

PRELIMINARY MAYOR'S MANAGEMENT REPORT

February 2019

The City of New York
Mayor Bill de Blasio

Dean Fuleihan
First Deputy Mayor

Jeff Thamkittikasem, Director
Mayor's Office of Operations

NYC



Cover: Grand Ferry Park in Williamsburg.
Michael Appleton/Mayoral Photography Office.

The background of the page is a dark blue color with a large, faint, light blue watermark of the Seal of the City of New York. The seal features an eagle with wings spread, perched on a shield. The shield is divided into four quadrants, each containing a different symbol: a ship, a plow, a sheaf of wheat, and a bundle of arrows. The shield is flanked by two figures: a Native American on the left and a European on the right. The entire seal is encircled by a laurel wreath. The Latin motto "SIGILLUM CIVITATIS NOVI EBORACI" is inscribed around the perimeter of the seal, and the date "1625" is at the bottom.

Mayor's Management Report

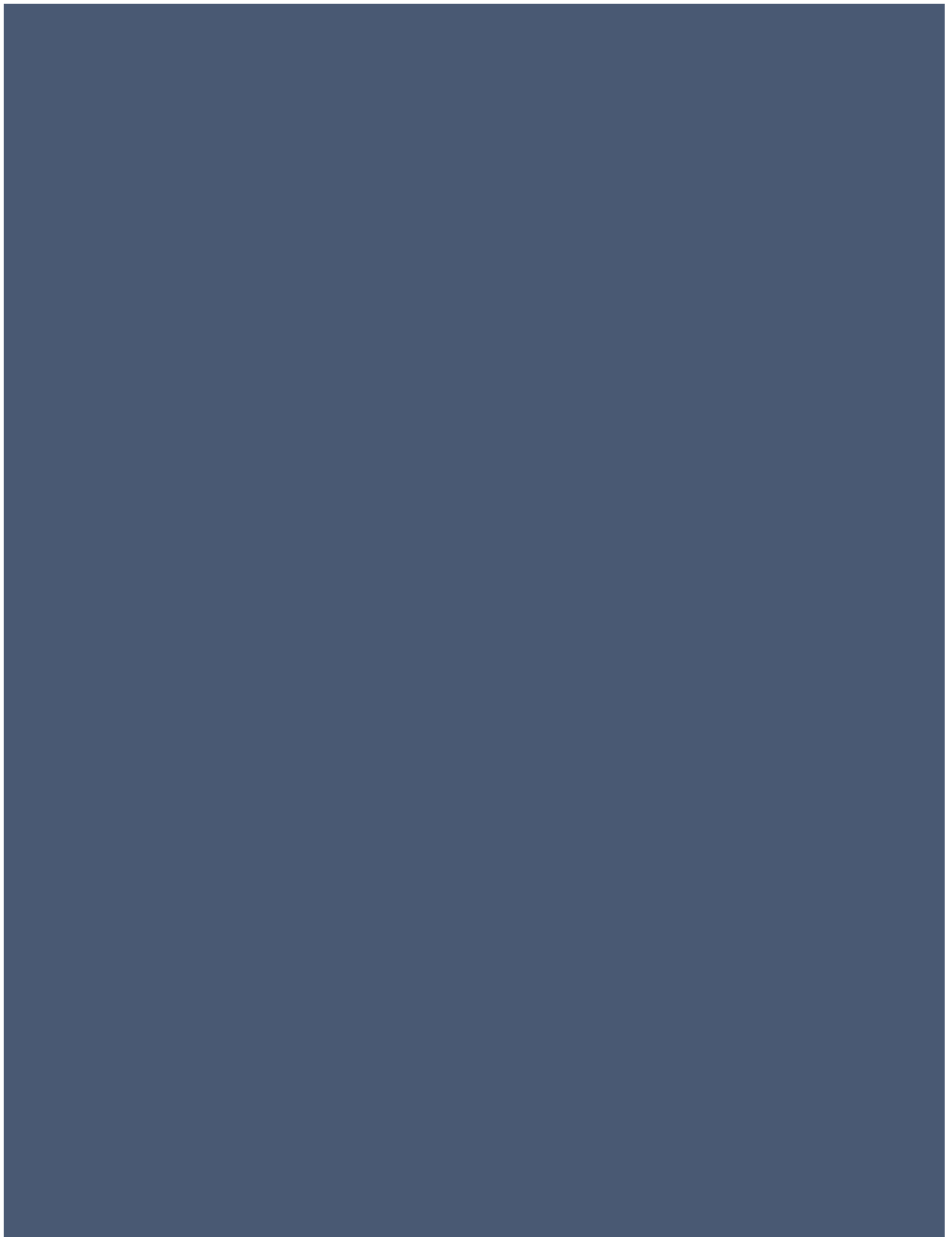
Preliminary Fiscal 2019

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Mayor's Office of Operations

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MESSAGE FROM THE DIRECTOR

The Mayor's Management Report (MMR) and Preliminary Mayor's Management Report (PMMR) help the public better understand how the City is performing. The PMMR for Fiscal 2019, which covers the first four months of the current fiscal year from July through October 2018, communicates agency performance through quantitative metrics and qualitative descriptions, with each agency detailing how it advances equity in its work. Measuring and monitoring this data is crucial to our ability to reflect upon our efforts and their effectiveness; it is the foundation on which we hold ourselves accountable. It helps us look for ways to apply the successful elements of completed projects to both our current and future endeavors and provides us an opportunity to take stock of challenges in order to address them, supporting the City's best work.

While these reports have been published for more than four decades, they remain an important accountability tool today. At the same time, we are being thoughtful about how we can bring the MMR and PMMR into the 21st Century. The Mayor's Office of Operations is currently conducting a review of these reports—and the processes associated with them—to identify more effective approaches to sharing this information and to improving performance management. As we reflect on how best to ensure that the public gets up-to-date information about the City's service delivery and performance, we will continue to be champions and stewards of NYC Open Data, which helps New Yorkers use and learn about City data. Data is crucial to all aspects of the City's work, whether it is helping us find collaborative, cross-agency solutions or identifying ways to maximize our impact.

The City of New York is remarkably large and complex, and requires rigorous and thoughtful management. We are constantly striving to provide high-quality services more efficiently than before. Thank you to the Office of Operations staff and all of the City agencies that contributed to telling the story of our progress toward creating a stronger, fairer New York City.

Jeff Thamkittikasem
Director, Mayor's Office of Operations

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INTRODUCTION

PRELIMINARY MAYOR'S MANAGEMENT REPORT

As mandated by Section 12 of the New York City Charter, the Mayor reports to the public and the City Council twice yearly on the performance of municipal agencies in delivering services. The Preliminary Mayor's Management Report (PMMR) covers performance for the first four months of the fiscal year, from July through October. The annual Mayor's Management Report (MMR) covers the twelve-month fiscal year period, from July through June. The Charter provisions governing the submission of the 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 from Fiscal 2018 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



THRIVENYC: A MENTAL HEALTH ROADMAP FOR ALL



ThriveNYC is the de Blasio Administration’s response to a critical public health crisis; one in five adult New Yorkers is likely to experience a mental health disorder in any given year. Adults are not the only ones who suffer—50 percent of all lifetime cases of mental illness begin by age 14. ThriveNYC puts New York City at the forefront of the movement to develop a comprehensive solution to a pervasive public health problem.

ThriveNYC’s initiatives are organized around six guiding principles:

- Change the Culture
- Act Early
- Close Treatment Gaps
- Partner with Communities
- Use Data Better
- Strengthen Government’s Ability to Lead

In January 2019, First Lady of New York City Chirlane McCray announced the creation of the Office of ThriveNYC, bringing the initiative to the next phase: integrating mental health policy work and building out Thrive programs across all City agencies to ensure the initiative is a sustainable part of how the administration addresses a host of challenges across New York City. Under her continuing leadership, the Office of ThriveNYC will pursue its mission to serve New Yorkers who need mental health services and adhere to the initiative’s underlying key principles for innovation and action in mental health.

CHANGE THE CULTURE

Stigma associated with mental health prevents people from getting the care they need; ThriveNYC is changing this culture by encouraging every New Yorker to be part of the solution.

Highlights of accomplishments during the first four months of Fiscal 2019 under *Change the Culture* include:

- The City continued to expand Mental Health First Aid by successfully training 16,700 New Yorkers, bringing the total number of trained First Aiders to 86,346 by the end of October 2018. Efforts are in place to continue collaboration with private and public organizations to provide trainings.
- NYPD’s Crime Victim Assistance Program (CVAP) helps mitigate trauma in the aftermath of crime. The program was fully implemented in August 2018 and is now serving crime victims citywide. During the first four months of Fiscal 2019, 56 advocates were placed in 22 precincts, bringing the total since launch in Fiscal 2017 to 166 advocates in all 77 precincts and nine Police Service Areas (PSAs). Each of the precincts and PSAs now have a general crime victim advocate and a specialized Domestic Violence Victim Advocate, or an advocate managing both roles to address all categories of crime. During the current reporting period, CVAP made 4,841 connections to advocacy services for crime victims. Advocates’ work includes helping to mitigate trauma, developing a safety plan and

PARTNER AGENCIES & OFFICES

	ACS
	CUNY
	DFTA
	DHS
	DOC
	DOE
	DOHMH
	DVS
	DYCD
	H + H
	HPD
	HRA
	NYPD

Mayor’s
Community
Affairs Unit

Mayor’s Office
to End Domestic
and Gender-
Based Violence

Mayor’s Office
of Criminal
Justice

Mayor’s Office
for Economic
Opportunity

Mayor’s Office
of Operations

NYC Children’s
Cabinet

NYC Digital

providing information and guidance regarding victims' rights and options as they go through the criminal justice process.

ACT EARLY

Early intervention is key to preventing or mitigating the effects of mental illness. By investing in the mental health of the youngest New Yorkers, the City can safeguard its children's futures.

Highlights of ThriveNYC's accomplishments during the first four months of Fiscal 2019 under *Act Early* include:

- Social-Emotional Learning (SEL) helps children and adults acquire and effectively apply the knowledge, attitudes and skills necessary to understand and manage emotions; show empathy for others; and maintain positive relationships. During the reporting period, 69,907 students were served in Pre-K programs with SEL. Additionally, 4,127 students in the Administration for Children's Services (ACS) EarlyLearn NYC program were enrolled in programs with SEL staff.
- DOHMH's Early Childhood Mental Health Network provides mental health supports and a referral pathway for families. The Network's seven early childhood therapeutic centers provide specialized mental health treatment to 814 families with children under five; mental health consultation to 958 EarlyLearn staff and caregivers at 66 sites; and family peer support services to 347 families. In addition, the Network's training and technical assistance center trained 360 clinical staff and early childhood allied professionals in topics and best practices related to early childhood mental health and social-emotional development.
- The Mental Health Program in Community Schools works to improve academic outcomes by helping schools to address students' emotional well-being and to support their healthy social, emotional and behavioral development. In collaboration with the Office of Community Schools, the Office of School Health (PSH) manages the implementation of mental health services at 130 Community Schools. The program aims to achieve its goal by: 1) building capacity of educators to understand and address students' mental health needs and encourage help-seeking behaviors; 2) connecting schools, students and families to mental health information, services, resources and support; and, 3) creating positive school environments that foster students' social and emotional development. All Community Schools use a three-tiered mental health plan to address the unique needs of the students and school community: Tier 1 – universal interventions that benefit all students and school staff; Tier 2 – selective interventions for students who need supportive services; and Tier 3 – targeted interventions for students who have a specific problem, concern or diagnosis provided by a mental health clinician.
- The Newborn Home Visiting Program (NHVP) includes home-visiting and education around an array of topics related to parenting and child development such as secure attachment, bonding, breastfeeding support and infant safety. During the reporting period, 475 eligible families residing in the Department of Homeless Services shelters were visited by the NHVP. Since ThriveNYC's November 2015 launch through October 2018, 3,545 families were visited and 2,832 maternal depression screenings were conducted.

CLOSE TREATMENT GAPS

Many people with mental illness experience barriers to treatment that impede their recovery. By finding and closing treatment gaps the City can create an integrated mental health system that works for everyone.

Highlights of ThriveNYC's accomplishments during the first four months of Fiscal 2019 under *Close Treatment Gaps* include:

- DOHMH provides organizations registered as Opioid Overdose Prevention Programs (OOPPs) in NYC with free naloxone, a medication that reverses the effects of opioid overdose and saves lives. Between July 2016 and October 2018, 175,793 naloxone kits have been distributed to OOPPs. The naloxone provided to OOPPs is dispensed to clients in various settings, including syringe exchange programs, drug treatment programs, homeless shelters, supportive housing, re-entry programs, emergency departments and many other community based organizations across neighborhoods in the City.

- NYC Well, the City's free, comprehensive, 24/7/365 one-click, one-call point of entry to citywide behavioral services, launched in October 2016. The service can be accessed via phone, text or chat and delivers crisis counseling and referral to behavioral health services, including mobile crisis, follow-up services and peer support services. Since launching, NYC Well has answered over 519,364 inbound calls, texts, or chats, 86,716 of which were answered during the current reporting period.
- The Department of Youth and Community Development (DYCD) served 1,177 individuals with ThriveNYC resources in its Runaway and Homeless Youth system and 3,836 individual counseling sessions were held during the first four months of Fiscal 2019. The program has launched four 24/7 drop-in centers; there is now one center in each of the five boroughs. Participants receive services including psychological evaluations, referrals, and individual and group therapy.

PARTNER WITH COMMUNITIES

New Yorkers are more likely to access services in places they already go to receive care. By partnering with communities, the City can harness the wisdom and trust of community-based organizations (CBOs) to connect more New Yorkers with mental health care.

Highlights of ThriveNYC's accomplishments during the first four months of Fiscal 2019 under *Partner with Communities* include:

- The NYC Mental Health Service Corps (MHSC) program placed clinicians at primary care practices, mental health clinics and substance use disorder programs in high-need communities throughout all five boroughs of the City, bringing the total number of participating practices citywide to 214. MHSC behavioral health clinicians provided services to 6,691 new individuals in the first four months of Fiscal 2019, in addition to those who were served in Fiscal 2018 and continued to receive services into Fiscal 2019.
- Connections to Care (C2C) brings mental health resources to CBOs that provide a range of social services. Since program launch in Fiscal 2017, C2C CBOs and their mental health providers have trained more than 1,400 CBO staff, surpassing C2C's five-year goal, and have increased the coaching and supervision supports provided to staff by 60 percent over Fiscal 2016. These CBO staff have used new skills to identify unmet mental health needs and provide evidence-informed health promotion activities like psychoeducation, serving over 23,000 individuals. In Fiscal 2019, C2C providers continued strengthening pathways to clinical care for CBO participants who want and need it. Of those referred to clinical care, approximately 70 percent successfully connect to a provider. Early implementation findings from a RAND Corporation evaluation include that C2C staff and leaders see the program as driving a positive shift in organizational culture surrounding mental health, and that C2C providers perceive positive benefits to staff and client mental health. Most notably, CBOs report reduced stigma and increased comfort among staff discussing and addressing mental health concerns.

USE DATA BETTER

The City is investing in collecting better data to measure progress and determine where to focus future efforts. The City is also helping other stakeholders use data better and adopt proven methods.

- The Mental Health Innovation Lab was established to help drive the use of evidence-based best practices, test new strategies and interventions and ensure that data is put to work on behalf of efforts to create real change for New Yorkers. During the reporting period, the lab engaged in collaborative efforts to evaluate the overall outcomes of the ThriveNYC initiative, and has continued to provide support on collaborative projects including the following ThriveNYC initiatives: Maternal Depression, Early Years Collaborative, C2C and the ThriveNYC Learning Center.

STRENGTHEN GOVERNMENT'S ABILITY TO LEAD

- The Mental Health Council was established by Executive Order and is comprised of more than 20 City agencies from every sector of government, charged with ensuring the success of ThriveNYC by looking at policy and programming through a mental health lens. The Mental Health Council has identified and engaged in activities aligned with cross-agency objectives, such as addressing substance misuse, community inclusion and the promotion of workplace

mental health best practices. These best practices include facilitating interagency efforts around Mental Health First Aid and the dissemination of mental health resources and information for City employees and their families.

- The Cities Thrive Coalition, spearheaded by the First Lady of New York City, recruited and mobilized over 200 cities, representing all 50 states and Washington, D.C., to advocate for a stronger, better funded and more integrated behavioral health system. Member cities have committed to promote local level mental health reforms that align with Thrive’s six principles.
- For the third year in a row, ThriveNYC organized a Weekend for Mental Health. Over 2,000 houses of worship and community groups in all 50 states, Puerto Rico and Washington D.C. dedicated time to open conversations about mental health and substance misuse using a resource toolkit developed by ThriveNYC.

SELECTED PERFORMANCE INDICATORS	Actual		4-month Actual		Target	
	FY17	FY18	FY18	FY19	FY19	FY20
Change the Culture						
Individuals trained in Mental Health First Aid (DOHMH)	18,656	46,761	11,020	16,700	72,000	76,000
Connections to advocacy services for crime victims (NYPD)	1,832	7,039	1,931	4,841	4,800	5,200
Act Early						
Teachers, assistant teachers, paraprofessionals and social workers that have attended Social-Emotional Learning professional development (DOE)	772	864	147	364	650	650
Students who received targeted mental health services in Community Schools (DOE)	3,316	27,031	4,005	4,498	*	*
Schools served by the school Mental Health Consultant Program (DOE)	800	897	862	928	929	929
Eligible families residing in DHS shelters who have been successfully visited by the Newborn Home Visiting Program (DOHMH)	1,252	1,329	457	475	1,100	1,100
Maternal depression screenings conducted for clients visited by the Newborn Home Visiting Program (DOHMH)	1,089	1,166	378	365	840	840
Individuals (staff and parents) who received mental health consultation in early care and education programs (DOHMH)	1,584	2,532	1,629	958	1,500	1,500
Close Treatment Gaps						
Naloxone kits distributed from DOHMH to Opioid Overdose Prevention Programs (DOHMH)	30,671	98,890	31,296	46,231	80,000	100,000
NYC Well: Direct callers/texters/chatters (non-service providers) who report that they are accessing mental health care for the first time (DOHMH) (%)	16%	13%	14%	10%	*	*
Total number of answered contacts by NYC Well (DOHMH) (000)	152.6	256.6	89.0	86.7	↑	↑
Runaway and homeless youth served (DYCD)	2,408	2,802	927	1,177	2,800	2,800
Partner with Communities						
Individuals served by NYC Mental Health Service Corps (DOHMH)	N/A	24,435	8,484	6,691	*	*
Participants served by Connections to Care (Mayor's Office for Economic Opportunity)	7,532	11,927	958	3,079	9,292	10,946

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The indicator 'Connections to advocacy services for crime victims (NYPD)' was added under the guiding principle 'Change the Culture.'
- The Fiscal 2017 and Fiscal 2018 totals for 'Individuals trained in Mental Health First Aid (DOHMH)' have been revised to reflect updated data.
- The indicators 'Teachers, assistant teachers, paraprofessionals and social workers that have attended Social Emotional Learning professional development (DOE),' 'Students who received targeted mental health services in Community Schools (DOE)' and 'Maternal depression screenings conducted for clients visited by the Newborn Home Visiting Program (DOHMH)' were added under the guiding principle 'Act Early.'
- The Fiscal 2017 and Fiscal 2018 totals for 'Schools served by the school Mental Health Consultant Program (DOE)' have been revised to reflect updated data.
- The total for the first four months of Fiscal 2018 for 'Eligible families residing in DHS shelters who have been successfully visited by the Newborn Home Visiting Program (DOHMH)' has been revised to 457. The previously reported 697 in the February 2018 Preliminary Mayor's Management Report was a reporting error.
- ThriveNYC revised Fiscal 2019 targets for the following indicators: 'Schools served by the school Mental Health Consultant Program (DOE),' 'Eligible families residing in DHS shelters who have been successfully visited by the Newborn Home Visiting Program (DOHMH)' and 'Runaway and homeless youth served (DYCD).'
- Naloxone kit distribution is funded through combined ThriveNYC and other mayoral funds, including those from HealingNYC.
- The indicator 'Individuals (staff and parents) who received mental health consultation in early care and education programs (DOHMH)' represents only the new unique individuals who are receiving mental health consultation for the first time. Individuals who received services in Fiscal 2018 and are continuing to receive services are not included in this figure.
- The indicator 'Total number of answered contacts by NYC Well (DOHMH) (000)' replaces 'NYC Well: Inbound calls, texts, and chats answered within 30 seconds or less (DOHMH) (%)'. The new indicator was added to give additional context to the indicator 'NYC Well: Direct callers/texters/chatters (non-service providers) who report that they are accessing mental health care for the first time (DOHMH) (%)'.
- ThriveNYC revised the Fiscal 2018 four-month actual for the indicator 'Runaway and homeless youth served (DYCD).'
- The indicator 'Mental Health Service Corps clinicians ever placed in primary care or behavioral health settings' was replaced with 'Individuals served by NYC Mental Health Service Corps (DOHMH)' to show the additional services the Corps is providing in communities across the City in high-need of mental health services.
- The indicator 'Participants served by Connections to Care' replaced the previous indicator 'Staff trained through Connections to Care' to show the progression of this program in attaining its goal of reaching high-need populations. The Fiscal 2019 four-month actual total for this indicator reflects data through September 30, 2018.












