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CITY OF NEW YORK

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Of the

COMMITTEE ON GOVERNMENTAL OPERATIONS

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B E F O R E:  
BEN KALLOS  
Chairperson

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## A P P E A R A N C E S (CONTINUED)

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[sound check]

[pause]

[gavel]

CHAIRPERSON KALLOS: Good morning and welcome to this hearing of the Committee on Governmental Operations. I am Council Member Ben Kallos, Chair of the Committee; you can tweet me @BenKallos. Today we're here holding an oversight hearing on the 2016 Mayor's Management Report, or commonly referred to as the MMR.

The MMR is a twice yearly report to the public and the Council on the performance of municipal agencies; it is meant to be a tool for management and oversight, so we the Council and we the public can evaluate the operations of our City government.

We have held multiple hearings evaluating the structure and content of the MMR and PMMR, with most recent in April of this year and looking at this year's MMR, I'm happy to say that we have some victories from those hearings; in prior hearings we asked for a definition of "target" to be clarified and we've also asked to include various sections from the Charter, including agency rulemaking.

I wanna thank the Mayor's Office of Operations for hearing the concerns of myself, the Committee, as well as the larger Council in taking actions. These are only the latest in many improvements to the MMR this session and it's my hope that after our discussion today we will keep that process to continue improvement moving forward.

As part of that effort, the Council has also sent a letter to the Mayor's Office of Operations yesterday, asking detailed questions about many indicators and making recommendations on possible improvement to agency sections of the MMR. While this hearing will focus on the larger overall picture of the MMR -- how it is structured and how it is produced -- I want the public to know that the interests of this committee and the Council; the MMR does not end with this hearing, we will continue oversight of every portion of it.

In preparation for this hearing we have turned -- give me one moment -- I wanna thank again the Director of Operations, Mindy Tarlow and Deputy Director for Performance Management, Tina Chiu for joining us today. Also want to thank our Committee Counsel, Brad Reid and Committee Finance Analyst,

James Subudhi for doing a great job preparing for today, as well as we would with a full committee staff, and I will now pass it on to our committee counsel to swear you under oath.

COMMITTEE COUNSEL: Please raise your right hand. Do you affirm to tell the truth, the whole truth and nothing but the truth in your testimony before this committee and to respond honestly to council member questions? Thank you.

CHAIRPERSON KALLOS: You may begin with your testimony.

MINDY TARLOW: And good morning Chair Kallos, happy to be here this morning. I'm Mindy Tarlow; I'm the Director of the Mayor's Office of Operations and I'm joined this morning by Tina Chiu, Deputy Director for Performance Management. Thank you for this opportunity, as always, to discuss the Mayor's Management Report (MMR) with you.

As you know, for almost 40 years the MMR has served as a public account of City agency performance, measuring whether they are delivering vital services efficiently, effectively and expeditiously. As mandated by Section 12 of the New York City Charter, the Mayor reports to the public

and the City Council twice a year on City agency performance, an annual MMR is released every September and a Preliminary Mayor's Management Report (PMMR), covering the first four months of the fiscal year, is published approximately two weeks after the release of the City's January Financial Plan. The MMR and PMMR cover the operations of City agencies that report directly to the Mayor, three additional non-mayoral agencies are included, for a total of 44 agencies and organizations. Activities that have direct impact on New Yorkers, including the provision of support services to other agencies, are the focus of the report.

The report is organized by agency around a set of services listed at the beginning of each agency chapter; within service areas, goal statements articulate the agency's aspirations. Each goal statement is accompanied by performance indicators that speak to whether or not the agency is achieving that goal and how much progress has been made. The services, goals and indicators are developed through collaboration between the Office of Operations and the senior managers of each agency. The MMR and PMMR

are available via an interactive website and as PDF documents.

Also, throughout the year, agencies provide monthly updates on most of the critical indicators contained in the MMR and PMMR through the Citywide Performance Reporting (CPR) portal. CPR is publicly available on the City's website and allows users to sort information by agency and by time period. CPR also provides opportunities to view five-year trends as well as mapping information for select indicators. MMR and PMMR data can also be publicly accessed online through the City's open data portal.

The MMR has historically been, and continues to be, a collection of key metrics taken from individual City agencies so the public can evaluate the efficacy of City government in areas like education, safety, housing, health and human services, public infrastructure, and administrative services. More recently, in addition to reporting on performance indicators for individual agencies, the MMR has highlighted initiatives that cross multiple agencies and disciplines. We continue to emphasize multiagency collaborations, including signature City

initiatives, like Pre-K for All, Vision Zero and Housing New York, as well as new efforts that began in 2015, such as the Mayor's Task Force on Behavioral Health and the Criminal Justice System and Career Pathways.

In the Fiscal 2016 MMR, we introduced a chapter on ThriveNYC, the City's Action Plan to change the way people think about mental health and service delivery by the City government and its many partners. The implementation of ThriveNYC is overseen by the Deputy Mayor for Strategic Policy Initiatives, in partnership with the Mayor's Office of Operations and the Department of Health and Mental Hygiene. ThriveNYC puts New York City at the forefront of the movement to develop a comprehensive solution to a pervasive problem.

Also in Fiscal 2016 we introduced two new expanded sections, one on spending and budget information by units of appropriation and the second on agency rulemaking actions.

The section on spending and budget information provides expenditures for City agencies, by unit of appropriation, as reported in the City's Fiscal 2015 Comprehensive Annual Financial Report



(CAFR) as well as the budgeted amounts for Fiscal 2016 as reported in the Fiscal 2016 Adopted Budget.

The section on agency rulemaking provides a summary of rulemaking actions taken by agencies during Fiscal 2016, including the total number of actions taken, the number of actions that were not in the regulatory agenda prepared for the fiscal year, including a summary of the reasons the rules were not included, and the number of rulemaking actions that were adopted under the Emergency Rulemaking Procedures. I note that there were no emergency actions taken in 2016.

Since Fiscal 2014, each agency MMR chapter has opened with a focus on equity statements, these statements highlight our belief that effective government performance must take into account the fair delivery and quality of services across the locations and populations of our city. This focus on equity continues to evolve as agencies advance their work and launch new programs and initiatives that create a New York that is fair and accessible to all residents. In the Fiscal 2016 MMR, agencies continue to highlight equity.

The MMR provides multiple data points and several options to evaluate performance, with three or four elements providing context for each MMR indicator. The MMR helps readers evaluate performance by comparing: 1. the current year and the previous year -- year over year change; 2. the desired direction and the year over year change; 3. the desired direction and the five-year trend, and finally, where available; 4. the current year's actual to that year's numeric or directional target.

