service targets achieved (%):
The percentage of days the target for vehicle in-service rate was met.

Electric chargers installed:
The number of chargers installed for City electric powered vehicles.

Electric vehicles:
The number of electric and plug-in vehicles in the citywide fleet. The fiscal year figure is the number of electric vehicles on the last day of the reporting period.

Employees trained in defensive driving:
The number of City employees trained in defensive driving centrally.

Fast chargers:
Also known as Level 3 or Direct Current (DC) Fast Charging. Level 3 fast chargers deliver 480V via a direct-current (DC) plug.

Fatalities involving collisions in nonemergency City vehicles:
The number of fatalities to City employees and all other parties involved in collisions that included one or more nonemergency City fleet vehicle (and no City emergency response vehicle).

Fleet acquisition expenditures (capital) ($000,000):
The amount of capital funds spent on City fleet during the year.

Fleet acquisition expenditures (expense) ($000,000):
The amount of expense funds spent on City fleet during the year.

Fleet fuel expenditures ($000,000):
The amount spent on fuel for City fleet during the year.

Fleet miles per gallon (FMPG):
This indicator shows a total miles per gallon average for all vehicles combined. Agency fuel use may involve off-road and specialized equipment usage that impacts this calculation. It is not a vehicle-specific MPG indicator but offers a general view of fuel efficiency for the City fleet.

Fleet repair expenditures ($000,000):
The amount spent on repair and maintenance of City fleet during the year.

Fleet support personnel:
The number of City personnel assigned to administer and support City fleet operations for the year.

Heavy duty:
On-road vehicles over 14,000 Gross Vehicle Weight (GVW).

Injuries involving collisions in City vehicles:
The number of injuries to City employees and all other parties involved in collisions that included at least one City fleet vehicle.

Injuries involving collisions in City vehicles per 100,000 miles:
The number of injuries associated with collisions per 100,000 miles that included at least one City vehicle.

Injuries involving preventable collisions per 100,000 miles:
The number of injuries in preventable collisions reported per 100,000 miles in the citywide fleet.

Light duty:
On-road vehicles 8,500 GVW or less.

Medium duty:
On-road vehicles over 8,500 but not more than 14,000 GVW.

Off-road electric vehicles:
The number of off-road electric and plug-in vehicles in the citywide fleet. The fiscal year figure is the number of electric vehicles on the last day of the reporting period. This includes off-road solar electric units.

Off road/Other equipment:
Non road vehicles and specialized equipment used for construction, agriculture, and recreation. Equipment includes front end loaders, forklifts, generators, and tractors.

On-road electric vehicles:
The number of on-road electric and plug-in vehicles in the citywide fleet. The fiscal year figure is the number of electric vehicles on the last day of the reporting period.

On-road fleet total:
The total number of on-road vehicles in the city managed fleet and the subtotals by vehicle size.

Preventable collisions in City vehicles:
A collision in which the driver, by his/her own admission or in the judgment of an Agency Accident Review Committee, did not take all reasonable avoidance actions, including attention to road conditions and improper actions of other drivers. "Preventability" is not limited to the violation of traffic laws and is distinguished from "chargeability" as determined by the law.

Preventable collisions per 100,000 miles involving City vehicles citywide:
The number of preventable collisions reports per 100,000 miles in the citywide fleet.

Purchased vehicles compliant with Local Law 38 (%):
The percentage of light and medium-duty vehicles purchased for the City through DCAS during the period that are certified with the highest ratings defined by California Low-Emission Vehicle (LEV) II standards. The four highest ratings are zero emission vehicles (ZEV), transitional zero emission vehicles (TZEV), advanced technology partial zero emission vehicles (ATPZEV), and partial zero emission vehicles (PZEV). Pursuant to Local Law 38 of 2005, each light and medium duty vehicle that the City purchases should have the best certified emission rating within its vehicle category while meeting the requirements for the City's intended use. According to the law, some exceptions apply based on cost and other limited exemptions, including for certain emergency vehicles.

Revenue from recoverable affirmative claims:
The amount of money recovered following collisions in City vehicles.

Vehicle and Biodiesel fuel used (gallons):
The volume of fuel used by City fleet in year (biodiesel is included in vehicle fuel).

Vehicle in-service rate (%):
The percentage of fleet in full service.

Vehicles purchased:
The number of City fleet vehicles acquired.