ADDITIONAL RESOURCES

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

- ThriveNYC: Year End Update:
https://thrivenyc.cityofnewyork.us/wp-content/uploads/2017/02/Thrive_Year_End_Updated-1.pdf

HOUSING NEW YORK

PARTNER AGENCIES & OFFICES

-  DCP
-  DHS
-  DOB
-  DOF
-  DOT
-  DPR
-  FDNY
-  HPD
-  HRA
-  NYCEDC
-  NYCHA

Mayor's
Office of
Capital Project
Development

Mayor's Office
of Workforce
Development

New York
City Housing
Development
Corporation

From the 2014 launch of Housing New York (HNY) through October 2018, the City has financed the creation or preservation of affordable homes for over 110,000 households across New York City. In Fall 2017, Mayor de Blasio committed to accelerating and expanding the pace of HNY to achieve 300,000 affordable apartments by 2026 – 100,000 more than initially planned. Already, the City had ramped up to produce more than 20,000 affordable homes a year, and now, has surpassed 25,000 affordable apartments annually for the last two years. The City also broke the record for the most new construction in a year with 9,140 affordable homes, with almost 60 percent of these serving New Yorkers making less than \$47,000 for a family of three.

Through October 2018 and following the highest overall affordable housing production in a fiscal year, the Department of Housing Preservation and Development (HPD) and the New York City Housing Development Corporation (HDC) financed a total of 112,331 affordable homes. New HPD and HDC programs are achieving deeper levels of affordability, with nearly 40 percent of these homes reserved for households making less than \$36,550 for a single person or \$46,950 for a family of three. Of these units, more than 40 percent, or over 18,000, have been created or preserved for the lowest income households—New Yorkers making less than \$21,930 for a single person or \$28,170 for a family of three. HNY has also created nearly 9,300 units to serve individuals experiencing homelessness and over 6,500 for senior households.

HPD and HDC continue to advance new programs and policies that more effectively target underused sites and preserve the affordability of neighborhoods experiencing rapidly rising rents, and more creatively serve vulnerable populations while creating new opportunities for affordable homeownership. This includes targeted efforts to combat tenant harassment with the formation of the Tenant Anti-Harassment Unit. Announced in July 2018, this unit will be dedicated to pursuing potential cases of maintenance harassment in multi-family residential buildings and connecting tenants to legal services resources, a complement to the City's efforts to combat construction as harassment.

These successes depend on the collaboration and commitment of more than a dozen City agencies and offices, including HPD, HDC, New York City Housing Authority (NYCHA), the Department of City Planning (DCP), the New York City Economic Development Corporation (NYCEDC), the Department of Buildings (DOB), the Human Resources Administration (HRA), the Department of Homeless Services (DHS), the Department of Small Business Services (SBS), the Mayor's Office of Workforce Development and the Mayor's Office of Capital Project Development.

HNY is segmented into the following broad strategies and priority initiatives. Unless otherwise noted, the accomplishments below occurred between July 2018 and October 2018.

FOSTERING DIVERSE, LIVABLE NEIGHBORHOODS

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

Accomplishments include:

In July 2018, NYCEDC, HPD, HDC and Council Member Donovan Richards announced plans to deliver over 670 units of affordable housing across two projects in Far Rockaway. The

City selected The Community Builders, Inc. to activate an underutilized City-owned lot at Beach 21st Street to create 224 units of mixed income affordable housing, commercial space and community facilities. The City also closed on construction financing to deliver 457 units of affordable housing for the initial phase of the Far Rockaway Village project, which will transform the neighborhood's long-neglected shopping center into a vibrant mix of affordable housing, modern retail and public space, serving as a village center for the neighborhood.

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

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

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

PRESERVING THE AFFORDABILITY AND QUALITY OF THE EXISTING HOUSING STOCK

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

Accomplishments include:

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

The de Blasio administration announced the implementation of the Certification of No Harassment (CONH) Pilot Program, under a new law that requires buildings meet certain criteria (certifying that no tenant harassment has taken place) before being granted construction permits to significantly alter their properties. The City also published the list of more than 1,000 buildings with approximately 26,000 units that will now be subject to the CONH program. Owners of buildings included on the program list will be required to apply for a Certification of No Harassment before they are approved for construction permits by DOB. HPD will conduct the investigation to certify that no tenant harassment has taken place. Owners denied a CONH will not be able to significantly alter their buildings for five years, unless they provide permanently affordable housing to be built without City subsidy, tax benefits or inclusionary housing.

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

In Calendar 2018, the City secured the continued affordability of over 13,000 coops and apartments in Mitchell-Lama developments, including Masyrk Towers, Ruppert House, Franklin Plaza Apartments and Starrett City, the largest federally subsidized development in the nation. Over 29,000 homes and apartments have now been preserved under

the Mitchell-Lama Reinvestment Program, launched as part of HNY 2.0. With an initial investment of \$250 million, the City aims to prevent loss of these affordable homes by leveraging an array of financing tools to restructure existing debt, provide long-term tax benefits and fund critical capital repairs.

BUILDING NEW AFFORDABLE HOUSING FOR ALL NEW YORKERS

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

INCOME BAND DEFINITIONS			
Income Band	Percentage Of Area Median Income	Monthly Rent Required To Prevent Rent Burden	Annual Income Range (Three-Person Household)
Extremely Low Income	0-30%	\$704	<\$28,170
Very Low Income	31-50%	\$705 - \$1,174	\$28,171 - \$46,950
Low Income	51-80%	\$1,175 - \$1,878	\$46,951 - \$75,120
Moderate Income	81-120%	\$1,879 - \$2,817	\$75,121 - \$112,680
Middle Income	121-165%	\$2,818 - \$3,873	\$112,681 - \$154,935

Accomplishments include:

In the first four months of Fiscal 2019, HPD and HDC joined project partners from Lemor Development, TD Bank, Street Corner Resources and the Downtown Baptist Church of Christ to mark the start of construction on The Robeson, a new affordable housing development that will create 79 new affordable apartments in the Central Harlem neighborhood of Manhattan. This project will include the creation of mixed-income affordable housing, along with new commercial and community facility space. In addition, the new building will also create a new home for the Downtown Baptist Church of Christ, finding productive use for three formerly underutilized City-owned lots and adjacent acquired private land.

HPD celebrated the ribbon cutting of New Settlement Apartments, a \$177 million scatter site development, and 1561 Walton Avenue, a \$20 million newly constructed 11-story building. Together, these two developments have created and preserved 953 affordable homes in the Mount Eden neighborhood of the Bronx, with hundreds of homes set aside for formerly homeless families.

HPD and HDC began collecting applications for 159 units of affordable housing at Robert Fulton Houses on West 18th Street. This development located in the Chelsea neighborhood of Manhattan features a rooftop terrace, as well as ground floor outdoor space and will be affordable to low- and middle-income households. This is one of the more than 7,800 apartments marketed last fiscal year, which is a 700% increase compared to 2014.

PROMOTING HOMELESS, SENIOR, SUPPORTIVE AND ACCESSIBLE HOUSING

The City provides supportive, accessible housing to the homeless and other vulnerable New Yorkers with special needs.

Accomplishments include:

Mayor de Blasio committed an additional \$1.9 billion in City subsidy to ensure that 50,000 affordable homes will be reserved for the lowest-income New Yorkers, including seniors and veterans. By adding a mix of incentives and requirements to its programs, HPD is putting new funds to work as quickly and efficiently as possible.

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

As part of HNY 2.0, Mayor de Blasio announced Seniors First, a slate of new affordable housing programs to increase the amount of senior housing across the City. In total, the City is doubling its commitment to senior housing to serve 30,000 households by 2026. As part of Seniors First, the City will invest \$150 million to make homes accessible to

seniors and people with disabilities; build new affordable senior housing on underused NYCHA property, and public and private sites; and preserve aging senior housing built as part of HUD's 202 program. In Fiscal 2018, HPD financed the most senior housing with 1,888 apartments, bringing the total number of senior homes produced under HNY to 6,507.

REFINING CITY FINANCING TOOLS AND EXPANDING FUNDING SOURCES FOR AFFORDABLE HOUSING

The City is working to leverage its investments more effectively. As part of HNY, the City will continue to analyze its housing programs, identify new funding streams and create new partnerships to meet HNY's ambitious goals.

Accomplishments include:

HPD, in collaboration with Enterprise Community Partners, took the first step in launching HomeFix, a new program to offer financial assistance for needed repairs to one-to-four family homes for low-to-middle income owners. Enterprise issued an RFP for an organization to administer the HomeFix program, which supports New York City homeowners who cannot afford home repairs by providing home repair loans, technical assistance and other homeowner funding or counseling. The HomeFix program is funded in part by the New York Attorney General's settlements with large financial institutions to address misconduct that contributed to the collapse of the housing market.

HPD and HDC continue to advance the recently announced Neighborhood Pillars program, which will provide financing to non-profits and other mission-driven organizations to purchase older rent-regulated buildings to keep them affordable and keep current tenants in place. The program will use a \$275 million fund to secure an additional 1,000 affordable homes each year in fast-changing neighborhoods where aggressive speculators threaten traditional rent-regulated apartment buildings.

				4-month Actual		Annual Target		Cumulative	
		FY17	FY18	FY18	FY19	FY20	FY19	HNY(1/1/14 - 10/31/2018)	Target 2026
HOUSING UNITS STARTED									
Total starts (new and preservation)		24,332	32,203	3,019	2,285	25,000	25,000	112,331	300,000
New construction starts		7,744	9,227	375	924	10,000	10,000	35,685	120,000
Preservation starts		16,588	22,976	2,644	1,361	15,000	15,000	76,646	180,000
Total starts (new construction and preservation) by income band	Extremely low income units	4,014	6,126	326	659	*	*	18,475	31,500
	Very low income units	6,444	12,240	799	531	*	*	26,163	43,500
	Low income units	9,973	11,473	1,622	566	*	*	49,509	166,500
	Moderate income units	1,517	1,552	176	43	*	*	6,748	30,000
	Middle income units	2,265	658	52	475	*	*	10,886	28,500
	Other units (includes units for building superintendents)	119	154	44	11	*	*	550	*
Total starts (new construction and preservation) by bedroom distribution	Studio units	4,302	4,547	397	338	*	*	16,443	*
	1 Bedroom units	8,343	10,465	1,496	683	*	*	38,114	*
	2 Bedroom units	8,357	11,610	765	741	*	*	39,383	*
	3 Bedroom units	3,025	5,209	280	354	*	*	13,719	*
	4+ Bedroom units	287	317	41	140	*	*	1,646	*
	Unclassified units ¹	18	55	40	29	*	*	3,026	*
Total units started for special needs populations	Units started for homeless individuals or families	2,625	2,264	120	386	2,400	2,400	9,280	15,000
	Units started for senior individuals or families	929	1,888	268	92	2,000	2,000	6,599	30,000
HOUSING UNITS COMPLETED									
Total completions (new and preservation)		19,623	24,545	5,560	4,279	*	*	65,889	*
New construction completions		3,967	5,414	1,737	2,813	*	*	12,898	*
Preservation completions		15,686	19,131	3,823	1,466	*	*	52,991	*
Total completions (new construction and preservation) by income band	Extremely low income units	2,861	3,337	658	994	*	*	8,863	*
	Very low income units	3,696	7,418	935	758	*	*	13,804	*
	Low income units	10,417	11,147	3,084	1,776	*	*	29,991	*
	Moderate income units	1,297	2,079	583	350	*	*	4,886	*
	Middle income units	1,298	443	245	383	*	*	8,044	*
	Other units (includes units for building superintendents)	84	121	55	18	*	*	301	*
Total completions (new construction and preservation) by bedroom distribution	Studio units	2,574	3,490	790	749	*	*	7,717	*
	1 Bedroom units	6,313	9,054	2,529	1,595	*	*	23,545	*
	2 Bedroom units	6,696	8,536	1,709	1,322	*	*	23,345	*
	3 Bedroom units	2,249	3,268	462	436	*	*	7,868	*
	4+ Bedroom units	220	186	68	171	*	*	913	*
	Unclassified units ¹	1,601	11	2	6	*	*	2,501	*
Total units completed for special needs populations	Units completed for homeless individuals or families	1,063	1,881	257	818	*	*	4,391	*
	Units completed for senior individuals or families	1,061	1,071	251	381	*	*	3,358	*

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.















ADDITIONAL RESOURCES

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

- Housing New York: A Five-Borough, Ten-Year Plan:
<http://www.nyc.gov/html/housing/pages/home/index.shtml>
- Housing New York: Three Years of Progress (January 2014 – December 2016)
<http://www1.nyc.gov/assets/hpd/downloads/pdf/about/hny-three-years-of-progress.pdf>
- Housing New York 2.0
<http://www1.nyc.gov/assets/hpd/downloads/pdf/about/hny-2.pdf>

HURRICANE SANDY RECOVERY

PARTNER AGENCIES & OFFICES

-  DCAS
-  DCP
-  DDC
-  DEP
-  DOB
-  DOITT
-  DOT
-  DPR
-  DSNY
-  HPD
-  NYC H + H
-  NYCEDC
-  NYCEM
-  NYCHA

Mayor's Office
of Housing
Recovery
Operations

Mayor's Office
of Resiliency

Hurricane Sandy was unlike any storm in the City's long recorded history. The worst-case scenario combination of weather patterns and underlying conditions were exacerbated by the effects of climate change and sea level rise, resulting in an unprecedented amount of damage to the City's housing stock, business sectors and critical infrastructure. In the first four months of Fiscal 2019, the City reached a number of significant milestones in its housing, infrastructure and economic recovery efforts. Most significant is the progress made by Build It Back to complete the single family home program and improve waterfront neighborhood resiliency. Going forward, the administration will continue to leverage our comprehensive over-\$20 billion resiliency plan to make communities stronger and more resilient as we rebuild.

HOUSING RECOVERY

The Build It Back single family program is funded by \$2.2 billion in federal Community Development Block Grant Disaster Recovery (CDBG-DR) dollars and overseen by the Mayor's Office of Housing Recovery Operations (HRO) in coordination with the New York City Departments of Housing Preservation and Development (HPD) and Design and Construction (DDC). The program assists homeowners, renters and landlords through property rehabilitation or reconstruction, home elevation, reimbursement for permanent repairs already completed or acquisition of homes.

Innovations such as the Modular Construction Program—which includes approximately 100 homes in Staten Island and Queens—have dramatically sped up the completion of homes and expanded contractor capacity. As of October 31, 2018, the Program has served 99.9 percent of approximately 8,300 homeowners through either a reimbursement check, construction start or acquisition—representing 12,500 families across New York City's floodplain. The vast majority of these homeowners, 96 percent, have received their full benefit, including construction, reimbursement, or acquisition of their home. For construction projects, the City completed 99 percent of City-managed construction projects, and completed 94 percent of all construction projects, including homeowner-managed construction.

When the de Blasio administration took office in 2014, zero homeowners had started construction and zero reimbursement checks had been issued. Through October 2018, Build It Back had started construction on 5,173 homes, of which 4,890 have been completed. In addition, Build It Back distributed nearly \$134 million in reimbursement checks to over 6,100 families. Build It Back construction partner HPD also accelerated relief to multifamily households, benefiting more than 19,800 households in 142 developments through repair, resiliency and reimbursement services, as well as 242 low-income households through rental assistance.

Performance Indicators	Actual					4-month Actual		Cumulative as of 10/31/2018	Cumulative percent complete as of 10/31/2018
	FY14	FY15	FY16	FY17	FY18	FY18	FY19		
Number of Homeowners Who Selected Benefit Options	2,237	5,236	1,029	160	29	20	0	8,303*	100%
Design Starts in Build it Back Households	534	2,382	2,796	134	27	14	0	5,173	99%
Total Construction Starts in Build it Back Households	93	1,304	1,721	1,715	479	169	21	5,173	99%
Construction Completions of Build it Back Households	15	757	1,303	1,948	1,021	1067	136	4,890	96%
Reimbursement Checks Issued to Build it Back Households	316	3,611	1,966	141	76	56	10	6,120	100%
Homeowners Served	369	3,951	2,642	1,005	229	253	0	8,295	99%

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

BUILD IT BACK COMMUNITY HOUSING RECOVERY PROJECTS FOR MULTIPLE FAMILIES

Build It Back continues to make progress on its most complex and challenging projects, including those with multiple families. The City has nearly completed the elevation and rebuilding of attached homes in Coney Island, with only eight homes remaining, and expects completion of the final projects in Spring 2019. In the Sheepshead Bay Courts, the City is nearing completion of rebuilding and elevating homes and is leveraging additional funding to replace and improve infrastructure.

PARTNERSHIP WITH DEPARTMENT OF DESIGN AND CONSTRUCTION ON MODULAR CONSTRUCTION PROGRAM

In Fiscal 2017, Build It Back began a Modular Construction Program. The first homes were delivered and set on their new foundations in the first quarter of Fiscal 2018 in Staten Island. As of October of Fiscal 2018, 31 homes in Staten Island and 68 in Queens have been delivered and set on their foundations.

BUILD IT BACK - ACQUISITION AND BUYOUT

The Acquisition and Buyout Pathway of the Build It Back Program offers homeowners the option to sell their properties for housing redevelopment or for permanent open space use as mitigation from future flooding. For homeowners facing the most difficult and time-intensive construction projects, starting in September 2016, the Pathway offered up to \$150,000 in financial resettlement incentives to better enable applicants who were selling their primary residence to the Program to purchase a replacement primary residence. A total of 120 homes are expected to be purchased, of which 30 homeowners are expected to receive incentives. As of October 2018, 112 of 120 properties have been purchased through this Pathway and 22 of 30 applicants received their resettlement incentives payment toward the purchase of a replacement property.

INFRASTRUCTURE AND CRITICAL SERVICES RECOVERY

Through the Federal Emergency Management Agency's (FEMA) Public Assistance program and other federal recovery grant sources, the Mayor's Office of Resiliency (MOR) is coordinating approximately \$10 billion in recovery work on infrastructure and critical services across the City, while investing in these assets to make them more resilient. Notable milestones completed on recovery projects during July to October 2018 from the City's comprehensive citywide resiliency program include the following:

- The Department of Environmental Protection (DEP) continued to advance design at Bowery Bay, Hunts Point, Newtown Creek and Owls Head Wastewater Resource Recovery Facilities and completed conceptual facility planning at Wards Island Wastewater Resource Recovery Facility while initiating conceptual planning at 13 pumping stations

as part of DEP's \$406 million NYC Wastewater Resiliency Program. In order to advance these projects, DEP has engaged design firms and is actively coordinating with operating bureau representatives to ensure that impacts to plant and facility operations are minimized during extreme weather events.

- The New York City Housing Authority (NYCHA) is completing over \$128 million of design work that will address the Sandy damaged developments as part of the \$3 billion NYCHA Office of Recovery and Resilience portfolio. Currently, over \$2.2 billion of construction projects are underway.
- The Department of Transportation (DOT) reached 72 percent completion of the rehabilitation to the Battery Park/West Street underpasses in Lower Manhattan, and Sandy-related rehabilitation work on twelve movable bridges is nearing completion. Nine of the 12 movable bridges contracted for rehabilitation are substantially complete, requiring only testing or punch list items. Of the remaining three bridges, construction on the 207th Street Bridge in Manhattan is 55 percent complete, Borden Avenue Bridge in Queens is 90 percent complete and Grand Street Bridge between Brooklyn and Queens is 60 percent complete. DOT is continuing its effort to implement preventive measures to the FDR Drive from the 18th to 25th Street raised-structure-span that will minimize the potential for damage from future coastal events. The project is currently under final design work. Construction is ongoing for five street reconstruction projects in Staten Island and Queens, valued at \$56.5 million total.
- The Department of Parks and Recreation (DPR) completed design on approximately \$9.2 million of resiliency-related projects and completed construction on another \$2.0 million of resiliency-related projects across the City.

ECONOMIC RECOVERY AND WORKFORCE DEVELOPMENT

Between July and October 2018, the Department of Small Business Services (SBS) disbursed \$59,066 in loans and grants to businesses through the Hurricane Sandy Business Loan and Grant Program, which has awarded over \$55.7 million—\$47.7 million in grants and \$8 million in loans—to 352 businesses since the start of the program.

In addition to assisting recovery, the City has made efforts to ensure businesses are better prepared for future storms and the impacts of climate change. Between July and October 2018, the SBS Business PREP program provided risk assessments to 82 Sandy-impacted businesses in all five boroughs and \$108,137 in grants to 38 businesses.

The New York City Economic Development Corporation (NYCEDC) RISE : NYC program continued its deployment of 11 innovative technology systems at small businesses affected by Hurricane Sandy. The resiliency solutions include energy technologies, building systems and resilient telecommunication networks. The New America Foundation began installation at one of their community mesh networks in Far Rockaway, and Bright Power began installing the first RISE microgrid in Coney Island. Other resiliency technology providers are finalizing design and implementation plans, and goTenna is still actively working to register small businesses to participate in the program.

In all of its work, Build It Back is committed to providing high-quality employment for New Yorkers impacted by Hurricane Sandy. The City's Sandy Recovery Hiring Plan advances the hiring of Sandy-impacted residents, women, minorities and Section 3 residents through Build It Back contracts. The City's Sandy Recovery Workforce1 system, spearheaded by SBS, offers job placement services—including employment with Build It Back and other local employers—and vouchers for employment skills training for residents of Sandy-impacted neighborhoods. Through this initiative, SBS launched the Sandy Recovery Workforce1 Center in Coney Island and funded dedicated staff at existing Workforce1 Centers in Rockaway and Staten Island. In partnership with community and faith-based organizations, as well as participating trade unions and contractors, the Workforce1 Program links local workers to employment, pre-apprenticeship and apprenticeship programs.