Further, in the narrative portion of the MMR, on the first page of every agency section, the agency's goal statements clearly spell out what the agency is working to achieve. Each goal statement is repeated on the following pages, with specific measurements, so you can clearly see if the stated goal is being met. Generally, we evaluate performance by comparing the current year to the previous year, the same comparison that forms the basis of the continuous improvement model used in the Citywide Performance Reporting system or CPR.

As you know, the Office of Operations refined and clarified the explanation of "target" that appears in the MMR User's Guide as a result of

discussions with this committee. Beginning with the 2016 PMMR, "target" was described as: "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." This clarified explanation can be found in the User's Guide, on Page 341 of the PDF version of the MMR, at [www.NYC.gov/MMR](http://www.NYC.gov/MMR).

Thank you for the opportunity to testify today on the work of the Mayor's Office of Operations as we perform our efforts to put together the MMR and PMMR. The reports are a product of ongoing collaborations between the Office of Operations and 44 City agencies and partners and we're very proud of the work we do.

Tina and I look forward to answering any questions you may have at this time. Thank you.

CHAIRPERSON KALLOS: Thank you. I'd like to start by asking you: do you watch *The Crown* on Netflix? And I do remind you, you are under oath.

MINDY TARLOW: Yes, sir; I am proud to say that I have just completed Episode 6 of *The Crown*, as of last evening.

CHAIRPERSON KALLOS: Are you familiar with advice given by King George to the soon-to-be Queen Elizabeth regarding how he reviewed reports?

MINDY TARLOW: Yes I am. Would you like me to explicate that?

CHAIRPERSON KALLOS: Yes, please.

MINDY TARLOW: He suggested that when she gets all her incoming correspondence that comes in a box every day that rather than start at the top she flip it over and start from the bottom, where most important things are kept.

CHAIRPERSON KALLOS: And so I think that is our intent today, so this being the MMR and...  
[interpose]

MINDY TARLOW: I forgot my tiara.  
[laughter] I'm sorry.

CHAIRPERSON KALLOS: It's okay. We hope to focus on the appendix at this hearing, which would be this portion of the document and so flipping over the report. So the MMR, as I'm holding right here,

is quite massive; how many copies are you printing each year?

TINA CHIU: We print about 40 copies.

CHAIRPERSON KALLOS: And is that just the MMR or the MMR plus the Appendix?

TINA CHIU: That would be the main body of the MMR.

CHAIRPERSON KALLOS: Okay. And how many downloads of the MMR do you get, unique downloads do you get from your website would you say, or unique visits of the MMR site, and that's actually right behind you on the screen.

TINA CHIU: Right. So from the date that... [crosstalk]

CHAIRPERSON KALLOS: And for... And... sorry... for those following along at home or online, that's at NYC.gov/MMR.

TINA CHIU: So for the period between September 19th and November 13th, so with the issuance of the MMR on September 19th, online activity was about 3,000 visits to the MMR landing page, which you see on the screen, and then 966 visits to the FY16 MMR page and about a little over a 1,000 downloads of the report itself.

CHAIRPERSON KALLOS: Given that you're not actually printing that many and most of the use is of people downloading a 300 some odd page PDF, would it be possible to add the 80 or so pages of the Appendix to the main body so that people see it when they download it versus having to download it separately through -- I'll just show it for folks watching at home; in order to find it you have to scroll all the way down and then know that the things you're looking for are one of 11 additional tables -- would it be possible to include it in the main body of the PDF?

TINA CHIU: Yes, I think that would be fine.

CHAIRPERSON KALLOS: Thank you. And I guess one question that many of us have is just, as we're foc... and I think the overall theme of the hearing is, focusing on how the City is managed and what tools are being used. And so if you can just share, and I think you touched on it a little bit in your testimony, how various agencies use the MMR; is this something that's purely a report mandated by the Charter for the Council; is it for the public; is it

actually used by Mayor's Office of Operations; is it used by agency heads? How is it being used?

TINA CHIU: So going to the discussion about how agencies use the MMR, the indicators that are in the MMR sometimes are reflective of actual things that the agencies want to report on and follow and track for themselves, so it's not necessarily an external type of reporting done in that regard, but things that they also want to monitor and follow up on for their own purposes. Obviously there are the discussions that are had between agencies and Operations in sort of tracking the information, agencies and the public, agencies and this body as well, and also the press, in terms of getting a transparent look at what performance is looking like regarding the key services and goals for each agency. So I think the answer to your question is, it's all of the above and the ways in which agencies have discussions about these indicators, I think that's a better question to ask them specifically, but in our interactions with them, we understand that they have been using -- you know, as Mindy Tarlow mentioned, this report has been out for about 40 years and a lot of these indicators have been around for a long time,

so this is really becoming part of the actual sort of day to day and operational ways of understanding the work of an agency.

CHAIRPERSON KALLOS: I noticed some announcements and good news in the document as well as the testimony; you've indicated you've added an additional schedule; was that in response to questions from the Committee on Governmental Operations during the previous hearings?

TINA CHIU: You're referring to the spending and budget information and rule...

CHAIRPERSON KALLOS: As well as rulemaking.

TINA CHIU: the rulemaking? Yes. So I believe at the last hearing that we had there was, you know, a discussion about expanding the information that had been provided previously, so we took under advisement and looked into the possibility of sort of adding more information and made the changes that we thought were feasible and that were being asked for.

CHAIRPERSON KALLOS: And so we now have a new schedule on agency rulemaking actions and it was noted that there were no emergency actions; however,



in reading the agency rulemaking for Fiscal 2016, it noted that 65 out of the 91 rules were not in a regulatory agenda, which is about 70%. So I guess the first question is -- in trying to read this and if we can just share with the general public -- what is the regulatory agenda?

MINDY TARLOW: So under CAPA, the City Administrative Procedure Act, agencies are required to publish an annual regulatory agenda indicating what rules they plan to issue over the course of the year. I think they are published around May of each year, and as I'm sure you can understand, you can't always anticipate what's going to happen and so often agencies add rules throughout the year in response to things that occur during the year; as they do that, I emphasize that they still follow the same procedures that all rules follow, in terms of the public hearing, the work of our office and the Law Department in terms of certifying, etc.

CHAIRPERSON KALLOS: So you're assuring me that all 91 of the rules here; there was a public notice and there was an opportunity for public comment and that regular timelines were followed and just in 65 cases it didn't happen to be in a

regulator agenda that's published once a year to give people a broader notice of the plans of an agency; is that correct...? [crosstalk]

MINDY TARLOW: Yes.

CHAIRPERSON KALLOS: Great. The current rulemaking schedule appears to be the bare minimum required by the Charter; just in order for folks who are looking at it who may not have the same expertise, would it be possible to add additional information explaining that they still follow the regular rulemaking process?