LIST OF AGENCIES IN THE CITYWIDE FLEET

Department of Citywide Administrative Services*	New York City Fire Department
Department of Environmental Protection	New York City Police Department
Department of Correction	Department of Transportation
Department of Parks and Recreation	Department of Sanitation
Department of Health and Mental Hygiene	Department of Education

*"DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES" VEHICLES INCLUDE THOSE USED BY THE FOLLOWING AGENCIES:

Administration of Children's Services	Department of Youth and Community Development
Board of Elections	Financial Information Services Agency
Bronx Borough President	GrowNY (formerly known as "Council on the Environment")
Brooklyn Borough President	Human Resources Administration
Business Integrity Commission	Landmarks Preservation Commission
Campaign Finance Board	Law Department
City Commission on Human Rights	Manhattan Borough President
City Council	Mayor's Office
Civilian Complaint Review Board	New York City Emergency Management
Department for the Aging	NYC Economic Development Corporation
Department of Buildings	Office of Administrative Trials and Hearings
Department of City Planning	Office of Chief Medical Examiner
Department of Citywide Administrative Services	Office of Labor Relations
Department of Consumer Affairs	Office of Management and Budget
Department of Cultural Affairs	Office of Payroll Administration
Department of Design and Construction	Office of the City Clerk
Department of Finance	Office of the Comptroller
Department of Homeless Services	Office of the Public Advocate
Department of Housing Preservation and Development	Queens Borough President
Department of Information Technology and Telecommunications	Sheriff's Office
Department of Investigation	Sports Commission
Department of Probation	Staten Island Borough President
Department of Records and Information Services	Tax Commission
Department of Small Business Services	Taxi and Limousine Commission

SPENDING AND BUDGET INFORMATION

FISCAL 2023 PRELIMINARY MAYOR'S MANAGEMENT REPORT (PMMR)

Spending and budget information is displayed as a table within each agency's chapter, between "Agency Resources" and the "Noteworthy Changes, Additions or Deletions" sections. The tables indicate, where possible, the relationship between an agency's MMR goals and its units of appropriations.

The NYC Office of Management and Budget (OMB) provided the Mayor's Office of Operations with expenditures for City agencies, as reported in the City's Fiscal 2022 Comprehensive Annual Financial Report and the planned amounts for Fiscal 2024. Figures cited reflect all funds.

The PMMR and MMR cover the operations of City agencies that report directly to the Mayor. Additional non-Mayoral agencies, legally separate organizations, and unit components of agencies are included in these reports, however, spending and budget or goal information may be more limited. These include:

- 311

- Board of Elections

- City University of New York

- New York City Health + Hospitals

- New York City Housing Authority

- Public Libraries

- School Construction Authority

The City's contributions to the New York City Housing Authority (NYCHA) and the School Construction Authority (SCA), both public authorities, are not made through distinct units of appropriation. For more information, refer to:

- NYCHA's Annual Plan and Financial Information webpage:
  http://www1.nyc.gov/site/nycha/about/annual-plan-financial-information.page

- SCA's proposed five year capital plan:
  http://www.nycsca.org/Community/Capital-Plan-Reports-Data

USER'S GUIDE

What We Do – A summary of agency activities, facilities and resources.

Focus on Equity – Articulates how each agency works to promote fair delivery and quality of services among and across groups of people and places, supporting the goals of equity, equality and opportunity for all New York City residents.

Our Services and Goals – The agency's major areas of responsibility for delivering services to New Yorkers and the steps it takes to provide those services.

How We Performed – Highlights describing how the agency has performed in delivering its services for the first four months of the fiscal year.

Performance Indicators – Measures of agency performance, organized by goal including three full years of data and the first four months of the prior and current fiscal years.

Critical Indicator Icon – A star (★) designates indicators that are considered critical to agency performance. These are the indicators that appear on the Citywide Performance Reporting website.

Target – Desired levels of performance for the current fiscal year and the next fiscal year. Targets can be numeric or directional. Numeric targets can set an expected level of performance, a maximum level not to be exceeded, or a minimum level to be met. Directional targets are represented by up or down arrows. An asterisk means no numeric or directional target was set.

Agency-Wide Management – Indicators that apply to broad aspects of management within an agency rather than a single goal.

Agency Customer Service – Statistics on how well an agency provides services to its customers via phone, e-mail, letters, and walk-in centers. For 12 agencies that handle 311 Customer Service Center service requests, a table shows performance for five key service request types.

Agency Resources – Overview of the financial and workforce resources used by an agency over the past three fiscal years and the planned resources available to the agency in the current and upcoming fiscal years.

Spending and Budget Information – Shows the relationship, where possible, between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation.

Noteworthy Changes, Additions or Deletions – Describes changes to an agency's data.

Additional Resources – Provides the full Internet addresses of links to additional agency information and statistics, including the agency's website.

INDEX OF AGENCIES

*Non-Mayoral Agencies