The Sandy Recovery Hiring Plan encourages Build It Back contractors and subcontractors to hire 20 percent local residents on recovery projects. Twenty-three percent of all trades workers employed on Build It Back are from Sandy-impacted neighborhoods. Build It Back and Sandy Recovery Workforce1 have provided jobs for over 1,600 Sandy-impacted New Yorkers including over 1,100 working on Build It Back. Approximately 150 Sandy-impacted residents are working as apprentices after pre-apprenticeship training provided through Sandy Recovery Workforce1, preparing them for union construction careers as roofers, metal lathers, painters, laborers, plumbers, electricians and carpenters.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

ADDITIONAL RESOURCES

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

- OneNYC: The Plan for a Strong and Just City
<http://www1.nyc.gov/html/onenyc/index.html>
- One City, Rebuilding Together
http://www1.nyc.gov/assets/home/downloads/pdf/reports/2014/sandy_041714.pdf
- Build it Back Progress Update: October 2017
http://www1.nyc.gov/html/recovery/downloads/pdf/october_2017_build_it_back_progress_update.pdf
- NYC Recovery and Resiliency Interactive Map
<https://maps.nyc.gov/resiliency/>

**Collaborating
to Deliver
Results**



**PARTNER
AGENCIES
& OFFICES**



DCAS



DOHMH



DOT



NYPD



TLC

| Mayor's Office

The City launched [Vision Zero](#) in January 2014, recognizing that traffic crashes causing serious injury and death are not inevitable “accidents” but preventable incidents that can be systematically addressed and reduced. In partnership with the Mayor’s Office, City agencies are implementing 179 initiatives to advance this mission. Progress on each of these initiatives is updated in the annual Vision Zero report. The City’s investment in Vision Zero, now funded with \$1.6 billion through Fiscal 2022, has ensured resources will be available to continue an accelerated pace of redesign and reconstruction of New York City streets.

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

This cross-agency collaboration has contributed to the successful implementation of key Vision Zero initiatives. The 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 the first four months of Fiscal 2019, overall citywide traffic fatalities fell 15.1 percent, from 86 to 73. Fatalities among motorcyclists increased, while fatalities among pedestrians, bicyclists, motor vehicle operators and passengers decreased.

Traffic Fatalities	Actual				4-month Actual		PMMR FY18-FY19 %Change
	FY15	FY16	FY17	FY18	FY18	FY19	
Total Fatalities	249	236	211	209	86	73	-15.1%
Pedestrians	143	132	132	107	38	35	-7.9%
Bicyclists	16	20	16	21	9	3	-66.7%
Motorcyclists	28	25	20	35	19	23	21.1%
Motor Vehicle Operators	29	34	21	30	11	9	-18.2%
Passengers	33	25	22	16	9	3	-66.7%

Source: NYPD

STREET DESIGN

DOT continued to make streets safer by implementing designs which simplify complex intersections, discourage speeding, slow down turns, provide bicycle lanes, make pedestrians and cyclists more visible and shorten pedestrian crossing distances at Vision Zero priority locations. During the reporting period DOT completed 47 street improvement projects at priority locations, constructed 155 speed humps, activated 394 leading pedestrian signals, installed new pedestrian signals at 36 intersections, added 34.2 miles to the bicycle network and implemented safety signal retiming on 14 major corridors.

During July to October 2018 DOT advanced work on all four Great Streets projects:

- Queens Boulevard: DOT undertook outreach to elected officials regarding Phase 4 of the operational project, which is scheduled to begin later in Fiscal 2019 and will cover the 1.1-mile portion between Yellowstone Boulevard and Union Turnpike. DOT also continued the design process for Segments A and B of the capital project, and began the Percent for Art process for Segment B in Fall 2018.
- Grand Concourse: During the reporting period, construction continued on Phase 3 of the capital project, from East 171st Street to East 175th Street. DOT and the Department of Design and Construction (DDC) prepared to send Phase 4 (East 175th Street to East Fordham Road) out to bid and began the capital project initiation process for Phase 5 (East Fordham Road to East 198th Street).
- Atlantic Avenue: Construction of Phase 1 (Georgia Avenue to Logan Street) continued throughout the start of Fiscal 2019. Construction of water mains and catch basins on the eastern portion finished in September 2018, while construction on the raised median planters began. DOT continued the design and community outreach process for Phase 2 (Logan Street to Rockaway Boulevard).
- 4th Avenue: The capital project led by DOT and DDC, between 8th Street and 64th Street, has completed its design process, and bids are being collected for the construction contract. The next phase, between Atlantic Avenue and 8th Street, is currently in the scoping phase. MTA New York City Transit began building median ventilators between 40th Street and 58th Street in July 2018. Operational safety improvements, including protected bike lanes and pedestrian refuge islands, began implementation in September 2018 between 60th Street and 64th Street.

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 phoning/texting while driving.

Each week at TrafficStat, NYPD's Chief of Transportation meets with NYPD executives to outline, review and manage NYPD's traffic program. During the first four months of Fiscal 2019, NYPD issued 50,487 speeding summonses and 16,146 failure-to-yield to pedestrian summonses, increases of six percent and seven percent, respectively, from the same period of Fiscal 2018. NYPD also issued 1,007 violations of NYC Administrative Code 19-90—the "right of way law"—to drivers who struck a pedestrian or cyclist who had the legal right of way, and made 12 arrests for these violations. Furthermore, NYPD purchased 136 additional LIDAR speed detection guns in 2018 to help enforce against speeding violations—bringing the total number of LIDAR guns in service during the reporting period to 661. During the reporting period 186 officers were LIDAR trained, increasing the total number of trained officers to 3,497.

In addition, TLC's enforcement officers focused on these same high-priority violations among TLC-licensed vehicles. These summonses include failure-to-yield right of way to a pedestrian, speeding and stop sign and traffic signal violations.

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

OUTREACH AND ENGAGEMENT

The Vision Zero Street Teams integrate education and enforcement to discourage unsafe behavior on our streets. Teams of DOT and NYPD staff work together to identify corridors with significant crash history, along with the causes of those crashes. Staff then spend a week distributing fliers to pedestrians and drivers with safety tips about the most common causes of crashes in those corridors, which is followed by NYPD enforcement in the same area in the subsequent week. From July to October 2018 Street Teams connected with tens of thousands of New Yorkers, and NYPD issued 5,976 moving and 7,358 parking summonses and made 71 arrests for traffic-related violations through these efforts.

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 2,420 City drivers trained in defensive driving during the reporting period, bringing the total number of employees who have completed the day-long safety training to nearly 50,000 since the beginning of Vision Zero. During the remainder of Fiscal 2019 DCAS will start additional computer based training or virtual reality training to augment class sessions.

TLC held a variety of outreach events to educate drivers on Vision Zero in 2018. The new “TLC In Your Borough” program features an agenda that is tailored to provide drivers with information on TLC policies such as fatigued driving prevention rules and other Vision Zero regulations. In addition, TLC staff conducted Vision Zero driver outreach meetings to for-hire vehicle bases and taxi garages throughout the City and distributed Vision Zero materials at locations that drivers congregate and transportation hubs. As of October 2018, TLC has held 554 driver outreach meetings since 2014.

From July to October 2018, almost 9,000 drivers completed TLC’s pre-licensure driver training course. Over 111,000 drivers have taken this course since 2014. This training requirement includes a specialized Vision Zero curriculum developed for for-hire drivers.

In 2016 DOT and NYPD conducted an analysis of crash trends and 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 a multi-agency seasonal enforcement and education approach. Based on the encouraging results during the first two years of this campaign, the Dusk and Darkness campaign ran again in 2018. NYPD focuses 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

DCAS announced in Fall 2018 that it has acquired through new vehicle purchases over 20,000 vehicle safety devices including but not limited to backup cameras, automatic braking, driver alerts, automatic headlights and truck sideguards. These new investments are designed to reduce collisions and lessen the impact of crashes that do happen.

In partnership with the U. S. Department of Transportation’s Volpe Center, in November 2018 DCAS released an updated [Safe Fleet Transition Plan for 2018-2019](#). In this update DCAS now requires where available and operationally feasible high vision truck cabs for vehicles. The plan also calls for the expansion of the use of vehicle to vehicle technologies. The Safe Fleet Transition Plan (SFTP) is a model for public and commercial fleets nationwide in how to manage the rapid pace of technology change impacting fleet safety.

In Calendar 2014 non-emergency City fleet vehicles were involved in eight fatalities. In the four years since, through October 2018, the non-emergency fleet has been involved in a total of seven fatalities. The City has also achieved reductions in collisions and injuries per vehicle mile traveled.

Through the end of October 2018 DCAS installed over 2,000 truck side-guards, with new units being delivered with sideguards or retrofits being completed daily. This is the largest program of its type in North America.

DCAS also announced a formal agreement with DOT to install thousands of vehicle to vehicle (V2V) devices on City-owned vehicles in support of the project that is being funded by the federal government. Installation of vehicle devices is expected to take place in Spring 2019.

TLC honored 410 drivers and 27 businesses for their safety records at the Fifth Annual Safety Honor Roll ceremony in October 2018; 212 drivers were repeat honorees. Safety Honor Roll drivers had no crashes involving an injury or fatality, no moving violations and no TLC rule violations for at least four years. The ceremony recognized these drivers' accomplishments and served to remind all 200,000 TLC-licensed drivers of the high value the City places on safety.

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

DATA-DRIVEN SOLUTIONS

Vision Zero agencies continue working to improve what they know about the circumstances of roadway crashes and learning from the data they collect to inform decision making. During the first four months of Fiscal 2019 the Vision Zero Data Working Group made progress on drafting scopes to address key research agenda questions. These lay the groundwork for studies to commence.

In 2018, DOHMH shared a linked data set with select variables of crash reports and motor vehicle hospitalizations with the Mayor's Office of Data Analytics (MODA). MODA, in partnership with DOHMH and DOT, created a project scope outlining analytic work to identify traffic crash circumstances related to serious injuries and help find data-driven solutions by predicting which crashes result in severe injuries for pedestrians. In October 2018, MODA disseminated findings and found above and beyond crash circumstances, older age is predictive of serious injury. Specifically, New Yorkers age 70 years and older are more than twice as likely to sustain serious injuries as any other New Yorker struck by a motor vehicle.

SELECTED PERFORMANCE INDICATORS	Actual			4-month Actual		Target	
	FY16	FY17	FY18	FY18	FY19	FY19	FY20
LIDAR guns (advanced speed detection equipment)	90	24	156	20	0	*	*
Vision Zero-related moving summonses issued	629,153	686,450	709,726	223,494	230,426	*	*
- NYPD	620,216	675,949	698,501	219,421	226,771	*	*
- TLC	8,937	10,501	11,225	4,073	3,655	*	*
Speed boards deployed	60	58	94	54	30	*	*
Speed humps installed	395	365	409	197	155	250	250
Senior centers partnering with DOT to increase feedback on street safety improvements	120	125	170	48	50	*	*
Bike lane miles installed	53.9	82.9	70.5	32.7	34.2	50	50
Leading pedestrian intervals installed (signal timing that allows pedestrians to start crossing before traffic is released)	648	939	749	255	394	300	300
Intersections with accessible pedestrian signals installed	52	116	54	17	27	75	75
City employees trained in defensive driving citywide	7,929	7,876	11,162	4,526	2,420	8,500	8,500

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 One Year Report:
<http://www.nyc.gov/html/visionzero/assets/downloads/pdf/vision-zero-1-year-report.pdf>
- Vision Zero Year Two Report:
<http://www.nyc.gov/html/visionzero/assets/downloads/pdf/vision-zero-year-two-report.pdf>
- Vision Zero Year Three Report:
<http://www1.nyc.gov/assets/visionzero/downloads/pdf/vision-zero-year-3-report.pdf>
- Vision Zero Year Four Report:
<https://www1.nyc.gov/assets/visionzero/downloads/pdf/vision-zero-year-4-report.pdf>
- Vision Zero Pedestrian Safety Action Plans:
<https://www1.nyc.gov/html/dot/html/pedestrians/ped-safety-action-plan.shtml>
- Vision Zero Action Plan:
<http://www.nyc.gov/html/visionzero/assets/downloads/pdf/nyc-vision-zero-action-plan.pdf>

- Environment and Health Data Portal:
<http://www.nyc.gov/health/tracking>
- Safe Fleet Transition Plan Report:
http://www.nyc.gov/html/dcas/downloads/pdf/fleet/VOLPE_Recommendations_for_Safe_Fleet_Transition_Plan_SFTP.pdf
- Safe Fleet Transition Plan Update Press Release:
<http://www.nyc.gov/html/dcas/downloads/pdf/fleet/Press-Release-Updated-Safe-Fleet-Transition-Plan-With-High-Vision-Truck-Design.pdf>
- Safe Fleet Transition Plan Update 2018-2019:
<http://www.nyc.gov/html/dcas/downloads/pdf/fleet/Safe-Fleet-Transition-Plan-Update-2018.pdf>
- Vision Zero at the Taxi and Limousine Commission:
<https://www1.nyc.gov/site/tlc/about/vision-zero.page>
- Safer Cycling: Bicycle Ridership and Safety in New York City:
<http://www.nyc.gov/html/dot/downloads/pdf/bike-safety-study-fullreport2017.pdf>
- Automated Speed Enforcement Program Report:
<http://www.nyc.gov/html/dot/downloads/pdf/speed-camera-report-june2018.pdf>
- Global Entrepreneur Program
<http://www.togetherforsaferroads.org/programs/safer-road-tech/>

**Collaborating
to Deliver
Results**



YOUNG MEN'S INITIATIVE

PARTNER AGENCIES & OFFICES

-  ACS
-  CUNY
-  DCAS
-  DOC
-  DOE
-  DOHMH
-  DOP
-  DYCD
-  HRA
-  LIBRARIES
-  NYC H + H
-  NYCHA
-  NYPD
-  SBS

- | Center for Youth Employment
- | Mayor's Office of Community Affairs
- | Mayor's Office of Criminal Justice
- | Mayor's Office for Economic Opportunity
- | NYC Service

New York City's Young Men's Initiative (YMI) was established in 2011, and is the nation's most comprehensive municipal effort to improve the lives of boys and young men of color (BYMOC). In 2015 New York City made a commitment to President Barack Obama's My Brother's Keeper (MBK) Community Challenge. Since then, YMI has continued to focus on improving and expanding programming for young men of color experiencing significant disparities relative to their peers.

YMI is managed by a leadership team that provides policy and direction for the initiative and reports to the Deputy Mayor for Strategic Policy Initiatives, J. Phillip Thompson. YMI works closely with the Mayor's Office for Economic Opportunity (NYC Opportunity), which oversees YMI's program implementation, budget, performance monitoring, and evaluation processes. YMI actively partners with public, nonprofit and private sector stakeholders to obtain feedback on its initiatives with the goals of identifying service and system needs, managing and enhancing performance of existing programming and expanding successful initiatives.

NATIONAL LEADERSHIP

YMI served as a thought-partner during the creation of the My Brother's Keeper Alliance (MBK Alliance), a national program established during the Obama Administration that seeks to better support Boys and Young Men of Color along the path to their fullest potential. The MBK Alliance has transitioned to the Obama Foundation and YMI continues to partner strategically with the program while driving substantive policy and programmatic change citywide.

YMI continues to support national replication of the Arches Transformative Mentoring program (Arches). Developed by YMI, NYC Opportunity, and the Department of Probation (DOP), Arches is a group mentoring program serving young adult probation clients that uses an evidence-based journaling curriculum delivered by "credible messenger" mentors who have backgrounds similar to participants, including prior justice system involvement. Research on Arches conducted by the Urban Institute finds that the program produces a significant and sustained impact on recidivism at rates rarely seen among programs serving young adults involved with the justice system. Stemming from this success, Arches was selected as one of seven finalists for the Innovations in American Government Awards at the Harvard University John F. Kennedy School of Government Ash Center for Democratic Governance and Innovation, and the Obama Foundation is seeking to fund replication of the model through the MBK Alliance inaugural Community Challenge Competition. YMI and DOP have further supported national replication through the launch of the Credible Messenger Justice Center, which host conferences and delivers technical assistance to municipalities seeking to implement similar approaches. In partnership with DOP, YMI also invests in the Advocate, Intervene and Mentor (AIM) program that supports youth under probation supervision avoid incarceration. In October, 2018 the Urban Institute published an evaluation report highlighting the importance of credible messengers and mentorship and noting that the program successfully helps participants avoid recidivism.

IDENTIFYING SERVICE & SYSTEM NEEDS

YMI and NYC Opportunity work collaboratively with City agency partners to identify service and system needs, and to design and implement promising, evidence-based human service programming:

- Launched by YMI and the Department of Education (DOE) in partnership with Eagle Academy Foundation (EAF) in July 2017, the Eagle Demonstration Project seeks to improve outcomes for BYMOC by building school capacity to increase student engagement through professional development, coaching and mentoring. The Eagle Demonstration Project builds off of the successful male single-sex model of Eagle network schools to provide services to teachers and students in nine co-educational middle schools in the Brooklyn neighborhoods of Ocean Hill and Brownsville. Throughout the reporting period, YMI and NYC Opportunity provided planning support for Fiscal 2019 that focused on implementing each school's action plan and delivering mentoring sessions for up to 25 male students per school. EAF hosted the Summer Professional Development Institute in July 2018, guiding over 50 school participants through strategic planning sessions aimed at increasing student engagement, enhancing positive school climate and culture, and increasing college and career awareness.
- 9x9 is a pilot program launched by YMI and the DOE designed to provide a pathway to high school for over-age and under-credited middle school students, who are at least two years off-track relative to expected age and credit accumulation towards earning a diploma, a trend that disproportionately impacts BYMOC. 9x9 launched in August 2017, in DOE District 9 in the South Bronx. The program provides 8th grade students with access to academic and social supports and matching services to facilitate transition and integration into age-appropriate Transfer High Schools. The program also seeks to actively engage families and promote interagency coordination to support the students where necessary. In the reporting period, 9x9 selected an additional 45 students to participate in the program and transition into the 9th grade at four Transfer High Schools, for a total of 82 students across two cohorts. Lessons learned from the 9x9 pilot will be used to inform broader DOE strategy to serve over-age and under-credited middle school students.

MANAGING PERFORMANCE

YMI and NYC Opportunity work collaboratively with City agency partners to conduct rigorous performance measurement and continuous quality improvement of innovative program models and systems change initiatives:

- NYC Men Teach, operated in partnership with YMI, City University of New York and DOE, seeks to expand the number of male teachers of color in NYC public schools. Having met the initial goal of setting 1,000 men of color on a pathway to the classroom planning efforts, in Fiscal 2019 focused on program enhancements and drew on lessons learned from an independent implementation evaluation of the program managed by NYC Opportunity to be released during the fiscal year.

ENHANCING AND EXPANDING OPPORTUNITIES

YMI works to achieve systematic change in City agencies' approaches to interacting with and serving BYMOC by supporting policy reform and implementing evidence-based programming. Through strategic investments in promising interventions, YMI has enhanced and expanded the City's capacity to meet the needs of BYMOC:

- Jobs-Plus is a workforce development program that provides public housing residents with employment services, financial counseling, and rent-based and other financial incentives. The program is managed by the Human Resources Administration (HRA) and based at or near New York City Housing Authority (NYCHA) developments. In the reporting period, the Jobs-Plus Collaborative—a steering group made up of HRA, NYCHA, NYC Opportunity, and the Department of Consumer Affairs' Office of Financial Empowerment (OFE)—concluded extensive stakeholder feedback collection to inform planning for a new Jobs-Plus Request for Proposals (RFP) to be released in early 2019. As part of this process, the City engaged NYCHA residents and Jobs-Plus vendor staff at 13 sites across all five boroughs, held feedback sessions with provider staff members, and consulted with experts to identify opportunities for improving the program model in the upcoming solicitation. The new RFP will better align with the City's Career Pathways plan and address needs that surfaced during the stakeholder engagement process. Jobs-Plus continued to serve NYCHA residents during this time, placing 475 individuals in jobs in the first quarter of Fiscal 2019.

- Administered by DYCD, Young Adult Literacy (YAL) and the Young Adult Internship Program (YAIP) provide educational and workforce development services to young adults ages 16 through 24 who are not working and not in school. YAL prepares youth with low literacy skills to transition to High School Equivalency programs through contextualized instruction and wrap-around services and served nearly 200 participants in the first quarter of Fiscal 2019. YAIP served close to 540 relatively job ready participants in the same time period through short-term paid internships, educational workshops and various support services. In partnership with NYC Opportunity and YMI, DYCD launched a stakeholder engagement process in August 2019 to design enhanced education and workforce programming for disconnected youth in preparation for the end of current contracts for these programs at the end of Fiscal 2019. The new Advance & Earn program model is informed by extensive stakeholder feedback, as well as by the City's Career Pathways initiative and independent evaluation findings of the YAL and YAIP programs. The new program will streamline and coordinate workforce and educational services for youth while removing barriers to employment and providing supports as participants advance along their educational and career pathway.
- Reading Rescue is an early literacy intervention and school capacity-building initiative that trains school staff and partners to deliver one-on-one tutoring to students in grades one through three who are reading below grade level. YMI continued to support the program in 40 schools in its high priority neighborhoods in the reporting period, including 33 returning schools, with the goal of serving 400 students throughout the school year. Professional development has been ongoing, with teachers participating in five full days of professional development to implement the model and over 60 participants attending a Program Coordinator's Conference in October. NYC Opportunity is partnering with the DOE to launch an evaluation of the program in Fiscal 2019 and findings will be used to inform program strategy moving forward.
- In the reporting period, YMI supported the implementation of the Peer-to-Peer mentoring programs at 10 DOE Expanded Success Initiative (ESI) schools. Program models vary by school, and include group mentoring with older students and alumni serving as mentors to younger students. Each participating school serves a minimum of 40 students per school year. In addition, all 10 participating ESI schools partnered with Peer Forward (formerly College Summit) to increase college access by improving college readiness knowledge, increasing the number of application submissions to best-fit institutions and increasing early federal student aid application submission rates.