TINA CHIU: We can add an explanatory note to that.

CHAIRPERSON KALLOS: Thank you. Moving on to the other piece of good news, can you explain how the schedule on units of appropriations has changed in response to questioning from this committee and what new features are there?

TINA CHIU: So that particular table in previous reports listed out the units of appropriation by agency, and in the most recent MMR we added information from the Comprehensive Annual Financial Report to show the spending for Fiscal 2015 and also showed the Adopted Budget for Fiscal 2016.

So the dollar values are included now in that particular schedule.

CHAIRPERSON KALLOS: And so the Charter, Section 12(c)(6) says: "an appendix indicating the relationship between the program performance goals included in the management report pursuant to paragraph two of the subdivision and the corresponding expenditures made pursuant to the adopted budget for the previous fiscal year." And I note that we have taken a step in the right direction; do you feel that the current schedule ties performance to budget, performance goals to budget?

[pause]

TINA CHIU: Given that we are working with units of appropriation, yes, we think that's the best path forward for providing this information and we're continuing to cooperate with OMB on available options for this work.

CHAIRPERSON KALLOS: So one of the challenges is that in trying to... I have experience in the private sector and I think to the extent government can start to approach that and rather than taking the budget for granted, especially as we may be seeing an economic slowdown where it may go from

1 surplus to deficit, it's good to have money, but  
2 ultimately we're accountable to our shareholders; in  
3 this case, the general public, and having been in  
4 companies, when we tried to raise money; when we  
5 tried to take money from others, they would often ask  
6 us: how much money do you need, for what goal and  
7 what is our return on investment? I am a huge fan of  
8 ThriveNYC; however -- and my mother is a  
9 psychologist, big supporter of mental health, grew up  
10 with it -- but we have a goal of having Department of  
11 Health and Mental Hygiene train 24,560 people on  
12 mental health, and I don't see a unit of  
13 appropriation to fund that training, so I can't turn  
14 to my mother psychologist or another expert to see  
15 whether or not we're getting our return on  
16 investment; is there somewhere in that schedule that  
17 you believe that that is represented and is it  
18 possible that we could begin to start seeing those  
19 representations?

21 MINDY TARLOW: As you know, over the  
22 years we have made great strides in capturing  
23 multiagency initiatives, some of which involve 15 or  
24 more agencies, so we're proud of that work. Because  
25 they are multiagency, it does make it more complex

and we are always looking to improve our services and continue to collaborate with our partners at OMB as we go forward with this work.

CHAIRPERSON KALLOS: I've had similar situations with OMB and other agencies; would the Mayor's Office of Operations be open to sitting down with the Council and OMB to discuss this further and figuring out how we can make sure that not only are units of appropriation available, and we've actually already worked with OMB to get the budget online, but making sure that there's enough specificity so that when you have a multiagency project we're able to actually see how much that's costing just for the project or what it is broken out across the different agencies so we can just have an idea of what we're spending on what and what our return is?

MINDY TARLOW: We're certainly happy to cooperate in efforts that you're engaged in with OMB.

CHAIRPERSON KALLOS: Thank you. I think performance budgeting is a very useful tool and the more we can have more transparency around what we are doing the better.

So moving on to the next schedule -- if you'll give me one moment -- we're covering a lot of

ground here today. And again, thank you for adding additional schedule and improvements to units of appropriation. With regards to internal controls, the Charter requires a statement of the status of an agency's internal control environment and systems, including a summary of any actions taken during previous fiscal year, any actions being taken during the current fiscal year to strengthen an agency's internal controls, and at the same time as that is required, it seems that this is an area where some big news events of the past year regarding agency processes would appear, yet the DCAS section makes no mention of deed restriction removal process, ACS makes no mention of responses to a June audit by Comptroller Stringer and similar absences from HPD and DHS sections. Do these agencies take actions to strengthen their control environment and systems or were those actions just not included from this report for some reason, and what is the criteria for inclusion?

TINA CHIU: So these statements are compiled annually by our office and they cover reviews of mayoral agencies: 1. internal control certifications; 2. financial integrity statements;

3. applicable State and City comptroller's audit reports; and 4. agency responses to such reports.

The heads of the agencies attested to the status of their agency's internal control systems, including with respect to the 16 areas covered by the City Comptroller's Directive 1 Checklist of the Financial Integrity Statement. But there is a lag in the reports that Operations relies on for developing these internal control statements. The most recent MMR statements cover the Fiscal 2015 period and were due March 31, 2016, based on City Comptroller Directive 1. A similar Directive 1 submission with respect to calendar 2016 will be requested at the close of this calendar year. And agency head MMR certifications with respect to the Fiscal 2015 period were due on April 18, 2016 and updates are requested accordingly. So you can -- just wanted to lay out that particular timeline in terms of the types of reports that we rely on to build the statements, so you can see a little bit of that lag has been introduced, so the timing might be a little bit different in terms of your expectations for what information might be shown in the FY16 MMR.

CHAIRPERSON KALLOS: Would it be possible to move the deadline from first quarter to second quarter, because this document is coming out in the third quarter and so since a lot of what we're referring to happened in the second quarter, it might provide for a more current document versus having that two-quarter lag.

TINA CHIU: My understanding is that timeline and that deadline is the City Comptroller's.

CHAIRPERSON KALLOS: Okay, so we will reach out to the Comptroller about that deadline and to the extent that the language around the schedule on internal control reporting can be updated to say that it's prior fiscal year plus the first quarter of... sorry, the... three-quarters into... if it can just include the date certain for when the information will be updated. Would that be amenable?

TINA CHIU: Yes.

CHAIRPERSON KALLOS: Thank you. We are covering a lot of ground. The next piece is a section on customer observing and reporting experiences.

The MMR notes that the methodology for calculating customer observing and reporting



1 experience core ratings changed this fiscal year; can  
2 you explain how this is measured; what facilities are  
3 being measured and who collects that data and change  
4 in methodology? And I think the reason that I'm  
5 asking this question is just; there were a lot of  
6 places that seems counterintuitive for having very  
7 high scores. So Department of Homeless Services had  
8 scores of 100% for facility cleaning and maintenance  
9 facility operations; HRA also had similar... NYCHA had  
10 scores in the 90s, and these are places that are well  
11 known to not have the best facility, so it seems  
12 counterintuitive, so if you can help us understand  
13 what facilities and as previously asked.

14  
15 TINA CHIU: Sure. So the core program;  
16 again, customers observing and reporting experience,  
17 looks at facility conditions and customer service  
18 only at walk-in service centers open to the public.  
19 So for example, in the case of a DHS shelter,  
20 observations would be taken only at the intake center  
21 and not at the actual shelters themselves.

