



THE CITY OF NEW YORK
OFFICE OF THE MAYOR
NEW YORK, N.Y. 10007

**Testimony of Mindy Tarlow on the Mayor's Management Report (MMR)
In front of the Committee on Governmental Operations
November 15, 2016**

Good morning, Chair Kallos and other members of the Governmental Operations Committee. My name is Mindy Tarlow, and I am the Director of the Mayor's Office of Operations. I am joined by Tina Chiu, Deputy Director for Performance Management. Thank you for this opportunity to discuss the Mayor's Management Report, or 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, or PMMR, covering the first four months of the fiscal year, is published approximately two weeks after the release of the 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/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 multi-agency 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, 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 (there were no emergency actions taken in Fiscal 2016).

Since Fiscal 2014 each agency MMR chapter has opened with a Focus on Equity statement. 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 continued 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.

Thank you for the opportunity to testify today on the work the Mayor’s Office of Operations performs in putting together the MMR and PMMR. The reports are a product of ongoing collaboration between the Office of Operations and 44 City agencies and partners, and we are very proud of the work we do. We look forward to answering any questions you may have at this time.

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