SELECTED PERFORMANCE INDICATORS	Actual			Target		Q1 Actual	
	FY16	FY17	FY18	FY18	FY19	FY18	FY19
GOAL: ENSURING ALL CHILDREN READ AT GRADE LEVEL BY 3RD GRADE							
Reading Rescue (DOE) – Launched 11/2015							
Number of participating schools	30	58	70	70	40	70	NA
Number of students	387	555	687	600	390	612	NA
Number of tutors	230	345	455	450	260	455	NA
Number of students who reached grade level	65	212	512	300	295	NA	NA
Average literacy gain of program completers	0.78	1.28	1.27	0.90	1.25	NA	NA
GOAL: ENSURING ALL YOUTH COMPLETE POST-SECONDARY EDUCATION OR TRAINING							
Young Adult Literacy Program (DYCD/Public Libraries) – Launched 7/2008, YMI Expansion 10/2011							
Program participants	725	785	731	*	*	194	194
Percent of participants who gained one or more grade levels in literacy	69%	61%	65%	55%	55%	54%	63%
Percent of participants who gained one or more grade levels in numeracy	66%	61%	68%	55%	55%	48%	50%
NYC Men Teach (DOE/CUNY) – Launched in 01/2016							
Participants enrolled in academic training to become teachers (CUNY)	104	562	407	200	230	84	57
Full-time hires (DOE)	NA	646	702	750	*	404	509

SELECTED PERFORMANCE INDICATORS	Actual			Target		Q1 Actual	
	FY16	FY17	FY18	FY18	FY19	FY18	FY19
Cornerstone Mentoring (DYCD) - Launched in 01/2012, high school mentoring expansion 03/2016							
Program participants - grades 5-8	296	348	320	384	400	NA	NA
Program participants - grades 9-12	99	317	304	408	344	NA	NA
Mentors for grades 5-8	73	54	65	96	100	NA	NA
Mentors for grades 9-12	21	44	68	102	86	NA	NA
Total mentoring hours	17,524	17,034	21,871	28,512	28,000	NA	NA
GOAL: ENSURING ALL YOUTH OUT OF SCHOOL ARE EMPLOYED							
CUNY Fatherhood Academy (CUNY) - Launched 3/2012 through 7/2015, Relunched in 1/2016 (Program ceased operation temporarily in Fiscal 2015 and did not report outcomes)							
New enrollees	103	193	204	250	250	51	17
Percent of participants who received job placements	13%	33%	34%	30%	30%	16%	33%
Percent of HSE Prep participants who earned a HSE diploma	7%	32%	28%	30%	30%	29%	33%
Percent of HSE Prep participants who enrolled into post-secondary education or industry-based training	0%	30%	32%	10%	10%	45%	4%
Percent of College Prep participants who enrolled into post-secondary education or industry-based training	0%	43%	41%	20%	20%	10%	19%
Jobs-Plus (HRA/ New York City Housing Authority/ Department of Consumer Affairs-Office of Financial Empowerment) – Launched 10/2009, YMI Expansion began 3/2013							
Clients served	5,144	4,395	NA	*	*	NA	888
Full-time and part-time hires	1,418	1,420	1,679	1,823	1,884	391	475
Retained in job at 3 months	848	910	1,058	1,185	1,225	67%	60%
Justice Community (DOP) – Launched 1/2012							
New enrollees	215	210	206	*	*	62	51
Percent of participants placed in employment	28%	16%	44%	50%	50%	9%	59%
Young Adult Internship Program (YAIP) (DYCD) – Launched 11/2007, YMI Expansion 8/2011							
Program participants	1,803	1,744	1,644	1,585	1,635	556	541
Percent of participants who completed internship	82%	84%	82%	75%	75%	75%	79%
Percent of participants placed in employment or education	54%	54%	56%	70%	70%	NA	NA
GOAL: ENSURING ALL YOUTH REMAIN SAFE FROM VIOLENT CRIME AND RECEIVE SECOND CHANCES							
AIM (DOP) – Launched 7/2012							
New enrollees	52	47	33	50	50	5	9
Participants who completed community service project	27	16	22	*	*	0	2
Participants who completed program	36	27	28	*	*	10	7

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Reading Rescue: Following the end of private funding from the New York Community Trust, the number of schools under YMI oversight reduced. Fiscal 2019 targets reduced in proportion to this decrease. As Reading Rescue operates during the September through June academic school year only, there is no data to report for the first quarter of Fiscal 2019 (July-September).
- NYC Men Teach (CUNY): The Fiscal 2019 target for the metric 'Participants enrolled in academic training to become teachers' has been revised to only include new participants, instead of all enrolled participants as in previous years.

- NYC Men Teach (DOE): The metric 'Full-time hires (DOE)' has been revised to 725 for Fiscal 2017 to reflect the most accurate figures. This number captures both new and mid-year hires made during the fiscal year. The Fiscal 2018 figure is lower than the target due to a reduction in overall hiring. The Fiscal 2019 target has not been finalized.
- DYCD Mentoring: The program, previously known as Cornerstone Mentoring, has officially changed its name to DYCD Mentoring to reflect the programmatic changes in Fiscal 2019 to provide mentoring services to additional DYCD afterschool programs (COMPASS High, Beacon, and Learn & Earn). DYCD had planned to fund up to 62 cornerstone centers in Fiscal 2017 and Fiscal 2018, however the actual number of contracts awarded were fewer than expected. Fiscal 2018 and Fiscal 2019 targets have been updated to reflect programmatic changes. Due to enrollment deadlines being extended, programs will report enrollment and participation data beginning in the second quarter of Fiscal 2019. Enrollment deadlines were similarly extended in Fiscal 2018.
- CUNY Fatherhood Academy: Due to differing enrollment and operational schedules across the three participating community colleges, only one site had an active cohort in the first quarter of Fiscal 2019. Additional cohorts will be enrolled in the second quarter of Fiscal 2019.
- Jobs Plus: Due to ongoing data migration, data for 'Clients served' in Fiscal 2018 is currently not available. Paid performance milestones achieved for this time period suggest that the number of clients served in Fiscal 2018 is in line with previous years. Data for this indicator will be updated in subsequent reports. "Retained in job at 3 months" has been renamed "Retained in job at 3-6 months," as retention data has been measured within 3-6 months post-placement since Fiscal 2017. All data for "Retained in job at 3-6 months" has been updated to reflect HRA's current measurement practices. Data provided is for nine sites, seven of which are funded by YMI.
- Justice Community: Data for 'New enrollees' in Fiscal 2018 has been revised from 206 to 209 to reflect the most accurate figures available as data reporting processes have a lag.
- Young Adult Internship Program (YAIP): The Fiscal 2017 value for 'Percent of participants who completed an internship' has been updated to reflect more current numbers. The Fiscal 2018 value for 'Percent of participants placed in employment or education' has been updated to reflect more current numbers.
- AIM: The decline in enrollment in Fiscal 2018 is attributed to an overall population reduction at all stages of the juvenile justice system.

ADDITIONAL RESOURCES

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

- The Disparity Report
http://www1.nyc.gov/assets/yimi/downloads/pdf/Disparity_Report.pdf
- The New York City Young Men's Initiative: Working to Improve Outcomes for Black and Latino Young Men:
<http://www1.nyc.gov/assets/yimi/pdf/reports/yimi-evaluation-2014.pdf>

MAYOR'S ACTION PLAN FOR NEIGHBORHOOD SAFETY



PARTNER AGENCIES & OFFICES



Mayor's Office
for Economic
Opportunity

Mayor's Office
of Criminal
Justice

Mayor's Office
to End Domestic
and Gender
Based Violence

Mayor's Office
of Operations

The Mayor's Action Plan for Neighborhood Safety (MAP), an initiative led by the Mayor's Office of Criminal Justice (MOCJ), is a groundbreaking approach to neighborhood public safety and crime reduction in New York City public housing developments. The MAP model moves beyond enforcement to address factors underlying public safety— providing opportunities for work, play, health and wellness; promoting safety-driven, community and human-centered design; and improving trust between neighbors and with government. MAP enhances coordination between City agencies and New York City Housing Authority (NYCHA) residents to increase mutual accountability over local conditions and challenges. Since 2014, MAP has focused on 15 of the 326 NYCHA developments across the five boroughs in neighborhoods that have faced public safety challenges as a result of persistent violent crime. Through MAP, neighborhood residents, government agencies, nonprofit partners and police officers work together to co-produce enduring reductions in crime.

In the first four years of MAP, MOCJ has made significant investments in physical infrastructure, increasing visible investments in improvements such as exterior lighting and closed-circuit TV to help create a safer environment, and in the provision of economic and social services at the 15 developments. What makes MAP unique is its focus on trust, accountability and social cohesion. Through MAP's cornerstone program, NeighborhoodStat (NStat), partner agencies and residents come together to identify priorities for the developments and their surrounding neighborhoods through joint problem identification and the testing of solutions that could enable system wide change. The innovative NStat meetings have served as a platform for resident stakeholders and City agency partners to work together to enhance public safety in the housing developments and surrounding neighborhoods.

The City continued to see substantial crime reductions in MAP developments. From July 2018 to October 2018, index crime and violent crime declined at MAP sites by six percent and five percent, respectively, compared to the same reporting period in Fiscal 2018. Though shootings increased in MAP developments during this reporting period compared with the last fiscal year, since the inception of MAP in 2014, shootings at MAP developments are down 36 percent, compared to 31 percent for NYCHA as a whole. Index crime is down nine percent and violent crime is down six percent, compared to five percent for NYCHA overall.

In year five, MAP will focus on strengthening neighborhood engagement by deepening our relationships with community members and drawing upon their local knowledge to develop tailored solutions for the MAP neighborhoods. Through MAP Stakeholder Teams, MAP will ensure that residents' voices are included in the City's decision-making process around issues that most impact the communities served. By working together to honor the needs, desires and concerns of the community, MOCJ is better able to create culturally-appropriate and sustainable solutions that are most beneficial to MAP communities.

OPPORTUNITIES

SUMMER YOUTH EMPLOYMENT FOR ALL MAP YOUTH

A crucial component of MAP's strategy is connecting youth to employment opportunities that provide valuable skills and job readiness. MOCJ successfully advocated for the expansion of the Summer Youth Employment Program (SYEP), and during the summer of 2017 the City guaranteed summer jobs to all youth ages 14-24 living in MAP developments. In order to promote this opportunity to as many eligible youth as possible, MAP coordinated an "All In"

campaign with agency partners. The campaign included outreach and technical assistance to increase recruitment and enrollment. SYEP enrollment continues to trend upwards at MAP developments. As a result of partners' committed efforts, 3,033 MAP young people were enrolled in SYEP in the summer of 2018 (Fiscal 2019), over 200 more youth than the previous summer, and 1,120 more than the summer of 2016. Overall, MAP developments have experienced a 120 percent increase in enrollments since Summer 2014 (Fiscal 2015), more than doubling the number of enrollments in that time.

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

MAP works with the Department of Probation (DOP) to fund Next STEPS, a mentoring program that diverts disconnected or gang-affiliated youth from violent activity and encourages them to reengage with education, work and community. Utilizing a curriculum based on cognitive behavioral therapy, community non-profit partners employ credible messengers to engage youth from all 15 MAP sites in transformative mentoring. Since the start of Next STEPS in Fiscal 2016, the program has served over 900 new participants and has had over 500 graduates. In Fiscal 2019, MOCJ and DOP began a new partnership with the Center for Employment Opportunities to build a career pathway for Next STEPS participants and other MAP youth ages 18-25. This new career pathway was initiated with a pilot cohort of 30 participants who will receive resume and interview preparation services, daily paid transitional employment and permanent job placements. The next cohort of participants is expected to begin by Summer 2019 with MAP residents from the Bronx.

ORGANIZED ACTIVITIES FOR CHILDREN AND TEENS

Safe, engaging opportunities for play are a critical part of any healthy neighborhood. Partnering with MAP, the Police Athletic League (PAL) provides year-round recreational, cultural, social and educational activities for young people in high-crime neighborhoods with limited recreational facilities. Additionally, MAP offers support for the Department of Parks and Recreation's (DPR) Kids in Motion, a program that engages children in active, outdoor play with a DPR staff member leading four to seven hours of free activities on New York City playgrounds, including organized sports, games, fitness demos, board games, water games and more. Through MAP, 15 Kids in Motion programs were established at playgrounds near MAP developments. From July through November 2018, MAP served 43,510 Kids in Motion participants.

DESIGN

NEIGHBORHOOD ACTIVATION OFFERS DESIGN SOLUTIONS TO PUBLIC SAFETY

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

The Neighborhood Activation Study methodology and guiding principles were released in Fall 2018. MAP continues to seek and lead partnerships with other City agencies to catalyze community transformation using these guiding principles. Projects include: the NYCx Challenge which, in partnership with the Mayor's Office of the Chief Technology Officer and the Department of Transportation, sought technology solutions to increase nighttime activity in public spaces in Brownsville; the Neighborhood Activation Community Challenge which, in partnership with Building Healthy Communities, provided \$50,000 to community-based organizations in Brownsville and Morrisania; and Claremont Illuminated, a partnership with Bronx Documentary Center to activate neighborhood hot spots with nighttime artwork and programming, which was awarded the Mayor's Grant for Cultural Impact and the National Endowment for the Arts Our Town grant.

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

As Neighborhood Activation demonstrates, strategic design can create safer, more equitable, vibrant and healthy spaces. Through MAP, NYPD Neighborhood Coordination Officers, NYCHA Resident Watch members and NYCHA residents have been trained in Crime Prevention Through Environmental Design (CPTED) as part of the local NStat process. The CPTED methodology is used to identify and implement community-based projects that address public safety at each development. Through CPTED, trainees learn how to develop effective solutions to address unsafe conditions related to physical spaces in their developments.

Each team is granted access to up to \$50,000 to fund action plans that propose either physical improvement or social programming projects that increase opportunities for positive engagement within the community. For example, residents at Wagner Houses have proposed to revitalize underutilized green space on campus that has been a target for both quality-of-life issues (i.e., public urination, graffiti, dog waste) and more serious crime such as robberies. The Wagner team plans to transform this vacant space into an open-air community hub that can support year-round social programming. CPTED teams from other developments have developed action plans to promote increased stewardship of public spaces or to support community-led public art projects that re-imagine the expressive impact of public spaces. As of October 2018, eight teams developed and submitted action plan proposals. The remaining seven teams are developing their action plan proposals for submission in January.

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

In 2017, MAP, in partnership with John Jay College of Criminal Justice and NYCHA, engaged Ideas42 to identify behavioral “bottlenecks” in public housing communities related to three issues: broken doors, household waste disposal and dog waste. Ideas42 applied behavioral analysis to design targeted, evidence-based interventions that they will rigorously evaluate to ensure that the community’s needs are being met in the most effective ways. Ideas42 also seeks to identify feasible, cost-effective and scalable solutions to these problems. For the past year, Ideas42 has conducted extensive interviews and discussions with residents, completed site visits to multiple developments, and hosted a series of presentations for key City and resident stakeholders on their findings and proposed design interventions. By April 2019, MOCJ will work with NYCHA and Ideas42 to determine a set of 30 test developments and 30 comparison sites to evaluate the proposed solutions.

TRUST

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

NStat serves as the operational and organizational centerpiece of MAP. It is a community-based problem solving process grounded in a series of regular sessions that engage residents and MAP partners in sharing, analyzing and using data to identify public safety priorities and implement solutions. These meetings, and the information sharing they generate, are an important part of MAP’s strategy to enhance accountability by providing local residents and stakeholders with considerable information, discretion, resources and access to key decision-makers. NStat meetings also ensure that City executives remain aware of crime and quality-of-life conditions within their areas of responsibility and provide residents and resident stakeholder teams with opportunities to escalate issues that have not been resolved locally.

Five borough-wide NStat meetings are organized by region and are held twice a year. During the reporting period MAP conducted its fourth cycle of borough-wide NStat meetings.

In July 2017, MAP launched Local NStat, a development-based process that provides residents with an opportunity to establish neighborhood priorities, leverage citywide best practices and address resident concerns at the development level. From July through October 2018, Local NSTAT meetings were implemented in partnership with 15 MAP Engagement Coordinators from the Center for Court Innovation. They are responsible for facilitating a process of identifying systemic issues at each development and executing action plans to address those issues. Through these meetings, the MAP Engagement Coordinators work with residents, community stakeholders and agency partners to identify site-specific challenges, assets and resources all aimed towards supporting a site-oriented collaborative problem-

solving process. The purpose of these local meetings is to foster clear communication and a deeper sense of community, and to build trust through more effective partnerships among residents and City agencies at each development.

EVALUATION

John Jay College of Criminal Justice is leading a two-year evaluation of MAP and its component parts. The evaluation will attempt to capture the MAP process and its outputs and impact, with the aim of understanding what components of MAP worked best. The evaluation began in the summer of 2017, with a final report due by summer 2020.

CRIME STATISTICS IN THE 15 DEVELOPMENTS				
Number of Incidents	Actual	4-month Actual		% Change
	FY18	FY18	FY19	
Total Index Crime	778	287	269	-6.3%
Violent Crime	558	202	192	-5.0%
Shootings	22	5	9	80.0%

The seven index crimes are murder, rape, robbery, felony assault, burglary, grand larceny and grand larceny auto. Violent crimes include murder, rape, robbery and felony assault.

Agency/Office	Indicator Name	Actual		4-month Actual		Target
		FY17	FY18	FY18	FY19	FY19
Improved Infrastructure / Environmental Design						
NYCHA	Permanent lights installed	4,789	1,310	310	NA ¹	* ¹
	Layered access projects completed (repairing and adding additional security to development entry and access points) (# bldgs.)	1	6	2	3	6
	Cameras installed (closed circuit television) (# cameras)	218	1,118	200	232	977
Community Engagement & Programming						
DPR	Kids in Motion participants across MAP sites	58,002	52,301	52,301	43,510	65,000
	Shape-Up participants across MAP sites	3,511	19,414	4,251	5,056	3,000
DYCD	MAP Summer Youth Employment (SYEP) enrollees	1,816	2,826	2,826	3,033	3,500
NYC Opportunity	NYCHA youth enrolled in Work Progress Program (WPP)	602	397	16 ²	80	*
DOP	Participants enrolled in the Next Steps youth mentorship program ³	172	264	89	80	240
	Participants who positively exited Next Steps program ²	105	117	48	17	144
ENDGBV	Healthy Relationship Academy workshops held	180	91	37	0	80
	Community outreach events	417	266	150	155	450 ⁴
HRA	Appointments to connect individuals to HRA services	1,798	2,669	895	645	2,000
	Individuals connected to HRA services	1,111	1,559	542	378	1,000
	Percentage of clients seeking SNAP and Emergency Assistance benefits enrollment who are successfully enrolled in those benefits	41%	NA	24% ²	52%	30%
DFTA	Grandparent support participation	417	400	234	387	325
	Seniors engaged at public events	8,117	4,604	3,055	645	6,500
	Program intakes	90	165	51	343	150

¹Project complete - no additional lights installed.
²Data is for the first three months of FY18 only.
³Includes residents who reside near MAP developments.
⁴Correction of previously reported target of 480.

PARTICIPATING NYCHA DEVELOPMENTS

- **THE BRONX**

Butler
 Castle Hill I and II
 Patterson

- **BROOKLYN**

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

- **MANHATTAN**

Polo Grounds
 St. Nicholas
 Wagner

- **QUEENS**

Queensbridge I and II

- **STATEN ISLAND**

Stapleton









NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Fiscal 2018 4-month actuals for Index Crime and Violent Crime have been revised upward from the Fiscal 2018 PMMR.
- The Mayor’s Office to Combat Domestic Violence (OCDV) is now called the Mayor’s Office to End Domestic and Gender-Based Violence (ENDGBV).
- The Fiscal 2019 ENDGBV target for ‘Healthy Relationship Academy workshops’ has been reduced from 120 to 80 due to prolonged staff vacancies including program director, coordinator and assistant positions as well as four education positions. The target is expected to be returned to the higher level for Fiscal 2020.

**Collaborating
to Deliver
Results**

MAYOR'S TASK FORCE ON BEHAVIORAL HEALTH AND THE CRIMINAL JUSTICE SYSTEM

PARTNER AGENCIES & OFFICES

	DOC
	DOHMH
	DOP
	NYC H + H
	HRA
	NYPD

Mayor's Office
of Criminal
Justice

To reduce the number of people with behavioral health needs who cycle through the criminal justice system, Mayor de Blasio convened the Mayor's Task Force on Behavioral Health and the Criminal Justice System (Task Force) in 2014. In December of that year, the Task Force produced an action plan outlining 24 interlocking public health and public safety strategies to continue to drive down crime while shrinking the number of people with behavioral health needs in City jails. In the three years prior to the implementation of the Task Force, the number of people with mental health conditions in the jails increased steadily. However, since implementation of those 24 strategies, the number of people with a mental health designation in City jails has fallen by 12 percent.

The action plan focuses on ensuring that, when appropriate, individuals with behavioral health disorders:

- do not enter the criminal justice system in the first place;
- are treated outside of a jail setting if they do enter;
- receive treatment that is therapeutic rather than punitive in approach if they are in jail; and
- are connected to effective services upon release.

Over 100 days in 2014, the Task Force, which included more than 300 experts from inside and outside of government, mapped issues and developed solutions for five major points of contact: on the street, from arrest through disposition, inside jail, during release and re-entry and back in the community. For each point of contact, the Task Force developed strategies, backed by evidence and informed by widespread expertise. This action plan is supported by an unprecedented \$130 million investment, of which \$40 million is asset forfeiture funds contributed by the District Attorney of Manhattan. The plan is a key component of the Mayor's commitment to reduce unnecessary arrests and incarceration, direct criminal justice resources to where they will have the greatest public safety impact and make the justice system fairer.