22 The people who are conducting the  
23 observations and doing the evaluations are the Street  
24 Condition Observation Unit (SCOUT), which has  
25 inspectors that arrive unannounced at service

centers, conduct observations and rate 11 physical conditions and 4 customer service elements.

So they look at facility operations, including whether security guards are professional, accessible and knowledgeable, whether the cueing process is timely and efficient, whether frontline staff personnel are professional, accessible and knowledgeable, and whether the facility is accessible for limited English proficient customers, in terms of having notices of interpretation, translated signs and translated documents.

In terms of cleaning and maintenance, the inspectors look at facility signage, lighting, floor and carpeting, walls, windows, ceilings, restrooms, seating, presence of graffiti, and presence of litter and trash, and they determine an overall average score based on the rating of the above 15 conditions.

So again, the physical conditions and customer service conditions for walk-in facilities. So the conditions are rated as excellent, good, fair, or poor.

Wanted to note, given your question about some of the facilities that had been rated highly; due to recent renovations at the Adult Family Intake

Center and the 30th Street Men's Shelter, as well as a new PATH building in the Bronx, DHS had scored very high in recent years for those particular facilities.

In terms of the changed methodology, in Fiscal 2016 the overall rating, instead of going to all of the walk-in service centers that we had been inspecting in prior years, for agencies with multiple service centers inspectors focused instead on sites that had historically lower scores, specifically sites that received an average overall site score of 85 or lower over the last three years and sites that received a score of 85 or lower in Fiscal 2015. If all agency service centers scored above 85 last year; the service center with the lowest overall score was inspected.

So for example, DHS has three centers, two of which received 100 points; that's the Adult Family Intake Center and 30th Street Men's Shelter, as I mentioned previously, and one of which received 86 points, which was PATH in the Bronx. Because all of them were above 85 points, the site with the lowest score was selected for inspection in FY16 and therefore only PATH was evaluated for the 2016 MMR.

CHAIRPERSON KALLOS: This year seven agencies received an overall facility rating of 100; under the old methodology, that only occurred three times in the past four fiscal years; if you count all the 100s given for facility cleaning and maintenance facility operations, then you'll see there were 24 of them this year compared to only 13 in the past four fiscal years combined. What's the cause of the sudden increase in ratings of 100?

TINA CHIU: Well looking at the prior year, so comparing Fiscal 2015 to 2016, the percentage of perfect scores actually went down from 21% to 15%. So in Fiscal 2016 we visited 64 sites and 9 of those sites had perfect scores, so that was 15% overall that had perfect scores, compared to 21% in the prior year. That's partly because of the change and the number of sites that we visited. And... [background comments]

CHAIRPERSON KALLOS: So I guess a follow-up question is just; with all the 100s, is the metric still informative, and not to be the teacher that everyone hates, but if everything's perfect, how do we improve on perfect?

TINA CHIU: Well this is something that we can discuss in terms of other options for looking at maybe the rating score and looking at those criteria; possibly looking at the other criteria that the sites are evaluated against. These are things that we would have to look into further to make sure that we have sort of a consistent methodology and that the expectations are also clear with the agencies, in terms of the sites that we'll be visiting and inspecting.

CHAIRPERSON KALLOS: And I guess would it be possible to share some of the underlying data that's used for core; not necessarily in a schedule, but in an open dataset or something so that folks can see which facilities are getting which ratings and the underlying data so we have a better picture of what's being assessed?

TINA CHIU: We'll definitely look into that.

CHAIRPERSON KALLOS: And again, I would just say that the nicest facility that I've seen is at 100 Church Street in the new OATH building and they still only got 98% overall rating, and there's no lines; it's professional, it's beautiful, it's

newly renovated; nicest courtrooms I've ever been in as an attorney, and yet on the same side, I've been to the Men's Intake Shelter in Manhattan and the security didn't feel of the same professionalism, the materials that I was handed, even the containers to put our stuff in weren't even taken, the building wasn't renovated; there were long lines; you're in a converted building; it's the difference between Class A office space and manufacturing or other uses that have been converted into an office, as it were, so it's just hard to see a 100 for DHS and a 98 for OATH and seems like in most cases we'd look to see improvement.

I'd like to acknowledge that we've been joined by Council Member Mark Levine and Reynoso.

If you can just give me one moment; we are covering a lot of ground much quicker than I expected. Hold on.

[pause]

The next schedule we'll be reviewing is the procurement schedule. Emergency procurement has actually gone down on the Administration, from \$690.6 million in Fiscal Year 2013 to a pretty consistent \$123.7 to \$148.8 million in Fiscal Years 2014 through

2016. The Charter, in Section 315, defines emergency procurement is in the case of an unforeseen danger to life, safety, property, or a necessary service. Why do we still have 127 "emergencies" in 2016 to the tune of \$148.8 million and is this something that Mayor's Office of Operations focuses on?

MINDY TARLOW: I think that we are required to produce this report, but as you know, the Mayor's Office of Contract Services also provides a very detailed report on procurement. We certainly collaborate with them, but believe that the question around emergency procurement is probably best addressed by the Mayor's Office of Contract Services.

CHAIRPERSON KALLOS: And the Mayor's Office of Contract Services, where are they in relation to Mayor's Office of Operations; are they lateral or do they... [crosstalk]

MINDY TARLOW: We're peers.

CHAIRPERSON KALLOS: They're peers. I guess one of the larger questions, which I think is... part of it is in terms of operations and working with peers, what opportunity do you have to work with them around the procurement schedule, since it ends in the MMR and being able to push back and let MOCS know,

hey, these numbers aren't going to really look the best or trying to push back or whose responsibility would it be to push back on reducing the amounts of emergency procurement?

MINDY TARLOW: The Mayor's Office of Contract Services is an agency we work very closely with; we've done a lot of work together about helping the City be more efficient and we have a very collaborative relationship and are happy to discuss this with them.

CHAIRPERSON KALLOS: Okay. And I'm just gonna ask a couple of other questions, to the extent you have answers; if not, we will work with... and the counsel and we will follow up directly with Mayor's Office of Contract Services.

Under agency procurement actions by method there is something called a "demonstration project" and they seem to have increased from one for \$85,000 under Bloomberg to eight for \$14.7 million in 2016.

MINDY TARLOW: I am familiar with the procurement actions in general, but I do think that your questions are better directed towards the Mayor's Office of Contract Services; that's their



area of expertise and I wouldn't wanna speak on their behalf on these matters.

CHAIRPERSON KALLOS: Okay. I have one other piece I'll ask, just for you to pass on and we'll follow up directly, which is under the same item. There is a renewal and I've noted that that's increased from a count of 560 and \$2.2 billion in FY13 to a count of 883 and \$3 billion in FY16, so I was curious about that increase and also I noticed a sizeable dip from the \$2-3 billion to actually \$907 million in FY 2015, so I assume you'll need to just pass that on as well?

MINDY TARLOW: Yeah, I mean again, I'm familiar with procurement and work closely with MOCS and its leadership, but I do think that those questions are best directed at that leadership.

CHAIRPERSON KALLOS: Last piece, which I know is for you, on the chart on page 58, under agency procurements by method; the appendix needs to be fixed to widen it slightly because the text for methods and the column is cut off and can this be updated?

MINDY TARLOW: It looks okay, what I'm looking at, but I take your point and we will look at

it and certainly wanna make sure that we always have the right page structure so people can view our report.

CHAIRPERSON KALLOS: And we've been joined by Council Member Joe Borelli, who has perfect attendance at this committee and was the only person not surprised earlier this month.

COUNCIL MEMBER BORELLI: I was surprised.

[laughter]

CHAIRPERSON KALLOS: Fair enough. There is a schedule for citywide statement of needs; the MMR includes this appendix and implementation of these statements of needs; I was curious about how projects are selected for being included on these citywide statement of needs; I noticed projects in my district weren't there; I also noticed that certain things like DCAS training centers weren't there, and DCAS is expanding its training centers into all five boroughs.

MINDY TARLOW: My understanding is that the citywide statement of needs are put together by each community board and they have a prioritization process for gathering those needs and then providing them in a report, so the schedule that we have is

just a record of what's being implemented that is generated from those reports. We don't generate those reports, we're just responding to what we received and they're put together by community boards.

CHAIRPERSON KALLOS: Last schedule before we get to the main body of the Mayor's Management Report. There's an interpretation schedule; according to this schedule, the City receives over a million requests for interpretation every year; just looking at the top three agencies alone, there were 732,605 such requests to HRA, 425,157 to 311 and 258,018 to NYPD. Do we track the languages being requested; do we track whether interpretation was actually provided and how long it took; do we track how often that interpretation is in-person, by City staff, and how often it relies on a contract with a vendor, by phone; is this information that we could track?

TINA CHIU: I mean this is something that we're definitely willing to look into more; I think we have some reports that may currently capture some portion of this information, and can look into this further.

CHAIRPERSON KALLOS: On to the Mayor's Management Report. I wanna thank you for providing within the MMR a clearer definition of the term "target" in response to discussions we've had on the issue at a prior hearing; I think that it's an excellent example of progress we have made to continue to make improvements to the MMR.

Is it possible that we could indicate the type of target such as if it is an expected level of performance, a maximum level not to exceed; a minimum level to be met?

TINA CHIU: Yeah, we're looking into ways that we could provide this information, given the limitations of the printed version, to see whether we could either provide this within an open data file as a way for that information to be linked to the indicator, or possibly as a separate file that could be used in conjunction with the data.

CHAIRPERSON KALLOS: For what it's worth, whether it's a symbol or just adding a single column or even a superscript, max, min and even a bullseye icon, just I think it would take minimal space to add it there.

Can you -- and also, I believe -- give me one moment -- it may be worth adding as a definition, based on our conversations, national standard; I do not see that in the current definition and I believe that is one of the standards that you use.

TINA CHIU: As an explanation for why a target is set the way it is? It wouldn't... I think the other three definitions **[inaudible]**... [crosstalk]

CHAIRPERSON KALLOS: Right, so if it's a national standard, it falls within... to the extent something is a national standard, if there is some way of trying to communicate that to the users.

Can you provide any examples of where the City has set an indicator target to a number better than a national standard or do we typically just use national standards?

TINA CHIU: I think the national standard is used because it's something that can be benchmarked and that has sort of a rational behind it, so I will look into it further; I don't know offhand whether there has been a target that's set higher or differently from an existing national standard.

[pause]

CHAIRPERSON KALLOS: So in terms of how we set targets, which I know is a place where we have disagreed, one question is; what role the MMR can play in this? So as we deal with situations at ACS and caseloads and currently have caseloads at one number above 10, and the caseloads appear to be going up, even though there's a desired direction of down and there's a national standard -- sorry, there's another number that is set higher, could we change that in order to see lower caseloads? At DHS could we use the targets to lower the number of unsheltered homeless? What role do the targets play and what impact can they have on agency performance so that we have better management in our city and better desired outcomes such as our children being safer, fewer folks on the streets? What is that whole role and what can we do in terms of changing those targets and what would that impact be?

TINA CHIU: Alright, as we've discussed before, in general, the targets are set through an iterative process among operations, the agency and obviously multiple stakeholders. The targets are stated, they're explicit, they're in the report, and the indicators' desire, direction and trend over time

is also shown in relation to that target. So by making the information openly available, you know various stakeholders can evaluate performance and engage in a discussion about whether priorities, resources and attention need to be adjusted for indicators of interest or concern. So whether the target makes the change happen or whether a change happens and a target gets reflected are sort of two sides of the same coin and I think having these types of ongoing conversations about indicators of interest and outcomes of interest can help with the target as context to see whether or not, again, either attention, resources or priorities need to be shifted to be able to make the actual underlying performance and operations change. So you know, a target as a number isn't like a thermostat; I can't change the thermostat -- in this situation I can't change the number and have operations and performance change magically because of that, but it triggers the conversation around what direction we want things to be moving towards and whether the desired or required resources are necessary and available to make that change occur.

CHAIRPERSON KALLOS: I'd like to note we've been joined by Council Member David Greenfield. So I guess if there's a member who's concerned about ACS or DHS -- and we've already sent a letter with recommendations and responses to the MMR -- what is the best way to improve performance; is it during the hearings and dealing directly with the agency in question or is it a combination of working with that agency and the Mayor's office to change the standards as well as indicators and measures?

TINA CHIU: I think the process that's set forward with having discussions with the agencies is obviously a great way for you to make your priorities clear and sort of an ongoing process of discussion with the agency in thinking through what they have to do next is something that we also sort of keep tabs on and you know, hear about and follow discussions in these settings as well. So I think we've got an overall way to understand sort of what the issues and concerns are and developing different methods for follow-through.

CHAIRPERSON KALLOS: Thank you very much. I was concerned that this was gonna be the fastest hearing of the Committee on Government Operations.



I'd like to pass it over to Council Member David Greenfield who has arrived with questions.

COUNCIL MEMBER GREENFIELD: Thank you Mr. Chairman and just so you know, we have another hearing going on across the street at the same time; I'm not sure if that's because we have a lot of hearings or that's because Chair Kallos likes to schedule a lot of hearings; I'm still trying to figure that one out.

CHAIRPERSON KALLOS: Will I see you at Thursday's hearing?