Led by the Mayor's Office of Criminal Justice (MOCJ), the Task Force continues to work closely with New York City agencies: the Department of Health and Mental Hygiene (DOHMH), the Police Department (NYPD), the Department of Correction (DOC), Health + Hospitals (H+H), the Department of Probation (DOP) and the Human Resources Administration (HRA). Highlights of the Task Force's accomplishments during the first four months of Fiscal 2019 include:

- The Pre-Arrest Screening Unit (PASU) provides enhanced health screening for people awaiting arraignment at Manhattan and Brooklyn central booking facilities. In the PASU, NYC H+H/Correctional Health Services (CHS) providers, including nurse practitioners and other health professionals, conduct an initial health screening of all individuals in custody pre-arrest to identify and respond to immediate health needs. In addition, individuals can be screened for behavioral health needs and connected to providers for care and potential diversion. Since commencing operations in 2015, PASU has conducted 93,291 initial screens (12,808 of which were conducted in the first four months of Fiscal 2019) including 24,909 screens that required a higher level assessment of identified behavioral or physical health needs (4,463 of which were conducted in the first four

months of Fiscal 2019). Further, by providing patients with timely access to healthcare, CHS reduced unnecessary hospital runs by approximately 27 percent. In addition, CHS staff shared 482 clinical summaries with legal defense groups in the first four months of Fiscal 2019 to assist in their client advocacy. Originally, the initiative began as a pilot operating in Manhattan Central Booking. PASU expanded and has been operating 24/7 at Manhattan Central Booking since November 2016, and Brooklyn Central Booking since September 2018. The program will eventually expand to Queens and the Bronx.

- The Supervised Release program provides pretrial supervision and voluntary social service referrals as an alternative to bail to people charged with non-violent felony and misdemeanor offenses who are likely to be detained pretrial. Supervised Release rolled out citywide in March 2016 and has filled over 10,500 supervised release slots including 1,545 slots in the first four months of Fiscal 2019. Since the program's inception, 87 percent of clients have made all their court dates and 92 percent have avoided any felony re-arrest. Expanded funding for the program was announced in July 2017 and is specifically aimed at reducing the number of people with behavioral health needs who enter City jails. That investment is funding:
 - A 10 percent increase in the number of people who can be diverted from jail through this program every year;
 - Five additional licensed clinical social workers, one in each borough, who will take on smaller caseloads of clients with higher levels of behavioral health needs;
 - Five additional peer specialists, one in each borough, to improve engagement in supervision programs for defendants with behavioral health needs. Peer specialists have lived experience in the criminal justice and behavioral health systems and have undergone training to become certified as mentors; and
 - Increased court and program staff to support effective supervision and engagement with approximately 3,300 individuals projected to participate in Supervised Release over the next year.

Funding for the program overall has increased from \$8 million per year in Fiscal 2017 to \$12 million per year in Fiscal 2019 as the number of cases has increased dramatically since implementation.

In March 2018, in partnership with the City Council, MOCJ launched the Pretrial Youth Engagement Program (PYEP) to target youth in Brooklyn who are ineligible for Supervised Release. PYEP serves 16- to 19-year-old higher risk/higher-severity youth utilizing a positive youth development model and community engagement. As of October 31, 2018, PYEP had 100 clients. Ninety-nine percent of PYEP clients have made every court appearance to date. In October 2018 the City expanded this pilot to serve 16- and 17-year-olds in every borough who fit the above criteria.

In addition to the Task Force's accomplishments in the first four months of Fiscal 2019, the initiative has been focused on:

EXPANDING OPTIONS FOR POLICE

Achieving the Task Force's goals begins on the streets, where police and other first responders encounter those with behavioral health issues. Since the Task Force began implementation in early 2015, NYPD has been steadily providing Crisis Intervention Training (CIT) to officers, a nationally recognized model that equips officers with skills and knowledge to enable them to better recognize the behaviors and symptoms of mental illness and substance use, to de-escalate these encounters and to divert from court in appropriate situations. CIT trained officers are now present in every precinct in New York City, with an additional 1,531 officers trained in the first four months of Fiscal 2019. The training includes role playing, briefings on relevant mental health laws and conversations with individuals with mental illness who have had police encounters in the past. CIT has been incorporated into the NYPD Training Academy for new recruits and into ongoing trainings for seasoned patrol officers.

CUTTING CASE PROCESSING TIMES

Shortening case processing times was one of the 24 strategies developed by the Behavioral Health Task Force. This strategy is crucial when examining the intersection of criminal justice and behavioral health. Case length is one of the key drivers of the size of the City's jail population and of particular concern for individuals with behavioral health needs, as detained defendants with a mental health designation tend to stay in jail twice as long as those without a mental health designation.

Beginning in April 2015, the City and the State Courts have convened every part of the criminal justice system through an effort called Justice Reboot to identify the causes of case delay and implement lasting, systemic solutions. When Justice Reboot first began, 1,427 cases with detained defendants had been pending for more than one year. As of October 2018, a total of 1,414 (99 percent) of those cases have now been resolved. Since the start of the initiative, MOCJ, the Office of Court Administration, the five District Attorneys and the defense bar have been meeting regularly as a coordinating committee to review progress toward goals and make implementation decisions based on the recommendations of borough-specific teams.

A pilot program at CHS' Queens Forensic Psychiatric Evaluation Court Clinic focuses on court-ordered psychiatric evaluations, which largely comprise fitness-to-stand-trial examinations (also known as "730" evaluations). A 2017 study by the Center for Court Innovation found that it took an average of 43 days to complete a competency exam. The Queens pilot program aims to complete the 730 evaluation process in 14 business days for felonies and seven business days for misdemeanors. The pilot is a partnership between MOCJ, Queens District Attorney's Office, the Legal Aid Society, Queens Legal Associates, the Assigned Counsel Plan, the New York State Office of Court Administration, NYC H+H/Bellevue, NYC H+H/Elmhurst, and DOC.

INCREASING SAFETY ON RIKERS ISLAND

In 2015, DOC adapted the CIT model—originally designed to improve the way police officers respond to mental health crises—to correctional settings, one of the first programs of its kind in the country. The CIT training includes role playing with method actors who simulate mental health crisis situations allowing officers to practice de-escalation skills. On Rikers Island, Crisis Intervention Teams are comprised of both DOC officers and H+H staff specially trained in de-escalation and symptom identification. As of October 2018, a total of 854 staff (674 correctional and 180 health staff) have been trained; 109 were trained in the first four months of Fiscal 2019.

In addition, DOC has instituted Mental Health First Aid (MHFA) training for recruits and in-service officers in the basic identification of behavioral health symptoms. As of October 2018, 7,225 officers have been trained. Due to the success of the training, DOC has expanded the training to include incarcerated individuals. Since 2016, 619 incarcerated individuals were trained in Mental Health First Aid.

INCREASING ACCESS TO SUPPORTIVE, PERMANENT HOUSING

To fulfill one of the key strategies developed by the Task Force, MOCJ and DOHMH are implementing a permanent supportive housing program for the individuals in New York City who most frequently cycled through jail on low-level charges, stayed in City shelters and struggled with behavioral health needs. The program is called "Justice-Involved Supportive Housing." Similar supportive housing programs have been shown to reduce returns to jail and to save \$16,000 per individual annually due to savings in jail, shelter and emergency room costs.

To ensure that available apartments across the City are effectively matched to the individuals with greatest need, MOCJ used an intensive and innovative data-matching process to identify individuals who have had at least five admissions to City jails and five admissions to City shelters between July 2011 and September 2015 and who are likely living with behavioral health issues. DOHMH contracted with three service providers (Fortune Society, CAMBA and Urban Pathways) who receive names generated from the list, find the individuals, assess them for a probable mental illness or substance use disorder and offer them this housing option. In the reporting period, an additional eight individuals received both housing and support services through this initiative, for a cumulative total of 107 people currently placed in supportive housing. MOCJ and DOHMH are conducting an evaluation to measure the impact of the program on recidivism, homelessness and health.

PERFORMANCE INDICATORS	Actual			4-month Actual		Target		Cumulative Actual
	FY16	FY17	FY18	FY18	FY19	FY18	FY19	FY15 - FY18
NYPD officers who completed crisis intervention training ¹	3,994	1,899	3,990	1,206	1,609	*	*	11,544 ¹
Participants enrolled in supervised release slots ²	911	3,324	4,723	1,563	1,545	*	*	10,519 ²
Screens conducted by H + H in the Pre-Arrestment Screening Unit ³	7,554	31,222	40,676	14,001	12,808	*	*	93,291 ³
Individuals placed in DOHMH permanent supportive housing slots	65	43	19	6	8	*	*	135

¹Includes 52 officers trained in Fiscal 2015. ²Includes 16 participants enrolled in Fiscal 2015. ³Includes 1031 screens conducted in Fiscal 2015.

NOTEWORTHY CHANGES, ADDITIONS AND DELETIONS

- The targets for the indicator, ‘Individuals placed in DOHMH permanent supportive housing slots,’ have been replaced with asterisks in the supporting table.
- Fiscal 2018 4-month actuals for ‘NYPD officials who completed crisis intervention training’, ‘Participants enrolled in supervised release slots’, and ‘Individuals placed in DOHMH permanent supportive housing slots’ have been revised upward since publication of the 2018 PMMR.

ADDITIONAL RESOURCES

For additional information go to:

- Aidala, A., McAllister, W., Yomogida, M. & Schubert, V. (2014). Frequent Users Service Enhancement Initiative: New York City FUSE II Evaluation Report.
http://www.csh.org/wp-content/uploads/2014/01/FUSE-Eval-Report-Final_Linked.pdf
- Mayor’s Office of Criminal Justice (2017). Smaller, safer, fairer: A roadmap to closing Rikers Island
<http://criminaljustice.cityofnewyork.us/wp-content/uploads/2018/04/Smaller-Safer-Fairer.pdf>
- Behavioral Health and Criminal Justice Website
<https://criminaljustice.cityofnewyork.us/programs/reduce-number-of-behavioral-health-in-jail/>
- Mayor’s Task Force on Behavioral Health and the Criminal Justice System’s Action Plan, December 2014
<http://criminaljustice.cityofnewyork.us/wp-content/uploads/2018/04/annual-report-complete.pdf>
- Mayor’s Task Force on Behavioral Health and the Criminal Justice System, First Status Report, July 2015
<http://criminaljustice.cityofnewyork.us/wp-content/uploads/2018/04/BHTF-First-Status-Report-8.15.pdf>

**Collaborating
to Deliver
Results**

CAREER PATHWAYS

PARTNER AGENCIES & OFFICES

-  BPL
-  CUNY
-  DCA
-  DFTA
-  DOC
-  DOE
-  DOHMH
-  DOP
-  DPR
-  DSNY
-  DYCD
-  HRA
-  NYCEDC
-  NYCHA
-  NYPL
-  QPL
-  SBS

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

As New York City's economy continues to expand, the Career Pathways framework is critical to fostering a more inclusive prosperity across the five boroughs. The number of jobs in New York City reached a record high of 4.6 million in November 2018 and workers experienced an average increase in wages of 3.6 percent between November 2017 and November 2018. This administration is determined to ensure that all New Yorkers benefit from the City's success.

Led by the Mayor's Office of Workforce Development (WKDEV), Career Pathways targets three key policy areas: building skills employers seek, improving job quality, and increasing system and policy coordination. WKDEV has continued its work of shifting the workforce system to a menu of services that emphasize education, employment skills, advancement and wage-growth potential. Highlights of Career Pathways' accomplishments during the first four months of Fiscal 2019 are listed below by policy area.

BUILDING SKILLS EMPLOYERS SEEK

Industry partnerships work with employers, industry and trade organizations, organized labor, nonprofits, training providers and educational institutions, private philanthropy and workforce organizations to build a sustainable and robust pipeline of local talent to fill New York City's jobs, create formal career paths to good jobs, reduce barriers to employment and sustain or increase middle-skill jobs. The executive and founding directors of each industry partnership—individuals with extensive working experience in their sectors—serve as conveners, researchers, and thought leaders to promote systemic changes that advance the principles of Career Pathways and are embedded with their teams at the Department of Small Business Services (SBS).

Mayor's Office of Economic Opportunity

Center for Youth Employment

Mayor's Office of Media and Entertainment

Mayor's Office of Operations

The table below reflects the progress that each Industry Partnership is making in establishing key feedback loops with employers to better link labor market supply to demand.

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

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

All five industry partnerships continue to advance the agendas set by their respective employer councils and boards. In the first four months of Fiscal 2019, the NYC Food & Beverage Industry Partnership continued to work directly with leading industry employers on its Hospitality Council to ensure alignment of all strategies to improve workforce development and business growth in the sector. The Stage NYC training model is currently being refined to ensure New Yorkers can access high quality jobs and careers in the growing food service sector and employers can find qualified talent. In addition, working with SBS's Division of Business Services, the Partnership is also developing ways for the City to better support and strengthen the wide array of small businesses that make up the City's food service sector.

The Industrial/Manufacturing partnership has expanded on the employer informed work-based learning model for skilled Computer Numerical Control (CNC) Operators. This model is part of ApprenticeNYC, a strategy of the Mayor's New York Works, Creating Good Jobs plan, which recasts a traditional workforce development approach to address the 21st century skills that New York City employers need. This 18-month program gives New Yorkers the hands-on experience they need to access careers in advanced manufacturing. In Fall 2018, a second cohort of CNC Operator apprentices began with a third planned for the Spring of 2019. In addition, the Industrial/Manufacturing partnership has begun the development of a Diesel Technician apprentice model set for launch later in 2019. The expansion of apprenticeships spanning multiple occupations will ultimately establish new systems of onboarding talent to meet the skills shortages in the sector.

The New York Alliance for Careers in Healthcare (NYACH) continues its work to ensure that employers play an integral role in the system of building and sustaining talent. In support of this, NYACH launched the Citywide Nurse Residency initiative, with a consortium of 24 public and safety net hospitals. Also part of the ApprenticeNYC initiative, this year-long program will allow new nurses to learn from hospital subject matter experts, develop confidence in their clinical abilities and judgment, build a supportive network of colleagues, and explore evidence-based practice through group design and implementation projects. The apprenticeship model is expected to have a direct impact on first year nurse retention, nurse recruitment, and clinical and professional confidence and competence.

In addition, NYACH continues its work building systems that align education providers to industry demand especially in emerging occupations. In the field of behavioral health, NYACH is focused on establishing a system that can integrate recovery peer advocates into the service delivery model of healthcare organizations throughout New York City. To support this, NYACH convened industry leaders and healthcare providers to highlight and share recovery peer workforce and integration models and best practices.

The NYC Tech Talent Pipeline (TTP) continued to engage employers in building a sustained world-class higher education pipeline through the expansion of CUNY 2x Tech – the Mayor's \$20 million initiative to double the number of CUNY graduates receiving bachelors degrees and ready for tech jobs by 2022. In October 2018, Deputy Mayor Thompson announced the selection of a third school – City College of New York – to receive an investment in faculty, advising, and internships. Over 1,400 Computer Science majors are now served by participating departments. TTP also published the first collection of syllabi from the Tech-in-Residence Corps of industry professionals who serve as adjuncts across five CUNY colleges, delivering for-credit electives on in-demand skills. Thus far the Tech-in-Residence Corps members have taught over 400 students on topics that range from Artificial Intelligence to Software Engineering to Data Science.

Additionally, TTP continued to build the capacity of a network of accelerated tech training providers by establishing a feedback loop to improve the technical skills of graduates from tech bootcamps. The Tech Talent recruitment team, which sits in the City's Workforce1 Career Center system, assessed over 800 New Yorkers using an industry-informed process and tool. This team referred qualified candidates to jobs at local companies and used feedback throughout the process to further align participating bootcamps with employer needs.

The Construction Industry Partnership has continued its pursuit of a system that provides New Yorkers with access and the opportunity to advance in the sector. In the first four months of Fiscal 2019, the training model to help NYCHA residents enter the trades has expanded to a third cohort. In addition, the Construction Industry Partnership has played an important role shaping the approach and curriculum as SBS works to establish equal access to training to meet the construction site safety requirements in Local Law 196 of 2017.

SBS is in the process of envisioning a sixth Industry Partnership to ensure alignment with current and anticipated industry trends.

In Fiscal 2018, close to \$55 million was invested in occupational skills and entrepreneurship training in part through reallocation of the City's existing workforce funding and resources. New occupational skills training programs and the addition of funding to existing training programs increased the reported training allocation.

The NYC Center for Youth Employment (CYE) continues its mission of expanding, improving and connecting programs that offer youth employment and career exploration services in New York City. In the first four months of Fiscal 2019 CYE supported programs that served 75,200 youth and young adults— bringing the total served to 109,000 and achieving the Mayor's goal of providing at least 100,000 slots for summer jobs, internships, and related experiences across all programs two years before the original target of 2020.

CYE also works closely with the Department of Education (DOE) on a range of programs that more closely connect high school academics with the world of work. One such initiative is CareerCLUE, a blended work/learning summer experience serving DOE Community Schools and Career and Technical Education (CTE) programs that is being integrated into SYEP. CareerCLUE served about 300 students in summer 2018. Another program is CTE Industry Scholars, a collaboration with DOE, the Partnership for New York City, and a set of workforce providers that placed more than 1,600 CTE students into paid internships in high-value economic sectors through the spring and summer.

With funding from the City, CUNY is on target to reach its goal of expanding its Accelerated Study in Associate Programs (ASAP) initiative from 4,000 students in 2014 to 25,000 students this year. ASAP preliminary enrollment for fall 2018 was 22,435 with an additional 2,755 students projected to join in the spring. ASAP has more than doubled associate degree completion rates for participating students, graduating at least 50 percent of students in three years. To date, across eight cohorts, ASAP has an average graduation rate of 53 percent vs. 25 percent of non-participating students.

The redesign of Bronx Community College (BCC) as an "ASAP college" continues and is on track to serve 4,700 students in 2018-19. ASAP expansion at BCC continues to drive broad system improvements. The Starfish online advisement platform – which was integrated at BCC in 2018 – will soon include other areas of the college, including tutorial units, financial aid, and disability services.

CUNY's Adult Literacy Program has developed a series of contextualized workforce materials, called CareerKits. All programs receiving New York State Education Department WIOA funding are required to utilize the CareerKits in Fiscal 2019. During the reporting period, all 14 CUNY campus literacy programs have received introductory training in the use of the CareerKits and have participated in pilot testing of the materials, as well as a range of non-CUNY literacy providers through the Regional Adult Education Network and the NYC Department of Education. A four-part webinar series is in development and will be available in early March. The following CareerKits have been completed: Healthcare, Technology, Community & Social Services, Education & Childcare, Manufacturing, Hospitality, Recreation & the Arts, Food Production, Retail, Construction, and Transportation & Warehousing.

The Human Resources Administration's (HRA) Career Services offer a diverse array of options for clients to achieve their long-term goals.

HRA previously instituted a policy that allows four year college to be an acceptable activity for Cash Assistance requirements. In partnership with CUNY, HRA transformed the program to help clients in college to be more successful, and in 2018, over 5,100 clients received services. Career Services also takes an active role in enrollment with high-quality training and education providers. In 2018, over 3,700 clients enrolled in training or education.

Financial counseling, which is included in YouthPathways, resulted in over 1,200 youth receiving services in 2018 related to banking, credit score, debt reduction, savings, and financial steps toward further education/training.

Additionally, HRA is in the process of procuring new providers for Jobs-Plus, which includes expansion to new public housing developments.

IMPROVING JOB QUALITY

The City is taking measures to promote inclusive economic mobility for New Yorkers in low-wage jobs by encouraging good business practices—such as offering additional benefits, developing career pathways, and investing in wages and training—that can help employers improve their own bottom line by increasing employee retention and providing stability for workers.

The Best for NYC initiative aims to help employers learn about and adopt practices that benefit their workers and their bottom lines. The initiative is the first city-led campaign of its kind and leverages impact assessment tools developed by B Lab, a nonprofit organization that certifies businesses globally for positive social and environmental impact.

In Fiscal 2018, Best for NYC partners piloted a business coaching model for businesses in the Bronx that can be replicated across the other four boroughs. The application for full implementation funding was submitted at the end of the PMMR period. In September 2018, Best for NYC hosted an employer celebration event, recognizing more than 600 businesses that took concrete action to invest in their workers. More than 25 partner organizations and agencies joined the effort to help Best for NYC reach employers. In October, Best for NYC was awarded a two-year, \$300,000 grant from JP Morgan Chase to support its ongoing business engagement work. In Fiscal 2019, Best for NYC will deepen business services, with a focus on the operational improvements that yield bottom-line growth as well as higher quality jobs and career pathways for their current and future workforce.

INCREASING SYSTEM AND POLICY COORDINATION

Through HireNYC, the City leverages its purchasing power and economic development investments to create job opportunities for low-income New Yorkers and help businesses and nonprofit organizations access qualified talent. HireNYC is a suite of initiatives that spans the City's purchasing and investments, including human services contracts, goods and services contracts, and construction and development investments. HireNYC: Human Services requires providers with human services contracts from participating City agencies to hire one public assistance recipient for every \$250,000 in contract value.

WKDEV continues to collaborate with various stakeholders to increase the number of hires. Provider participation reached a record high during the PMMR period as a result of WKDEV's outreach and communication efforts that included six information sessions and increased online contact conducted in partnership with Business Link, a free employment service provided by HRA. HireNYC is looking into Citywide technological fixes that improve compliance and alleviate administrative burden and strengthen the HireNYC policy through program evaluation and advocacy.