COUNCIL MEMBER GREENFIELD: Yes, of course, there's a hearing; I'm looking forward to **[inaudible]** hearing, absolutely [sic]... [crosstalk]

CHAIRPERSON KALLOS: And we also have another hearing for a vote this month.

COUNCIL MEMBER GREENFIELD: Okay. Excellent. With that being said, I do have a couple of quick questions.

So regarding the MMR, I believe it was discussed that there aren't that many folks who look at this information or access that information, right; is that something that we discussed earlier

today, in terms of folks that are actually viewing this info?

TINA CHIU: Provided some information on the number of web views and downloads and can repeat that if you'd be interested... [crosstalk]

COUNCIL MEMBER GREENFIELD: No, no; I think it was pretty limited, I got the information from my staff, right; I think that was a pretty limited number. What do you think we can do to grow that number; I mean there's 8.5 million people in this city; is there a way, for example, to have the information be more current; is there a way, for example, to get the information out there as opposed to sort of on the... I would say even perhaps on a weekly basis, monthly basis, a daily basis; real-time; how do we get more New Yorkers involved with the information that's out there?

TINA CHIU: So we do have information provided on a monthly basis online at our Citywide Performance Reporting site, so that information does get updated for the critical indicators for the public to see. Whether or not we could do more real-time, daily; weekly types of updates, many of these indicators work on a different kind of cycle, in

terms of their collection and also making sure that the data is gathered properly introduces a lag time in some instances, but monthly reporting is definitely available.

COUNCIL MEMBER GREENFIELD: Got it. I guess my question is, right; the MMR is a wealth of information and certainly appreciated by us policy wonks and nerds in government, but once again, I think part of the challenge is, even though it's good and we're appreciative, is that it's somewhat outdated by the time the information comes, 'cause the reality of the City is that it's always changing. What would prevent us from having -- let's call it daily or weekly or even real-time updates on what's happening in the city, and wouldn't you agree that potentially that would be more effective, right, you know; sort of -- for lack of a better term, let's call it the CompStat of City services across the board, right, so a CompStat is pretty much real-time; it may not be shared in real-time with everyone, but certainly it's given to the public on a weekly basis, where you can sort of see in every precinct which crimes have gone up; which crimes have gone down, and that's important because it allows you to sort of go

1 in there and fix issues and it's helpful for the  
2 Commissioner because the Commissioner is able to know  
3 well, this is where I'm having trouble in this  
4 precinct or that precinct; I would imagine this could  
5 be helpful for Commissioners across the board as well  
6 if they had real-time data as opposed to -- let's be  
7 honest, if you're looking at something several months  
8 back you don't really have the same impetus or  
9 ability for change. And once again, it's not a  
10 criticism, because in general I think the MMR shows  
11 many positive things, it's just a curiosity as to why  
12 is it that we can't do that in, let's call it a real-  
13 time fashion; what would it take, perhaps, to get  
14 that done; are there some agencies that can have it  
15 done, if so, are we doing that for those agencies;  
16 can we get that information and so on and so forth.  
17 I think you saw where I'm going over here.

18 MINDY TARLOW: So again, as Tina pointed  
19 out, the Citywide Performance Reporting system, which  
20 is online and which is the feeder for the MMR, is  
21 actually updated much more frequently than the MMR,  
22 the majority of indicators, I believe, are tracked on  
23 a monthly basis, so that gets you a lot closer to  
24 real-time than twice a year, and then of course,  
25

there are numerous indicators like graduation rates and things like that that of course have a much longer... [interpose]

COUNCIL MEMBER GREENFIELD: Sure.

MINDY TARLOW: lag time. But we certainly think CPR is a very good tool; something that we could be more engaging with the public about; there's also, of course, Open Data; things like 311 that are changing I think daily on Open Data. So we're always looking for ways to improve our ability to report data, but those two methods that we have right now I think are certainly faster and more accessible than the, you know, twice a year MMR.

COUNCIL MEMBER GREENFIELD: So let me ask you this, I mean the Citywide Performance Reporting system, according to our staff, has actually crashed on a few occasions and isn't, quite frankly, that user-friendly and I think, obviously, when we talk about the numbers of folks who are actually downloading the MMR and unique visitors, it's virtually a statistically insignificant portion of New Yorkers, right, I mean it actually doesn't matter. No offense, but it'll be the equivalent of zero, right; if it's that small amount of people on

the grand scheme of 8.5 million people, you know it really, honestly doesn't matter.

Are there any plans in the future to make it more user-friendly: a. to make sure the system doesn't crash; and b. to make it easily accessible for people so that they can go on to a website and just sort of, you know, put in some information -- let's call it a Google model, right; you know you type in "red light Ocean Parkway" and then sort of everything populates, as opposed to sort of the current hunting model where you sort of have to find what you want, which makes it a lot less user-friendly?

MINDY TARLOW: Yes, we would love to make our systems as user-friendly as possible and get all New Yorkers engaged in performance management and performance indicators; I'm sure you can appreciate the task that that would be, but yes, we always have expressed an interest in improving our ability to inform the public.

COUNCIL MEMBER GREENFIELD: Okay. Are there any... No, and I know that, and conceptually I trust you, Mindy, that in fact that is the goal; I'm asking in an actual practical level, what steps, if

any, are being taken or could be taken in fact to get us to that point? I wanna be clear, once again, I know this seems excessive from a government perspective; let me just give you the Greenfield view on how this should work. In my mind, I believe you should be able to log onto a website and you should be able to track in real-time everything, right, from the garbage collection to the potholes getting filled to the lights that are being repaired and that there should be complete transparency and openness and if we have that information, we should certainly push it to the public; it would make it a lot easier for:

- a. citizens to know how their government is doing and
- b. also for those of us who work in government, both elected officials and commissioners, to keep accountability for what's happening because we can see in real-time, okay, so last week we had trouble with garbage collection in this particular neighborhood, right? Now we'll get those complaints on occasion, but they're not aggregated and so then I have to figure out, for example, in my office seven people called me today within this sector, they have trouble with their garbage; I have to now call the Sanitation Depo and I have to figure out -- I don't

1 know if it's part of a larger trend; a one-day issue  
2 or something that's happening across the city, for  
3 example -- I'm not picking on the Sanitation  
4 Department, because in general they're fabulous; I'm  
5 just saying that this happens on occasion or, you  
6 know, perhaps we'll know that when it rains outside  
7 this is an issue and the reason is because there's  
8 more traffic and that's why the Sanitation Department  
9 may not be able to hit what they're supposed to hit.  
10 To me it just seems like we have the wealth of  
11 information and we're almost there; it's just it's  
12 not real-time and it's not user-friendly and if we  
13 could do both of those things, we'd really improve  
14 the government experience for New Yorkers, and then I  
15 think you'd have a lot more New Yorkers who would  
16 engage as opposed to looking at something that's a  
17 really interesting document, but is not really  
18 relevant once it gets published and once I'm looking  
19 at it a few months later in terms of the information  
20 that's out there. [background comments] So  
21 specifically, I guess, what could we do to make... do  
22 you agree with that goal, shall we say, the goal;  
23 does that make sense to you, something you actually  
24  
25



would agree with, and if so, how do we get to that goal?

MINDY TARLOW: Yes, I would agree completely that the better our data is, the more accessible it is, the more transparent it is and the more frequent it is, to the extent, as Tina said, but you know, you make sure that you're reporting clean vetted data, we agree. We are not engaged in, you know, discussions to radically shift the systems right now; obviously that would be taken into consideration along with a whole host of other budget needs that I'm sure you're all very engaged in. But I don't disagree at all that our goal should be to have a system that is as transparent and user-friendly and accurate and interesting as possible.

COUNCIL MEMBER GREENFIELD: Alright, I'll take it. Thank you very much; appreciate it, folks.

CHAIRPERSON KALLOS: And Council Member Greenfield, I share your goal; in fact, one step further; I wanna get an alert from my phone in my pocket any time some city service changes in a way that has a material effect on my life and otherwise I don't care. So I invite you to join as a co-prime on legislation to that point.

I do wanna take a moment to note that for one of the items that was referenced there is NYC.gov/CPR, which is actually up on the site and if you want, we have a laptop and we also have the interactive version of the MMR here if you feel like you wish to spend a moment or two showing it to folks, but otherwise it can be accessed from the piece and it could perhaps be a little bit more prominent, but you have a choice between downloading the 300-plus page report or you can click on the interactive website, which I think provides an initial piece to work on some of the improvements here. I can... we can... [interpose]

MINDY TARLOW: Or the CPR icon on the side there. Yeah. There... uh one up... [crosstalk]

CHAIRPERSON KALLOS: There you go.

MINDY TARLOW: one up. Right.

CHAIRPERSON KALLOS: So if we click this, it will bring up that page.

MINDY TARLOW: Correct. And you can select an agency, you can select a timeframe. Also, when you get into the report itself, you can... some of them are mapped, there'll be little globes, and that will open up into a map; things like crime

2 statistics, school attendance statistics; sanitation  
3 cleanliness statistics. You can also hover... yeah,  
4 you see that globe there...

5 CHAIRPERSON KALLOS: Ah.

6 MINDY TARLOW: Go to the globe. That's  
7 gonna show you a map by community board. There we  
8 go. And you can hover, I think, to see the  
9 different...

10 CHAIRPERSON KALLOS: David; where is your  
11 district?

12 MINDY TARLOW: There you go. Exactly.  
13 Also... [interpose, background comments]

14 CHAIRPERSON KALLOS: Which one is that?  
15 [background comments]

16 MINDY TARLOW: Yeah, 14. yeah. Uhm-hm.

17 CHAIRPERSON KALLOS: so that's...  
18 [interpose]

19 MINDY TARLOW: And it gives you the  
20 statistics right there. Yeah. Gives you your  
21 cleanliness rating and it gives you the percentage  
22 change from the previous fiscal year to date...

23 [crosstalk]

24 CHAIRPERSON KALLOS: And that...

25

MINDY TARLOW: and that is continuously updated **[inaudible]**... [crosstalk]

CHAIRPERSON KALLOS: And ultimately the more data the better, so if we could drill down farther and farther... [crosstalk]

MINDY TARLOW: **[inaudible]**

CHAIRPERSON KALLOS: because at the end of the day we care about our block, our back yard.

MINDY TARLOW: Right. And if you come out of that and go back to where you were before -- and scroll down for me a bit -- if you hover over the... I think, is it the number indicator...?

[crosstalk]

CHAIRPERSON KALLOS: We can also give you the computer if you want.

MINDY TARLOW: No, please. [laughter]  
No, I think if you go to a specific agency, like you did before... yeah, so SITGO [sic]... [crosstalk]

CHAIRPERSON KALLOS: So we... I think we're on Sanitation.

MINDY TARLOW: And if you hover over the last full fiscal year; just go to... come over to the left, all the way to the first number, 95%...

CHAIRPERSON KALLOS: Yep.

MINDY TARLOW: you can click on that and see the five-year trend. Am I correct about that? Yes. So that...

CHAIRPERSON KALLOS: It's the same.

MINDY TARLOW: [laughter] Well it's not exactly the same, but again, you can do that for virtually any indicator. So some of them are mapped; all of them have the five-year trend and I would say the majority of them are updated monthly.

COUNCIL MEMBER GREENFIELD: I would just add, Mr. Chairman; this is a perfect example of how, right, for me, as somebody who started the NYC Cleanup Initiative in New York City where we're now putting \$7.5 million in; we have a great program where we get folks who have been formerly unemployed or in some cases, homeless; some cases incarcerated, and they're now cleaning up the streets of New York City, that the information that we have here is nice, but the obvious information is lacking, right. So if I knew in my district that the following blocks in the last week or two have gotten dirtier, so I would then deploy those services to those particular blocks and then I'd have those blocks get cleaned up, or if I knew there was dumping, for example, on those

1 blocks, I would then call the Sanitation Department  
2 and ask them well let's work on some anti-dumping  
3 measures, right. So this is a good example of... you  
4 know a good start, which we appreciate, but the data  
5 isn't really helpful, like I said, sort of beyond  
6 policy, wonkyish [sic], interesting kinda thing -- oh  
7 that's interesting, so we're doing 3.2% better than  
8 last year in Community Board 14, which is an area of  
9 3.1 miles and has 250,000 people, right, which is  
10 nice to know, but doesn't really help me sort of  
11 granularly solve a problem by saying, okay, on Avenue  
12 J and East 15th Street dumping has increased 22% over  
13 the last year -- I'm making that up 'cause I don't  
14 know what the number is, right, and so what I need  
15 is, I need Sanitation Department to come down, do a  
16 dumping sting and I know that from East 15th to East  
17 17th there's an increase in garbage in the last two  
18 weeks, so I need to redeploy my resources and bring  
19 them down there as well. So my only point is that,  
20 you know, this information is interesting, but in my  
21 opinion, not super useful. Let's say on a scale of  
22 one to ten, in terms of usefulness, I would say it  
23 was a three, which is nice and good to know and you  
24 know sort of a hypothetical, but I can't really  
25