WKDEV, in collaboration with the Mayor's Office of Operations (Operations), has developed a set of Common Metrics, 13 performance measures that provide standard terminology and definitions for key milestones (e.g., enrollment in a skills-training program) and outcomes (e.g., full-time job placement) commonly used in workforce programs. With these uniform metrics, the City is establishing and implementing a shared framework for exchanging client workforce data to improve coordination and tracking. Requests for proposals for workforce programs must also adhere to these standard definitions.

WKDEV and Operations are partnering with the 18 City agencies that administer workforce programs to:

- Review the Common Metric definitions and standards for verification;
- Determine which of the metrics are most applicable to each program's operations; and
- Analyze the current state of agencies' systems and data used to track client participation in these programs.

During the reporting period, WKDEV and Operations continued engagement with Phase I data-contributing agencies. Operations began building the technical infrastructure and online portal for the release of the integrated workforce data system, which is expected in the beginning of calendar year 2019.

Operations continued to work with the Department of Information Technology and Telecommunications to develop the foundations of a new technology platform to integrate workforce data from City agencies into a single repository.

PERFORMANCE INDICATORS

As implementation of Career Pathways continues, WKDEV and agency partners will continue working to design and track performance indicators.

Indicator	FY16	FY17	FY18	(July-October) FY18	(July-October) FY19	Notes
Career Pathways Framework Alignment						
Programs that refer participants to trainings developed with the City's industry partnerships (%)	NA	NA	NA	NA	NA	The reporting mechanism for this indicator is being developed, and data will be available with the implementation of Common Metrics.
Workforce development models or solutions informed by industry partnerships	10	15	18	9	18	
Workforce program data systems assessed for Common Metrics alignment (%)	58%	69%	69%	69%	69%	This indicator is intended to demonstrate progress towards assessing existing data systems for alignment with Common Metrics, which includes a review of program metrics, IT systems and data availability.
Programs using Common Metrics to report on performance (%)	NA	NA	NA	NA	NA	WKDEV and the Mayor's Office of Operations are working with City agencies to develop an integrated data platform which will serve as the reporting mechanism for this indicator.
Client Engagement and Outcomes						
Individuals enrolled in industry-based training	16,161	21,331	28,750	NA	NA	This indicator covers programs, administered by nine agencies, that provide participants with occupational skills training and is reported on a full fiscal year basis.
Individuals obtaining industry-based training credentials	7,423	7,037	8,298	NA	NA	This indicator is reported on a full fiscal year.
Individuals connected to employment	63,420	57,127	66,390	NA	NA	This indicator provides a count of clients who are connected to unsubsidized jobs and is reported on a full fiscal year basis.
Number of jobs, internships or mentorships measured by CYE	81,915	91,070	109,264	NA	NA	The goal is to provide 100,000 jobs, internships or mentorships annually, by 2020. This indicator is reported on a full fiscal year basis.
Cumulative number of employers that provide jobs, internships or mentorships through CYE	493	637	637	602	818	

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.














ADDITIONAL RESOURCES

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

- Career Pathways: Progress Update, December 2015:
<https://www1.nyc.gov/assets/careerpathways/downloads/pdf/Career-Pathways-Progress-Update.pdf>
- Career Pathways Learning Lab White Paper, July 2015:
http://www.nyc.gov/html/ohcd/downloads/pdf/nyc_career_pathways_learning_lab_summary_July2015.pdf
- The New York City Bridge Bank:
www.nyc.gov/bridge
- HireNYC:
<http://www1.nyc.gov/site/careerpathways/strategy/hireNYC.page>
- Best for NYC:
<http://bestfor.nyc/>
- NYC Center for Youth Employment:
<https://cye.cityofnewyork.us/>
- NYC Center for Employment – Employer Best Practices Playbook:
<https://cye.cityofnewyork.us/employerplaybook/>

SMALL BUSINESS FIRST

PARTNER AGENCIES & OFFICES

	DCA
	DCAS
	DCP
	DEP
	DOB
	DOHMH
	DOITT
	DOT
	DSNY
	FDNY
	OATH
	SBS
	TLC

Mayor's Office
of Data Analytics

Mayor's Office
of Immigrant
Affairs

Mayor's Office
of Operations

Mayor's Office
of Technology
and Innovation

New York City is a city of small businesses. Of the approximately 230,000 businesses located in the city, 98 percent are characterized as small (fewer than 125 employees) and nearly 80 percent have fewer than 10 employees. Small business owners take tremendous financial risk to transform their dreams into reality and in doing so they provide the foundation for our city's unique and diverse neighborhoods. For many New Yorkers, small business ownership also offers a chance for economic self-determination and a path to the middle class.

As we strive to reduce inequality in our city, supporting those who pursue business ownership is vitally important. Small Business First (SB1) is Mayor Bill de Blasio's initiative to make government more effective and efficient in helping businesses start, operate, and expand. The initiative, launched in February 2015, is an interagency effort led by the Department of Small Business Services (SBS) and the Mayor's Office of Operations. As part of SB1, the City made 30 commitments to level the City's regulatory playing field for small businesses. To do this, SB1 is increasing access to information, improving the regulatory environment, saving business owners time, money, and hassle, and increasing satisfaction with City services. These commitments are detailed in the [Small Business First Report](#).

Under the SB1 initiative, the City has made strides towards helping government become more effective and efficient. The Fire Department (FDNY), the Department of Buildings (DOB), and SBS worked with City Council to pass Local Law 195 on December 1st to transfer filings and approvals for fire suppression systems, fire alarm systems, and fire protection plans under the Fire Department, a change anticipated to save time and money for businesses. The Small Business Support Center located in Jamaica, Queens continues to offer business owners in-person support from multiple agencies in one location. Within the PMMR period, the Center provided more than 5,640 services to small business owners. Over the same time period, the Compliance Advisors — who provide on-site consultations to help business owners avoid common violations — served more than 775 small businesses across the five boroughs. Over 2,190 inspectors across the city improved the speed and clarity of their communications with business owners by utilizing electronic handheld devices and City staff fulfilled requests for immediate interpretation services in 63 languages.

The NYC Business Portal is part of the City's commitment to expand support for small businesses. It allows users to learn about business regulations, apply for and renew licenses and permits, pay violations, and access a range of support services. Users can also track the status of their transactions, such as licenses, permits, complaints, and violations, with various City agencies. In June 2018, the City added more features to the Portal, including an events calendar, shared business profiles, and text and email notifications in 11 languages. In the first four months of Fiscal 2019, NYC Business made nine more agency transaction datasets available to users, and plans to add additional datasets during the rest of Fiscal 2019. Additionally, during Fiscal 2019, the NYC Business Portal will add a custom dashboard for M/WBE certified businesses.

Beyond the 30 commitments of SB1, opportunities exist to continue improving the regulatory environment for small businesses. Following the principles of SB1, partner agencies are continuing to work together to make it easier to start, operate, and grow a business in New York City.

Progress made on SB1 initiatives is detailed below, and unless otherwise noted, the accomplishments listed occurred in the first four months of Fiscal 2019.

PROVIDE CLEAR INFORMATION WITH COORDINATED SERVICES AND SUPPORT

Communicating clearly and providing ample information in a central location is necessary to helping the City better meet the needs of small businesses. Because small businesses are diverse, SB1 ensures that materials and services are made available and distributed to businesses in a variety of ways, including online and print media, as well as distribution at multiple physical locations including City sites and community organizations. Providing better information in a variety of ways is critical to ensuring that all small business owners understand how to comply with City rules and processes, know where to go if they need help, and are aware of all the City resources that are available.

Accomplishments include:

- Between July and October 2018, users made 563,000 visits to the NYC Business Portal, a 25 percent increase from the same period in the previous year. An average of 107,000 unique users visited the Portal each month, and users created over 3,600 accounts, for increases of 22 percent and seven percent respectively compared to Fiscal 2018. The City also updated NYC Business content for accuracy and readability, and added or enhanced guides for several industries, including Day Care, Urban Agriculture, and Information Technology (commitment 1).
- Over 230,000 visits were made to business-specific sections on the websites of regulatory agencies. These sections were created to increase access to information for small businesses when navigating an agency's website (commitment 2).
- Provided more than 5,640 services at the City's first Small Business Support Center—a central outer-borough location that offers business owners in-person support, including access to licensing, permitting, business technical assistance, and related services from the Department of Consumer Affairs (DCA), the Department of Health and Mental Hygiene (DOHMH), and SBS (commitment 4).
- Served 335 businesses through the SBS Client Manager team. These staff members provide one-on-one assistance to business owners to help them navigate government processes (commitment 5). Throughout Fiscal 2018, SBS increasingly focused on deeper engagement through multiple services per client. Additionally, certain cross-agency services provided by Client Managers were successfully streamlined and are now transitioning back to DOHMH and FDNY. This has caused a decrease in the number of businesses served by SBS, since they are now being directly served by the regulatory agencies.
- Confirmed more than 2,190 agency inspectors citywide are using handheld devices to facilitate inspection results more quickly and with increased clarity (commitment 6).
- Over 42,000 visits were made to informational guides written in plain language by regulatory agencies to help businesses more easily understand and comply with regulations (commitment 7).
- Maintained 18 guides to interagency processes, including updating information on the requirements to open a business in numerous industries and a business owner's rights and responsibilities for the sidewalk adjacent to his or her business. During the reporting period, these online guides were visited nearly 20,250 times (commitment 8).

HELP BUSINESSES UNDERSTAND AND COMPLY WITH CITY REGULATIONS

Creating a supportive environment for small businesses is key to ensuring business growth in New York City. A supportive environment ensures that small business owners are not being unnecessarily burdened with violations, and helps small businesses focus on their core mission – to earn profits and expand operations. To improve the way the City interacts with small businesses, SB1 promotes compliance through education rather than primarily through punitive measures and ensures that City agencies and employees provide the best possible customer service.

Accomplishments include:

- Compliance Advisors completed on-site consultations for 775 small businesses and identified approximately \$7.5 million in potential fines (commitment 9).
- In partnership with the Mayor’s Office of Data Analytics, SBS identified Chinatown and the Lower East Side as priority areas for a data-driven educational campaign to lower the rate of common health violations received by food service businesses. SBS has launched the effort, making over 200 visits to educate food service businesses during the PMMR period (commitment 10).
- Approximately 74 percent of hearings for DCA summonses were filed to be conducted in outer boroughs. Most business owners who receive a summons from DCA in Queens, Bronx, or Brooklyn can now choose to have their summons heard at one of the OATH Hearing Centers in each of the boroughs, saving the business owner a trip to Lower Manhattan (commitment 12).
- Remote adjudication was utilized in over 9,100 hearings, consistent with past PMMR trends (commitment 13).

REDUCE THE BURDEN IMPOSED BY COMPLEX REGULATIONS AND FINES

Small businesses consistently ask the City to make the rules impacting small businesses easier to understand and follow. To address these issues, SB1 not only provides businesses with more information and support, but also builds on previous efforts by the City to make changes to the regulations and processes that create New York City’s complex regulatory environment. In partnership with business owners, the City Council, and City agencies, SB1 has led efforts to update and simplify laws and rules to better meet small business needs. Additionally, the program promotes coordination among agencies and streamlining of agency processes to ensure faster and more efficient services.

Accomplishments include:

- Consolidated two FDNY Certificate of Fitness tests and simplified two Department of Environmental Protection (DEP) filing processes to save time and costs for businesses (commitment 15).
- Two additional rule modifications were made to the existing Rules of the City of New York, bringing the total number of completed modifications to 62, with 18 remaining to be implemented. These modifications, part of the broader review of all City Rules coordinated through the Mayor’s Office of Operations, included eliminating certain information required to be displayed by electronic or home appliance service dealers and the requirement that an electronic or home appliance service dealer must provide a copy of the relevant DCA regulations upon consumer request. It also involved consolidating two FDNY rules and two FDNY certificates into one, and establishing uniform requirements for the emergency preparedness staff position of Fire and Life Safety Director. SBS and the Mayor’s Office of Operations also created a process to indicate whether proposed rule modifications impact small businesses (commitment 16).
- Incorporated as-of-right zoning for physical culture establishments (PCEs) as part of Inwood and Jerome Corridor rezonings, which eliminates the requirement for PCEs (e.g., gyms and martial arts studios) to obtain a Special Permit from the NYC Board of Standards and Appeals. DCP will continue to incorporate as-of-right zoning for PCEs in additional districts, as appropriate (commitment 17).
- Worked with City Council to pass Local Law 195 on December 1st, which implements changes to the fire alarm, fire suppression, and fire protection plan processes. The goal of these changes is to streamline areas of overlap or complexity between DOB and FDNY. Changes are anticipated to save time and money for businesses (commitments 18, 19, and 20).
- Added standardized objections to the list used by DOB plan examiners citywide to further improve the efficiency of the plan examination process, bringing total standardized objections to more than 349 (commitment 23).

ENSURE EQUAL ACCESS FOR ALL BUSINESS OWNERS

SB1 seeks to provide information and services to all small business owners throughout the five boroughs by overcoming hurdles such as physical distance from City resources, as well as language and cultural barriers. To achieve this goal, SB1 provides information in multiple languages, simplifies documents by removing jargon and overly technical terms, and ensures resources are available to businesses in all neighborhoods throughout the city.

Accomplishments include:

- Trained 35 community-based leaders from Community Boards, schools, merchants associations, Chambers of Commerce, and City Council offices, among others, to help small business owners navigate government processes (commitment 26).
- DCA's Office of Financial Empowerment (OFE) continued to tailor financial counseling services to small businesses, conducting over 311 sessions for small business owners (commitment 28). This included:
 - Launching a new flyer for taxi drivers that has been translated into 11 languages
 - Completing a research study to identify the most significant financial barriers faced by microbusinesses and a review of available City agency services
- Held 'Writing in Plain Language' training courses to train 30+ City staff in plain language communication skills (commitment 29).
- Regulatory agencies fulfilled requests for interpretation in 68 languages (commitment 30).

PERFORMANCE INDICATORS

As implementation of Small Business First continues, agency partners will continue to track performance indicators related to the commitments and their impact on business owners.

Indicator	FY16	FY17	FY18	July-Oct. 2017 (FY18)	July-Oct. 2018 (FY19)
Increase Customer Satisfaction					
Business Customer Service Surveys received from business owners who interacted with the City	NA	1,008	1,324	503	107
Business owners who responded to the survey question "how would you rate your overall experience?" with 'excellent' or 'good' (%)	NA	73%	78%	76%	74%
Agency staff trained in customer service	245	973	1,905	554	297
Provide Clear Information with Coordinated Services and Support					
Visits to the online business portal	NA	995,300	1,505,900	450,000	563,000
Average monthly unique visitors to the online business portal	NA	64,033	96,817	87,575	107,250
Accounts created on the online business portal	NA	3,532	9,987	3,346	3,677
Number of transactions managed through the business portal	NA	NA	NA	NA	5,247
Services provided at the Small Business Support Center	2,088	11,530	15,711	5,256	5,647
Help Businesses Understand and Comply with City Regulations					
Businesses assisted by Small Business Compliance Advisors and Client Managers	1,013	3,409	2,863	1,424	1,130
Reduce the Burden Imposed by Complex Regulations and Fines					
Change in the time it takes to complete common regulatory processes, compared to the prior fiscal year (%)	NA	-10%	-22%	NA	NA
Time to complete specific interagency processes	NA	NA	NA	NA	NA

Indicator	FY16	FY17	FY18	July-Oct. 2017 (FY18)	July-Oct. 2018 (FY19)
Ensure Equal Access for All Business Owners					
Community groups trained to assist local businesses	NA	23	33	0	35
Educational events for business owners	264	281	268	94	102

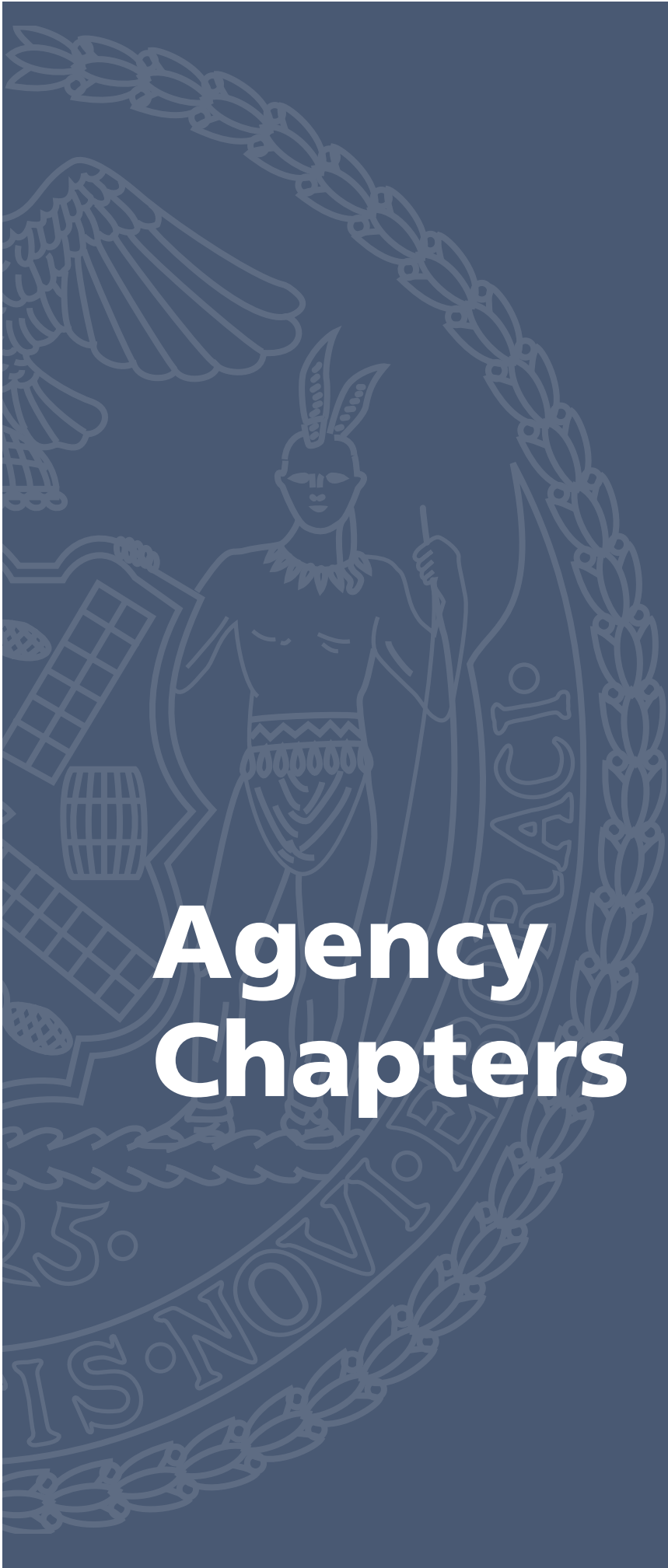
NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- A revised Citywide Customer Service Survey was launched in July 2018, which impacts the indicators “Business Customer Service Surveys received from business owners who interacted with the City” and “Business owners who responded to the survey question “how would you rate your overall experience?” with ‘excellent’ or ‘good’ (%).” Revisions were made to improve completion rates and enable higher quality analysis of results.
- The indicator “Number of transactions managed through the business portal” is a sum of the number of transactions saved to users’ dashboards and the number of clicks on “Pay” and “Renew” buttons. The City was not able to track some of this data until June 2018.
- The indicator “Time to open a business, by business type” has been replaced with “Change in time it takes to complete common regulatory processes, compared to the prior fiscal year.” Showing percentage change over time informs customers about the city’s progress in improving process times.
 - The indicator was calculated using a weighted percent change and includes 30 processes across DCA, DOB, and DOHMH. Weight is determined by the volume of process transactions and is updated on a yearly basis.
 - Process times contributing to the indicator were calculated by subtracting the date an application was approved from the date it was submitted, excluding weekends. Due to limitations in tracking handoffs between agencies and the customer in most cases, any back-and-forth between the customer and agency is included in the count of days, except for DCA. Based on DCA’s method of reflecting handoffs in the data, DCA time includes agency time only. Methodology may be updated as additional data becomes available.
- For the indicator “Time to complete specific interagency processes”, once Fire Alarm, Fire Suppression, and Fire Protection Plan filings and approvals are streamlined under FDNY (through the recent passage of Local Law 195), baseline process times will be reported.
- The term “regulatory agencies” regarding page visits to business tabs (commitment 2) and plain language guides (commitment 7) refers to DCA, DOHMH, DOB, FDNY, TLC, OATH, DOT, DEP and MOPD. DSNY is not included due to technical difficulties in reporting the data.

ADDITIONAL RESOURCES

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

- Small Business First Report:
<http://www1.nyc.gov/assets/smallbizfirst/downloads/pdf/small-business-first-report.pdf>
- NYC Business Portal:
<https://www1.nyc.gov/nycbusiness/>



Agency Chapters



Public Safety and Access to Justice



Public Safety and Access to Justice



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Police Department

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City Commission on
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Department of
Correction

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Office of Administrative
Trials and Hearings

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Department of
Probation

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Business Integrity
Commission

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Civilian Complaint
Review Board

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NEW YORK CITY POLICE DEPARTMENT

James P. O'Neill, Commissioner



WHAT WE DO

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

FOCUS ON EQUITY

NYPD serves all New Yorkers and millions of visitors by maintaining a safe environment and delivering a wide array of public services. For 25 years, Compstat has helped ensure the equitable deployment of police resources, assigning numbers of police officers that are commensurate with the problems and challenges faced by each of the City's 77 precincts, 12 Transit Bureau districts and nine Housing Bureau police service areas (PSAs). Equitable, needs-based allocation of police personnel has been a major factor in reducing crime, as it continues to decline to historically low levels. With neighborhood policing, NYPD is taking the next step, bringing enhanced police service to local sectors within each precinct. To date, all patrol precincts except Central Park and all PSAs are neighborhood policing commands. Neighborhood policing is also operational in 6 of 12 transit districts, and is expected to be operational in the remaining districts by the end of 2019.