1 improve my district-wide cleanliness, even if it went  
2 down by one or two points, but if I knew specifically  
3 where the trouble spots were in real-time, you could  
4 get usefulness up to a ten. So I know it seems like  
5 it's daunting from sort of where we're at here to  
6 where we can get over there to get this in real-time,  
7 but I really think that the effort's worthwhile  
8 because the information is going to be infinitely  
9 more useful than it is right now and that's what I  
10 meant before when I said it's sort of policy want  
11 here -- it's just interesting and we can have  
12 conversations about it, you know, it's nice to know,  
13 but if it's not really granular, I can't really, you  
14 know, sort of take advantage in the way that I should  
15 and try to make those improvements and that's why I'm  
16 asking to sort of try to get to a place where we can  
17 literally get it block by block, real-time; know what  
18 the issues are, and then we can actually improve the  
19 services and then we can get to Ben Kallos' dream  
20 where, you know, if my sanitation truck is running  
21 late today -- I mean and that certainly to me would  
22 be the next level -- you'd get an alert saying hey,  
23 you know, don't wait to bring your garbage cans back  
24 in because you're gonna miss your train this morning,

just go and you know, roll the dice kinda thing, and that obviously would be even more helpful and I understand more complicated, but certainly to the extent we can get detailed, real-time information block by block, that would be amazingly helpful for us.

MINDY TARLOW: Understood and you know, I think you're talking about several things; initially we were talking about time horizons and now you're also talking about what I would refer to as the unit of analysis, right, the block versus the district, etc. So I think that individual agencies I think have worked really hard on that kind of real-time data, whether it's, you know, something super familiar like CompStat, but also things that individual departments are doing, and also there is the 311 data, which is quite robust, as I'm sure you know, and very real-time and often very pinpoint, geo-coded, so that is also something [inaudible]... [crosstalk]

COUNCIL MEMBER GREENFIELD: And that's available publicly in real-time as well, so the public can see that data?



TINA CHIU: It's available on Open Data daily.

COUNCIL MEMBER GREENFIELD: Okay, but it's not in user-friendly format, meaning the information is sort of just spit out there; there's no... there's no user-friendly format where an average citizen can sort of come in and sort of see the metrics, right? I mean that's my understanding.

TINA CHIU: Well the data is released in that way so that people can figure out what they want to choose to look at. There are, like in the Open...

COUNCIL MEMBER GREENFIELD: I mean that's for the data experts like Chair Kallos, who can probably whip up a little computer program that can sort of do it for him. But my point is, the average New Yorker can't really make sense of that and figure it out and find it in a user-friendly way; that's my point. So I think we should be working towards that goal. I apologize, but I'm now informed I have to go back across the street to vote, so you are officially off the hook and I appreciate your time. Thank you.

CHAIRPERSON KALLOS: Thank you Council Member Greenfield for having good questions.

I just want to note that according to the internet, viewers at home and streaming live, as well as people who will watch it later, couldn't actually see the screen and to the extent that even elected officials weren't aware of how to use the CPR website or even the MMR interactive, would the Mayor's Office of Operations offer a training in coordination with the City Council Committee on Governmental Operations and counsel on how to use these tools so that members and their staffs are aware of the resources?

MINDY TARLOW: Of course, we'd be happy to.

CHAIRPERSON KALLOS: And I noticed that on the website there is a PDF tutorial that can be found if you click on the side under help; however, we now live in a world where why should we have to read it when we can watch it; is there a possibility of putting together a video tutorial on how to use it; how to click and how to navigate the CPR as well as the MMR?

TINA CHIU: Yeah, we'll take a look at making a screen cast.

CHAIRPERSON KALLOS: And ultimately, just to clarify, so what is the Mayor's Office of

1                   Operations' role in real-time reporting versus the  
2                   Mayor's Management Report, so CPR comes out monthly,  
3                   but we have -- for instance, we do have a tool, as  
4                   Greenfield was describing, called HOME-STAT, where we  
5                   are doing daily reporting on homeless outreach --  
6                   where it's happening -- and I would pull it up, but  
7                   the public won't even see it. How can we expand  
8                   that? When it starts snowing, but for global  
9                   warming, we would have been watching today's storm on  
10                  PlowNYC, so whose responsibility is that; is that  
11                  Mayor's Office of Operations or others to create new  
12                  tools to allow people to see transparently how the  
13                  government is delivering services?

15                 MINDY TARLOW: I think it varies; the  
16                 HOME-STAT tool happens to be run out of our office,  
17                 headed by Tina... [interpose]

18                 CHAIRPERSON KALLOS: Great.

19                 MINDY TARLOW: You mentioned PlowNYC,  
20                 obviously that's something that the Department of  
21                 Sanitation is responsible for and as we know,  
22                 CompStat is something that the PD is responsible for.  
23                 I think... you know the City is learning almost from  
24                 each other; I think that, you know, we certainly play  
25                 a role in how we aggregate and synthesize and then

1 push out data; that's part of our job in terms of the  
2 multiagency sort of work that we do. So I think it's  
3 kind of a collective effort that's individual to  
4 individual agencies over time.

5  
6 CHAIRPERSON KALLOS: And just because  
7 Council Member Greenfield and I tend to disagree a  
8 lot, often on many different issues, I find the MMR  
9 to be incredibly useful; I do agree that more people  
10 should find it accessible. The numbers you gave were  
11 for a two-month period; do you have the numbers for  
12 the previous year?

13 TINA CHIU: I can look into those.

14 CHAIRPERSON KALLOS: I think to the  
15 extent we can share that, because that is probably  
16 more traffic than an average council member gets to  
17 their website on the Council.NYC.gov and one of the  
18 bills we actually have is to actually have public  
19 analytics on our website so that people can see how  
20 many people are using a resource that we're investing  
21 money into. But I will say for I and on behalf of  
22 the Fourth Estate and members of the press who I know  
23 read the MMR and comment on it, this is an incredibly  
24 useful tool; I wanna thank you for your work. Again,  
25 I disagree with Council Member Greenfield on that and

2 I think the interactive is a great step; I think the  
3 CPR is a great tool and has great resources there and  
4 again, closer we get to real-time, the better. I  
5 wanna thank you for your partnership, I wanna thank  
6 you for adding an additional schedule, I wanna thank  
7 you for adding units of appropriation and working  
8 with us, and thank you in advance for sitting down  
9 with us and OMB until we can get to performance  
10 budgeting, and ultimately thank you. I now adjourn  
11 this hearing of the Committee on Governmental  
12 Operations and thank you.

13 [gavel]

14 MINDY TARLOW: Thank you.  
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C E R T I F I C A T E

World Wide Dictation certifies that the foregoing transcript is a true and accurate record of the proceedings. We further certify that there is no relation to any of the parties to this action by blood or marriage, and that there is interest in the outcome of this matter.



Date November 17, 2016