NYPD is also communicating with neighborhoods through social media and a vigorous online presence, including precinct-based Twitter and Facebook accounts. The precinct Facebook accounts establish two-way communication with community members, who can use this platform to bring problems to the attention of police officers working in local sectors, as well as receive real-time updates about their neighborhoods. NYPD also maintains citywide accounts on Facebook, Twitter, Instagram, YouTube and Snapchat and offers a fully accessible, mobile-responsive website, www.nyc.gov/nypd, where residents can find their precincts, sectors, Neighborhood Coordination Officers and local safety meetings. With neighborhood policing, supported by a strong social media presence, NYPD seeks to police with New York's communities not just for them.

OUR SERVICES AND GOALS

SERVICE 1 Manage public safety programs related to criminal activity.

- Goal 1a Reduce the incidence of crime.
- Goal 1b Prevent terrorist attacks.
- Goal 1c Respond to police emergencies quickly.

SERVICE 2 Manage public safety programs related to traffic safety.

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

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

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

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

- Goal 4a Improve police/community relations.

HOW WE PERFORMED

- Based on FBI total index crime statistics for cities that have reported data for Calendar 2017, the most recent data, New York City remains the safest large city with the lowest rate of crime per capita among the 10 largest U.S. cities.
- During the first four months of Fiscal 2019 total major felony crime decreased by less than one percent compared to the same period of Fiscal 2018.
- Murder decreased six percent in the first four months of Fiscal 2019 compared to the same period of Fiscal 2018.
- In the first four months of Fiscal 2019 the total number of moving violation summonses issued decreased by less than one percent and the number of summonses issued for hazardous violations increased by less than one percent compared to the same period of Fiscal 2018.
- Traffic fatalities involving bicyclists/pedestrians decreased 19 percent and traffic fatalities involving motorists/passengers decreased five percent in the first four months of Fiscal 2019 compared to the same period of Fiscal 2018.
- In the first four months of Fiscal 2019 seven major felonies in public schools increased eight percent and school safety other criminal categories decreased 23.5 percent compared to the same period of Fiscal 2018.

SERVICE 1 Manage public safety programs related to criminal activity.

Goal 1a Reduce the incidence of crime.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Major felony crime	105,614	98,991	95,868	↓	↓	34,126	33,974
★ – Murder and non-negligent manslaughter	341	300	303	↓	↓	104	98
★ – Forcible rape	1,164	1,109	1,293	↓	↓	402	490
★ – Robbery	16,670	14,759	13,573	↓	↓	4,898	4,528
★ – Felonious assault	20,877	20,651	20,141	↓	↓	7,224	7,062
★ – Burglary	14,463	12,454	11,856	↓	↓	4,225	4,189
★ – Grand larceny	45,164	43,787	43,101	↓	↓	15,027	15,387
★ – Grand larceny auto	6,935	5,931	5,599	↓	↓	2,246	2,220
★ Major felony crime in housing developments	5,205	5,084	4,853	↓	↓	1,739	1,550
★ Major felony crime in transit system	2,520	2,475	2,399	↓	↓	785	876
Crime related to domestic violence - Murder	53	55	53	*	*	15	15
– Rape	526	504	466	*	*	161	219
– Felonious assault	7,986	8,082	7,912	*	*	2,630	2,736
★ School safety - Major felony crime	532	504	466	↓	↓	126	136
– Murder	0	0	1	*	*	1	0
– Rape	2	4	16	*	*	5	2
– Robbery	66	60	37	*	*	8	14
– Felonious assault	148	140	134	*	*	33	25
– Burglary	33	37	46	*	*	25	17
– Grand larceny	279	263	228	*	*	53	77
– Grand larceny auto	4	0	4	*	*	1	1
School safety - Other criminal categories	2,219	2,007	2,026	*	*	489	374
– Other incidents	4,092	4,361	5,112	*	*	1,117	1,057
Gang motivated incidents	349	350	347	*	*	146	136
Gun arrests	5,194	5,081	4,684	*	*	1,864	1,512
Major felony crime arrests	43,516	41,869	41,748	*	*	14,418	14,521
Narcotics arrests	56,320	50,902	43,574	*	*	16,535	9,286
Juvenile arrests for major felonies	2,495	2,198	2,200	*	*	750	615
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target	* None			

Goal 1b

Prevent terrorist attacks.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Counterterrorism training (hrs) - Uniformed members	210,582	182,331	129,302	*	*	30,261	41,689
– Non-members	48,607	49,477	42,482	*	*	12,107	13,205
★ Critical Indicator	“NA” Not Available	⇅ Directional Target					* None

Goal 1c

Respond to police emergencies quickly.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
End-to-end average response time to all crimes in progress (minutes:seconds)	10:35	10:06	10:08	*	*	10:15	9:58
End-to-end average response time to critical crimes in progress (minutes:seconds)	7:09	6:49	6:44	*	*	6:49	6:39
End-to-end average response time to serious crimes in progress (minutes:seconds)	9:24	8:50	8:53	*	*	8:56	8:57
End-to-end average response time to non-critical crimes in progress (minutes:seconds)	17:21	17:58	19:37	*	*	19:52	19:20
★ Average response time to all crimes in progress (dispatch and travel time only) (minutes)	9.1	8.0	8.1	⇓	⇓	8.2	7.9
Average response time to critical crimes in progress (dispatch and travel time only) (minutes)	5.5	4.9	4.8	*	*	4.9	4.8
Average response time to serious crimes in progress (dispatch and travel time only) (minutes)	8.1	6.8	7.0	*	*	7.0	7.1
Average response time to non-critical crimes in progress (dispatch and travel time only) (minutes)	14.5	15.2	16.9	*	*	17.1	16.6
Crime in progress calls	261,992	255,489	259,584	*	*	95,266	91,346
★ Critical Indicator	“NA” Not Available	⇅ Directional Target					* None

SERVICE 2 Manage public safety programs related to traffic safety.

Goal 2a

Reduce the incidence of traffic collisions, injuries and fatalities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Traffic fatalities (motorist/passengers)	84	63	81	⇓	⇓	39	35
★ Traffic fatalities (bicyclists/pedestrians)	152	148	128	⇓	⇓	47	38
Driving while intoxicated (DWI) related fatalities	35	26	28	*	*	10	5
DWI arrests	7,577	7,171	6,738	*	*	2,206	1,986
Total moving violation summonses (000)	1,032	1,062	1,075	*	*	336	335
– Summonses for hazardous violations	879,790	923,513	942,684	*	*	294,180	296,477
– Summonses for prohibited use of cellular phones	125,241	130,934	131,984	*	*	45,671	41,103
★ Critical Indicator	“NA” Not Available	⇅ Directional Target					* None

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Quality-of-life summonses	323,980	279,117	168,104	*	*	78,841	33,099
– Unreasonable noise summonses	5,487	4,325	1,785	*	*	630	565
– Graffiti summonses	7	3	0	*	*	0	0
Graffiti arrests	2,123	1,750	1,772	*	*	650	400
★ Critical Indicator	"NA" Not Available	↕ Directional Target		* None			

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

Goal 4a Improve police/community relations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Courtesy, Professionalism and Respect (CPR) testing	8,243	8,167	7,698	*	*	2,743	1,762
– Exceeds standard	0	9	2	*	*	0	2
– Meets standard	8,142	7,992	7,619	*	*	2,704	1,753
– Below standard	101	166	77	*	*	39	7
Total civilian complaints against members of the service	4,711	4,215	4,392	*	*	1,557	1,723
★ Critical Indicator	"NA" Not Available	↕ Directional Target		* None			

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Cases commenced against the City in state and federal court	2,933	2,115	2,065	*	*	624	693
Payout (\$000)	\$228,454	\$259,423	\$205,084	*	*	\$46,623	\$41,858
Collisions involving City vehicles (per 100,000 miles)	3.9	4.6	4.3	*	*	4.5	4.5
Workplace injuries reported (uniform and civilian)	7,249	6,626	6,829	*	*	2,347	2,351
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	68%	60%	55%	*	*	59%	49%
★ Critical Indicator	"NA" Not Available	↕ Directional Target		* None			

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience							
Completed requests for interpretation	238,382	288,561	291,745	*	*	101,492	105,814
CORE facility rating	94	92	96	*	*	NA	NA
Calls answered in 30 seconds (%)	99%	99%	99%	*	*	99%	99%
★ Critical Indicator	"NA" Not Available	↕ Directional Target		* None			

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Response to 311 Service Requests (SRs)							
Percent meeting time to close – Residential Noise - Loud Music/Party (0.3 days)	88	87	91	*	*	91	91
Percent meeting time to close – Residential Noise - Banging/Pounding (0.3 days)	86	84	89	*	*	88	87
Percent meeting time to close – Noise - Street/Sidewalk (0.3 days)	90	87	90	*	*	90	88
Percent meeting time to close – Commercial Noise (0.3 days)	93	92	94	*	*	93	93
Percent meeting time to close – Blocked Driveway - No Access (0.3 days)	84	83	86	*	*	84	85
★ Critical Indicator “NA” Not Available ⇅ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$5,328.7	\$5,584.0	\$5,788.4	\$5,595.3	\$5,828.4	\$5,601.4	\$1,932.5	\$2,039.9
Revenues (\$000,000)	\$102.4	\$99.4	\$95.6	\$99.7	\$103.2	\$104.5	\$30.8	\$42.8
Personnel (uniformed)	35,990	36,254	36,643	36,105	36,113	36,118	36,573	36,372
Personnel (civilian)	15,939	16,722	17,112	17,372	17,507	17,673	16,969	17,416
Overtime paid (\$000,000)	\$694.6	\$709.0	\$724.6	\$629.5	\$629.4	\$621.0	\$239.4	\$255.7
Capital commitments (\$000,000)	\$191.1	\$204.5	\$327.1	\$563.8	\$581.1	\$402.3	\$33.5	\$54.1
¹ February 2019 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 FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$5,188.1	\$5,129.7	
001 - Operations	\$3,445.8	\$3,395.3	All
002 - Executive Management	\$504.8	\$494.0	All
003 - School Safety	\$300.6	\$310.0	1a, 1b, 1c, 4a
004 - Administration - Personnel	\$265.4	\$268.4	All
006 - Criminal Justice	\$58.9	\$62.0	1a, 1c, 2a, 3a, 4a
007 - Traffic Enforcement	\$163.7	\$152.3	1a, 2a, 3a, 4a
008 - Transit Police	\$241.6	\$246.2	1a, 1b, 1c, 3a, 4a
009 - Housing Police	\$207.3	\$201.7	1a, 1c, 3a, 4a
Other Than Personal Services - Total	\$600.3	\$698.7	
100 - Operations	\$102.8	\$143.8	All
200 - Executive Management	\$86.4	\$185.3	All
300 - School Safety	\$4.9	\$4.9	1a, 1b, 1c, 4a
400 - Administration	\$396.5	\$347.2	All
600 - Criminal Justice	\$0.5	\$0.6	1a, 1c, 2a, 3a, 4a
700 - Traffic Enforcement	\$9.3	\$16.9	1a, 2a, 3a, 4a
Agency Total	\$5,788.4	\$5,828.4	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.

²Includes all funds.

³Refer to agency goals listed at front of chapter. “NA” Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Department introduced a new rubric to test the level of Courtesy, Professionalism and Respect (CPR) offered to the public by police officers. The Department now includes face-to-face tests of CPR to complement its anonymous telephone testing. Additionally, both the former and latter mediums are being used to monitor the impact of neighborhood policing strategies, including the activities of Neighborhood Coordination Officers.

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.



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 326,000 fires and non-fire related emergencies and more than 1.5 million medical emergencies a year and maintains approximately 250 firehouses and ambulance stations.

FOCUS ON EQUITY

As first responders to more than 1.8 million fires, medical emergencies and myriad other incidents that impact and threaten public safety, FDNY equitably protects the lives and property of all New York City residents and visitors. 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. To address higher response times to life-threatening medical emergencies in certain parts of the Bronx and Queens, the Department developed strategies and provided additional resources that resulted in improved response times in those communities. FDNY is also committed to cultivating and sustaining a diverse and inclusive workplace for all its employees, as outlined in its Diversity and Inclusion Vision, Mission and Goals Statement. These objectives were strengthened with the issuance of Equal Employment Opportunity and Anti-Hazing/Anti-Bullying policies. While continuing to educate employees regarding the laws that protect the rights of everyone, FDNY also provides training to help employees understand their differences and implicit biases, improving their knowledge of our City's diverse populations and cultures. Achieving greater diversity was a key objective in the recent firefighter recruitment campaign, which attracted a record 72,000 applicants, more than half of whom are men and women of color.

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

- During the first four months of Fiscal 2019 the number of structural fires increased by less than one percent and the number of non-structural fires decreased eight percent compared to the same period of Fiscal 2018.
- Completed fire prevention inspections, performed by FDNY civilian inspectors who visit sites to ensure compliance with the City's Fire Code, decreased one percent during the reporting period. Fire Operations conducted 14,815 mandatory and 17,147 risk-based inspections during the first four months of Fiscal 2019, a decrease of 16 percent and an increase of seven percent, respectively, compared to the first four months of Fiscal 2018.
- Fire marshals conducted 2,159 investigations into the causes and origins of fires during the first four months of Fiscal 2019, representing a six percent decrease. The number of fires determined to be arson-related following an investigation decreased 15 percent.
- The fire safety education efforts of the Fire Department continued with a nine percent increase in presentations during the reporting period.
- During the reporting period end-to-end average response time to structural fires called into 911 remained the same at 4:56. FDNY dispatch and travel times to all structural fires increased to 4:29 from 4:15. The increase in FDNY dispatch time is attributable to a procedural change in call processing, beginning in March 2018, that moved most of the information-gathering for structural fires called into 911 from Police Department call takers to FDNY fire alarm dispatchers. The net effect of this procedural change on end-to-end time was no change.
- Average response times to all emergencies by fire companies increased 15 seconds during the reporting period. At the same time the number of fire company runs increased three percent.
- Serious fires per 1,000 structural fires decreased three percent to 63. Serious fires reaching second alarm or higher increased from seven to eight percent.
- Civilian fire fatalities increased from 16 to 17 during the reporting period.
- End-to-end combined average response time to life-threatening medical emergencies by ambulances, Advanced Life Support "fly cars" and fire companies increased 23 seconds during the reporting period. During the reporting period FDNY responded to a one percent increase in life-threatening incidents, while total medical emergencies increased by five percent. In addition, FDNY operated 19 fewer ambulances during peak hours during the reporting period.
- In the first four months of Fiscal 2019 FDNY responded to 9,102 reports of patients in cardiac arrest or choking (segment one incidents), representing a seven percent decrease compared to the same period of Fiscal 2018. The percentage of confirmed arrest patients that were revived increased by eight percentage points. For the subset of confirmed non-traumatic cardiac arrests that were classified as bystander-witnessed cardiac arrest, resuscitations increased by four percentage points.

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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Structural fires	26,922	26,075	27,280	↓	↓	8,156	8,184
Structural fires per 100,000 people	327	316	331	*	*	99	99
★ Non-structural fires	15,044	15,696	15,221	↓	↓	4,046	3,720
Completed inspections performed by civilian fire prevention personnel	206,959	225,025	203,052	208,000	208,000	72,002	71,506
Violation orders issued	44,376	56,001	55,107	*	*	20,336	21,616
Violation orders corrected	38,109	50,245	48,657	*	*	19,416	19,837
Violation orders corrected (%)	86%	90%	88%	*	*	96%	92%
Summonses issued	6,404	9,336	7,900	*	*	2,793	2,420

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Hazard complaints resolved within one day (%)	85%	87%	90%	85%	85%	93%	90%
Completed risk-based inspections performed by uniformed personnel	41,671	43,619	47,494	*	*	16,034	17,147
Completed mandatory inspections performed by uniformed personnel	55,856	60,795	55,815	*	*	17,733	14,815
Investigations	7,664	7,837	7,062	*	*	2,310	2,159
Arson fires	1,605	1,653	1,469	*	*	501	424
Fire and life safety education presentations	9,876	9,295	11,063	*	*	2,863	3,117
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

Goal 1b Promptly respond to fires and other emergencies.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
End-to-end average response time to structural fires (minutes:seconds)	4:55	4:55	4:58	*	*	4:56	4:56
★ Average response time to structural fires (FDNY dispatch and travel time only) (minutes:seconds)	4:11	4:13	4:20	4:14	4:14	4:15	4:29
Average response time to all emergencies by fire companies (FDNY dispatch and travel time only) (minutes:seconds)	4:52	4:56	5:06	*	*	4:57	5:12
Total fire company runs	1,175,114	1,164,940	1,166,170	*	*	386,598	396,661
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

Goal 1c Minimize damage to persons and property.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Serious fires per 1,000 structural fires	79	79	67	↓	↓	65	63
★ Serious fires reaching second alarm or higher (%)	8%	8%	9%	↓	↓	7%	8%
★ Civilian fire fatalities	64	43	97	↓	↓	16	17
Civilian fire fatalities per 100,000 people	0.8	0.5	1.2	*	*	0.2	0.2
★ Critical 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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
End-to-end combined average response time to life-threatening medical emergencies by ambulances & fire companies (minutes:seconds)	8:17	8:09	8:13	*	*	7:57	8:20
End-to-end average response time to life-threatening medical emergencies by ambulances (minutes:seconds)	9:09	8:56	8:58	*	*	8:41	9:12
End-to-end average response time to life-threatening medical emergencies by fire companies (minutes:seconds)	7:20	7:27	7:38	*	*	7:25	7:40
★ Combined average response time to life-threatening medical emergencies by ambulances & fire companies (FDNY dispatch and travel time only) (minutes:seconds)	6:05	5:52	6:03	6:00	6:00	5:43	6:16
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Average response time to life-threatening medical emergencies by ambulances (FDNY dispatch and travel time only) (minutes:seconds)	7:03	6:46	6:55	6:55	6:55	6:34	7:17
★ Average response time to life-threatening medical emergencies by fire companies (FDNY dispatch and travel time only) (minutes:seconds)	4:32	4:35	4:42	4:38	4:38	4:37	4:43
Life-threatening medical emergency incidents	570,594	563,594	568,737	*	*	191,059	192,436
★ Critical Indicator	"NA" Not Available	↕ Directional Target	* None				

Goal 2b Provide high quality emergency medical care.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Segment one incidents (cardiac arrest and choking)	33,096	32,261	28,582	*	*	9,835	9,102
★ Cardiac arrest patients revived (%)	24%	22%	30%	↕	↕	28%	36%
★ – Witnessed cardiac arrest patients revived (%)	46%	47%	45%	↕	↕	43%	47%
Peak number of ambulances in service per day	426	457	472	*	*	477	458
★ Critical Indicator	"NA" Not Available	↕ Directional Target	* None				

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
FDNY workers who sustained service-connected injuries (total agency-wide)	9,824	10,042	10,006	*	*	3,367	3,400
Firefighters / fire officers who sustained service-connected injuries	8,157	8,446	8,330	*	*	2,812	2,810
Firefighters / fire officers who sustained service-connected injuries resulting in medical leave	3,957	4,032	4,032	*	*	1,449	1,420
Firefighters / fire officers who sustained service-connected burn injuries	265	204	250	*	*	80	72
Firefighters / fire officers who sustained service-connected burn injuries resulting in medical leave	182	148	189	*	*	60	55
EMS workers / officers who sustained service-connected injuries	1,599	1,537	1,608	*	*	531	555
Civilian workers who sustained service-connected injuries	68	59	68	*	*	24	35
Firefighter/ fire officer service-connected injury rate (per 10,000 runs)	80.1	82.8	83.9	*	*	90.2	74.8
Apparatus collision rate (per 10,000 runs)	3.9	4.0	4.2	*	*	3.9	3.8
Ambulance collision rate (per 10,000 runs)	9.3	8.8	7.3	*	*	8.5	6.4
Average annual cost of an engine company (\$000,000)	\$7.1	\$7.2	\$7.6	*	*	NA	NA
Average annual cost of a ladder company (\$000,000)	\$8.8	\$8.9	\$9.4	*	*	NA	NA
Average annual cost of an ambulance (\$000,000)	\$2.1	\$2.2	\$2.4	*	*	NA	NA
Average time from inspection request until inspection (days) - Fire alarm inspections	45	60	29	*	*	40	60
Average time from inspection request until inspection (days) - Rangehood inspections	5	5	5	*	*	5	5
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	93%	92%	92%	*	*	93%	92%
★ Critical Indicator	"NA" Not Available	↕ Directional Target	* None				

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience							
Letters responded to in 14 days (%)	97%	97%	95%	*	*	91%	95%
Completed requests for interpretation	5,484	5,098	4,684	*	*	NA	NA
E-mails responded to in 14 days (%)	54%	48%	38%	*	*	60%	40%
Average wait time to speak with a customer service agent (minutes)	13:53	17:32	32:40	*	*	NA	NA
CORE facility rating	98	100	100	*	*	NA	NA
★ Critical Indicator "NA" Not Available ⇕ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$1,974.5	\$2,037.7	\$2,091.6	\$2,030.3	\$2,097.3	\$2,059.8	\$735.7	\$744.1
Revenues (\$000,000)	\$98.4	\$104.3	\$100.3	\$99.8	\$99.8	\$102.0	\$40.4	\$41.0
Personnel (uniformed)	10,945	11,090	11,244	10,946	10,951	10,951	10,963	11,084
Personnel (civilian)	5,900	6,373	5,984	6,352	6,336	6,427	6,394	6,097
Overtime paid (\$000,000)	\$338.7	\$333.2	\$332.7	\$253.4	\$261.2	\$250.0	\$115.2	\$110.9
Capital commitments (\$000,000)	\$133.5	\$122.7	\$85.6	\$254.2	\$211.9	\$206.3	\$42.2	\$15.5
¹ February 2019 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 FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$1,845.9	\$1,827.3	
001 -Executive Administrative	\$107.5	\$131.1	All
002 -Fire Extinguishment & Emergency Response	\$1,367.2	\$1,344.6	All
003 -Fire Investigation	\$23.2	\$20.9	1a
004 -Fire Prevention	\$44.6	\$42.6	1a, 1c
009 -Emergency Medical Service	\$303.4	\$288.1	2a
Other Than Personal Services - Total	\$245.8	\$270.0	
005 -Executive Administrative	\$173.9	\$202.6	All
006 -Fire Extinguishment & Emergency Response	\$36.8	\$31.7	All
007 -Fire Investigation	\$0.2	\$0.2	1a
008 -Fire Prevention	\$0.9	\$2.8	1a, 1c
010 -Emergency Medical Service	\$33.9	\$32.7	2a
Agency Total	\$2,091.6	\$2,097.3	
¹ Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. 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 4-month Fiscal 2018 value for end-to-end response time to structural fires called into 911 was revised from 4:39 to 4:56 to correct an error.
- The Fiscal 2016, 2017, 2018 and 4-month Fiscal 2018 values for ‘Serious fires per 1,000 structural fires’ were revised to correct an error in calculation.
- FDNY added several indicators to track service-connected injuries and those injuries that resulted in medical leave. The injury indicators are now included under “Agency-wide Management.” Fiscal 2019 injury data for civilians, fire fighters/ fire officers and emergency medical technicians, paramedics and EMS officers who sustained service-connected injuries was sourced from FDNY’s Computerized Injury Reporting System (CIRS). Data for previous years was obtained from a combination of sources and was inclusive of both injuries and illnesses.

ADDITIONAL RESOURCES

For additional information go to:

- FDNY on Facebook:
<https://www.facebook.com/FDNY/>
- FDNY on Twitter:
<https://twitter.com/FDNY>
- Citywide and by borough monthly statistics:
<http://www1.nyc.gov/site/fdny/about/resources/data-and-analytics/citywide-statistics.page>

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

NEW YORK CITY EMERGENCY MANAGEMENT

Joseph Esposito, Commissioner



WHAT WE DO

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

FOCUS ON EQUITY

Through its planning efforts with local, regional and federal partners, NYC Emergency Management has a wide range of programs to mitigate a disaster's impact on communities to enable them to return more quickly to their pre-hazard condition. With its partners, the agency plans, coordinates, maintains and supports programs and activities to meet the diverse needs of New Yorkers. To engage communities directly in emergency planning and increase preparedness and resilience, the agency educates the public on planning and preparing for emergencies through programs such as Ready New York, Community Preparedness, Partners in Preparedness, and Community Emergency Response Teams (CERT) and works with elected officials, community boards, civic groups and others. The City's more than 50 CERT teams include over 1,200 volunteers from all community boards. NYC Emergency Management's hazard and preparedness guides offer tips and information on planning for everybody's needs, including older adults, people with disabilities, children, non-English speakers, and people with pets, and are available in 13 languages, audio format, and Braille. In addition, contracted Certified Deaf Interpreters and American Sign Language (ASL) interpreters are available for training, community events and during emergencies. [Notify NYC](#), the City's free, official emergency communications program, offers notifications in 13 languages, including in ASL and audio formats.

OUR SERVICES AND GOALS

SERVICE 1 Ensure that City government is prepared for emergencies.

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

SERVICE 2 Prepare New York City residents and private sector entities for emergencies.

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

HOW WE PERFORMED

- During the first four months of Fiscal 2019 NYC Emergency Management was actively involved with 1,570 incidents that necessitated interagency coordination, a 29 percent increase over the same period of Fiscal 2018. NYC Emergency Management activated the City's Emergency Operations Center two times from July to October 2018 for a flash flood and a steam main explosion.
- NYC Emergency Management held nine full-scale and functional exercises and 13 tabletop exercises in the first four months of Fiscal 2019, a 70 percent increase compared to the same period of Fiscal 2018. NYC Emergency Management also participated in 16 drills conducted by other agencies or organizations, on par with the same period of Fiscal 2018.
- Participants at instructor-led emergency management training sessions increased 27 percent during the reporting period.
- NYC Emergency Management educated 33,919 New Yorkers through Ready New York emergency management and preparedness presentations, educational fairs, and workplace presentations during the first four months of Fiscal 2019, a decrease of 17 percent. During the reporting period, Ready New York webpage views decreased 37 percent.
- During the reporting period Community Emergency Response Team (CERT) volunteer hours decreased 42 percent, but participants at CERT preparedness seminars increased 25 percent.
- In September 2018 NYC Emergency Management launched a Community Preparedness Council. The Council brings together nonprofit and faith-based organizations interested in emergency preparedness, response, and recovery. The Council provides a forum for community and government leaders to network, as well as to share best practices, challenges and next steps around community preparedness in New York City.
- During the reporting period subscribers to Notify NYC, CorpNet and the Advance Warning System increased by 23 percent.
- The average time from incident to issuing of Notify NYC message decreased 24 percent even as the number of messages issued increased 65 percent.

SERVICE 1 Ensure that City government is prepared for emergencies.

Goal 1a Efficiently coordinate emergency response and recovery.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Incidents	4,267	3,924	3,913	*	*	1,217	1,570
– Field responses	1,019	825	748	*	*	240	239
– Incidents monitored from Watch Command	3,248	3,099	3,165	*	*	977	1,332
Interagency meetings held during field responses	277	198	204	*	*	65	78
★ Emergency Operations Center activations	6	15	15	*	*	3	2
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None			

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Full-scale and functional exercises/drills	11	18	15	14	14	3	9
★ Tabletop exercises	27	20	22	31	31	10	13
Participation in drills coordinated by other agencies or organizations	53	41	49	*	*	16	16
★ Participants at instructor-led emergency management training sessions	3,430	2,626	3,131	2,500	2,500	958	1,217
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None			

SERVICE 2 Prepare New York City residents and private sector entities for emergencies.

Goal 2a

Increase emergency preparedness and awareness among City residents and private sector and not-for-profit organizations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Total participants at emergency preparedness education sessions	103,648	92,863	102,569	75,000	75,000	40,975	33,919
Ready New York webpage views	81,570	42,674	24,561	*	*	10,860	6,823
Subscribers to Corpnet System	1,545	1,490	1,496	*	*	1,530	1,566
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target		* None			

Goal 2b

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Community Emergency Response Team (CERT) volunteer hours	17,430	17,779	21,286	*	*	7,045	4,117
CERT members trained	168	172	118	*	*	0	0
Total participants at CERT emergency preparedness seminars	NA	587	461	*	*	129	161
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target		* None			

Goal 2c

Collect and disseminate timely, accurate information.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Notify NYC messages issued	1,505	1,986	1,626	*	*	450	744
★ Average time from incident to issuing of Notify NYC message (minutes:seconds)	6:00	6:44	7:50	7:00	7:00	8:07	6:10
Subscribers to Notify NYC, CorpNet, Advance Warning System, and Citizen Corps Newsletter	415,203	559,928	752,540	*	*	621,038	762,007
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target		* None			

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience							
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	99%	100%	100%	*	*	100%	100%
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target		* None			

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$35.7	\$47.4	\$58.9	\$56.6	\$72.0	\$30.9	\$25.3	\$29.3
Personnel	163	170	186	189	195	72	174	185
Overtime paid (\$000)	\$444	\$463	\$791	\$178	\$553	\$184	\$311	\$230
¹ February 2019 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	February 2019 Financial Plan FY19 ²	Applicable MMR Goals ³
	FY18 ¹ (\$000,000)		
001 - Personal Services	\$16.1	\$25.4	All
002 - Other Than Personal Services	\$42.8	\$46.5	All
Agency Total	\$58.9	\$72.0	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.

²Includes all funds.

³Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

ADDITIONAL RESOURCES

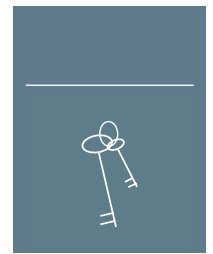
For additional information on items referenced in the narrative, go to:

- Ready New York:
http://www.nyc.gov/html/oem/html/get_prepared/ready.shtml
- Ready New York Guides:
http://www.nyc.gov/html/oem/html/ready/ready_guides.shtml
- Community Emergency Response Team (CERT):
<https://www1.nyc.gov/site/em/volunteer/nyc-cert.page>
- Community Preparedness:
<https://www1.nyc.gov/site/em/ready/community-preparedness.page>
- Notify NYC:
<http://www.nyc.gov/notifynyc>
- Prep Talk podcast:
<https://www1.nyc.gov/site/em/about/podcasts.page>
- PlanNowNYC:
<https://plannownyc.cityofnewyork.us/>
- NYCEM's strategic plan:
<http://www1.nyc.gov/assets/em/downloads/pdf/nycem-strategic-plan-2017-2021.pdf>

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

DEPARTMENT OF CORRECTION

Cynthia Brann, Commissioner



WHAT WE DO

The Department of Correction (DOC) provides for the care, custody and control of inmates, persons 16 years of age and older, accused of crimes or convicted and sentenced to one year or less of incarceration and persons held on state parole warrants. Pursuant to New York's Raise the Age law, 16- and 17-year olds were removed from Rikers Island prior to October 1st, 2018. The Department operates 11 correctional facilities, court holding facilities in each of the five boroughs, and two hospital prison wards. The Department processes over 49,000 admissions annually and manages a combined average daily inmate population of approximately 8,200 individuals.

Guided by its 14-Point Anti-Violence Reform Agenda, as well as ongoing work with the Nunez Federal Monitor, the Department has implemented substantive reforms informed by, and contributing to, correctional best practice. These reforms include significant reduction in the use of punitive segregation and development of holistic approaches to behavior management; improved staff to inmate ratios; enhanced staff training in Mental Health First Aid, Safe Crisis Management, and de-escalation; and expansion of programming for those in custody that is designed to reduce idleness and promote skills development towards post-release success.

FOCUS ON EQUITY

The Department is committed to operating a system that is safe, humane and produces positive outcomes for those in DOC's custody. Utilizing a multi-pronged approach to improve safety for staff, inmates and the public, the Department is working to reduce violence, create targeted management approaches for the diverse populations in its care and offer opportunities that promote positive reentry outcomes. The Department will work to refine, expand and sustain those policies and programs that have demonstrated a positive impact for staff and inmates. As the Department looks forward to a community-based jail system, it is already implementing meaningful new programs to better connect those in custody to their friends, families and support networks. In Fiscal 2018 the Department started a free visitor shuttle service from Harlem and Brooklyn to Rikers Island, expanded programs to connect children to incarcerated parents and help foster healthy relationships and launched a new online bail payment system to make it easier for people to have their bail paid. The Department has also focused significantly on expanding reentry services for those in custody, to help prepare them to successfully return to the community.

OUR SERVICES AND GOALS

SERVICE 1 Provide a safe and secure environment for inmates, staff and host communities.

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

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

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

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

- Goal 3a Provide timely notifications to crime victims.

HOW WE PERFORMED

- DOC is committed to ensuring the safety and security of its facilities. Inmate-on-inmate violence has presented a challenge in recent years. During the first four months of Fiscal 2019, the rate of violent inmate on inmate incidents per 1,000 average daily population (ADP) increased by 28 percent compared to the same period last year. However, the rate of serious injury to inmates as a result of these incidents declined by 13 percent. Staff training in de-escalation and conflict resolution and efforts to mediate conflicts likely contributed to the decline in injury rate. At the same time, the number of stabbings and slashings declined by 21.6 percent while inmate fight/assault infractions increased 11.4 percent, from 3,997 to 4,454. Inmate programs were added to address problematic behavior include counseling, anger management, and community meetings to foster healthier relationships.
- The Department increased searches by 13.8 percent, deterring possession and use of weapons. DOC continues to prioritize the elimination of contraband from its facilities, enhancing search tactics through the addition of new surveillance cameras, improved technology and heightened front gate procedures. A 20.3 percent decrease in weapons recovered suggests a reduction in the smuggling of contraband into facilities. However, the detection of ceramic and other nonmetallic blades and weapons has remained a challenge. Legislation allowing correctional facilities to use body scanners was signed into law in October 2018 and went into effect in January 2019. Over the next year, the Department will be phasing scanners into DOC facilities and anticipates having the first machine in place in March 2019.
- There was a 40.4 percent increase in the rate of incidents of assault on staff, although the rate of serious injury to staff as a result of these incidents remained stable. The total number of assaults on staff increased by 24.8 percent, from 326 to 407, during the reporting period, comprised of a 22.8 percent rise in inmate assaults on uniform staff and a 46.4 percent rise on inmate assaults on civilian staff both contributed to the overall rise in rate of incidents. The Department continues to offer staff training in topics such as Mental Health First Aid, de-escalation, and crisis management, which have equipped staff with tools to better respond to disruptive and/or violent behavior, improving staff-inmate interaction.
- Incidents of use of force increased by 31 percent overall, driven in part by a 54.5 percent increase in uses of force incidents involving adolescent inmates. The Department has made it a priority to reduce the number of unnecessary and excessive uses of force through increased training, accountability and other initiatives including the Use of Force Improvement Action Plan. This approach includes a review of all use of force incidents by facilities to promote awareness and accountability and builds upon coordinated communication between individual facilities and the Investigations Division. Further, the Department has implemented a communications strategy to educate staff on the use of force policy and engaged mentoring captains to provide assistance and training to line staff.
- On-time court delivery declined slightly from 98.2 percent to 96.8 percent, still exceeding the Department's target of 95 percent. DOC continued practices such as ongoing communication between the Transportation Division and facility managers, and increased frequencies of bus departures to maintain this level of timely court transportation.
- The Individualized Corrections Achievement Network (I-CAN) program continues to provide comprehensive reentry services including job readiness, hard-skills training, and post-release employment assistance. During July to October 2018, the number of I-CAN enrollments increased 25.1 percent from 2,335 to 2,922 while the number of I-CAN workshops offered increased 68.8 percent from 4,902 to 8,273. The Department continues to strengthen programming to improve reentry outcomes. The average daily number of participants in vocational skills training declined by 27.2 percent.
- The Victim Identification Notification Everyday (VINE) system provides victims of crime with access to timely and reliable offender custody information. VINE registrations increased by 110.2 percent, from 5,837 to 12,269 registrations during the reporting period. At the same time, VINE confirmed notifications increased by 51.4 percent, from 8,736 to 13,224 notifications. These increases were driven in part by improvements made to the VINE system in Fiscal 2018 that enabled more thorough inmate tracking through the criminal justice system. These improvements also enabled users to receive notifications through multiple channels including telephone, text, email and app-based notifications.

SERVICE 1 Provide a safe and secure environment for inmates, staff and host communities.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Admissions	63,758	58,226	49,455	*	*	18,459	14,154
Average daily population	9,790	9,500	8,896	*	*	9,180	8,175
Average daily population - adolescent inmates	187	167	121	*	*	137	86
Inmates in Security Risk Group (% ADP)	13.3%	14.7%	15.4%	*	*	14.9%	16.4%
Fight/assault infractions	11,240	12,650	12,047	*	*	3,997	4,454
Jail-based arrests of inmates	1,538	1,126	742	*	*	345	189
Searches	237,757	246,822	308,063	*	*	93,979	106,938
Weapons recovered	3,396	3,976	3,676	*	*	1,407	1,121
★ Violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	47.8	55.2	55.8	↓	↓	54.7	70.0
★ Serious injury to inmate(s) as a result of violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	2.5	2.7	2.0	↓	↓	2.3	2.0
★ Inmate assault on staff (monthly rate per 1,000 ADP)	7.9	8.4	9.2	↓	↓	8.9	12.5
★ Serious injury to staff as a result of inmate assault on staff (monthly rate per 1,000 ADP)	0.20	0.24	0.42	↓	↓	0.46	0.46
★ Escapes	0	0	1	↓	↓	1	1
★ Non-natural deaths of inmates in custody	2	1	1	↓	↓	1	1
Stabbings and Slashings	131	165	96	*	*	37	29
★ Critical 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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Incidents of use of force - total	4,756	4,673	5,175	*	*	1,631	2,137
Incidents of use of force - adolescent inmates	594	531	478	*	*	143	221
★ Department use of force incidents with serious injury (rate per 1,000 ADP)	0.68	0.75	1.52	↓	↓	1.66	1.53
Department use of force incidents with minor injury (rate per 1,000 ADP)	15.39	14.70	17.31	*	*	16.94	19.69
Department use of force incidents with no injury (rate per 1,000 ADP)	24.41	25.52	29.65	*	*	25.82	44.13
Incidents and allegations of use of force	5,269	5,070	5,589	*	*	1,786	2,288
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None			

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Inmates with a mental health diagnosis (% ADP)	42%	42%	43%	*	*	NA	NA
Inmates with a serious mental health diagnosis (% ADP)	11.0%	10.3%	14.3%	*	*	11.8%	17.0%
Inmate health clinic visits	78,499	79,844	76,856	*	*	25,782	27,536
★ - Average clinic waiting time (minutes)	28	22	21	↓	↓	21	20
★ Critical 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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Jail-cells unavailable (short-term repair) (%)	2.3%	2.6%	3.7%	1.0%	1.0%	3.8%	3.6%
★ Population as percent of capacity (%)	80%	81%	77%	96%	96%	79%	74%
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None			

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ On-trial inmates delivered to court on-time (%)	84.0%	98.4%	97.7%	95.0%	95.0%	98.2%	96.8%
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None			

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ I-CAN Enrollments	4,278	7,569	7,685	*	*	2,335	2,922
I-CAN Workshops	6,505	12,002	12,799	*	*	4,902	8,273
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None			

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Average daily number of inmates in vocational skills training programs	226	419	482	*	*	416	303
Average daily attendance in school programs	256	203	169	*	*	207	91
★ Inmates participating in skills-building activities/discharge planning (%)	8.7%	14.0%	23.8%	10.0%	10.0%	NA	NA
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None			

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

Goal 3a Provide timely notifications to crime victims.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Victim Identification Notification Everyday (VINE) system registrations	15,440	17,288	29,690	*	*	5,837	12,269
VINE confirmed notifications	21,993	25,250	32,856	*	*	8,736	13,224
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None			

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Collisions involving City vehicles	107	110	114	*	*	45	34
Workplace injuries reported	2,222	3,435	3,491	*	*	1,194	1,413
Accidents involving inmates	43	35	36	*	*	11	6
★ Critical Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience							
Letters responded to in 14 days (%)	99.3%	100.0%	100.0%	*	*	100.0%	100.0%
E-mails responded to in 14 days (%)	100.0%	100.0%	100.0%	*	*	100.0%	100.0%
★ Critical Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$1,307.6	\$1,368.6	\$1,400.2	\$1,403.7	\$1,380.3	\$1,407.5	\$479.7	\$463.0
Revenues (\$000,000)	\$22.9	\$22.7	\$21.3	\$20.5	\$21.0	\$15.5	\$7.1	\$6.2
Personnel (uniformed)	9,832	10,862	10,653	10,226	10,226	10,063	10,495	10,624
Personnel (civilian)	1,676	1,830	1,886	2,357	2,362	2,126	1,849	1,844
Overtime paid (\$000,000)	\$275.2	\$266.7	\$221.7	\$157.4	\$157.4	\$157.7	\$74.7	\$52.7
Capital commitments (\$000,000)	\$81.5	\$60.6	\$34.4	\$543.7	\$597.5	\$1,212.5	\$4.2	\$12.4
¹ February 2019 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 FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$1,204.3	\$1,185.5	
001 - Administration	\$104.7	\$114.6	All
002 - Operations	\$1,099.6	\$1,070.9	All
Other Than Personal Services - Total	\$195.9	\$194.7	
003 - Operations	\$178.0	\$178.4	All
004 - Administration	\$17.9	\$16.3	All
Agency Total	\$1,400.2	\$1,380.3	

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The four-month Fiscal 2018 figure for ‘Assaults on Staff’ was revised from 325 to 326 to reflect updated figures.
- Figures for the indicators ‘Victim Identification Notification Everyday (VINE) system registrations’ and ‘VINE confirmed notifications’ were revised. During Fiscal 2018, a new data system to track VINE activity was implemented. After a subsequent review, data reporting issues were identified for Fiscal 2018 data. Full-year Fiscal 2018 figure for registrations were revised from 7,803 to 29,690 and notifications were revised from 11,866 to 32,856. Four-month Fiscal 2018 figures for VINE registrations and notifications were revised from 5,772 to 5,837 and from 8,661 to 8,736, respectively.

ADDITIONAL RESOURCES

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

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

DEPARTMENT OF PROBATION

Ana Bermúdez, Commissioner



WHAT WE DO

The Department of Probation (DOP) helps build stronger and safer communities by working with and supervising people on probation, fostering positive change in their decision-making and behavior through research-based practices and expanding opportunities for them to move out of the criminal and juvenile justice systems through meaningful education, employment, health and behavioral health services, family engagement and civic participation. The Department supplies information and recommendations to the courts to help inform sentencing and disposition decisions. In Family Court, reports are also provided in family offense, custody, child support, visitation, adoption and guardianship cases. In total, DOP provides intake services, investigations and supervision for over 50,000 adult and juvenile cases per year and supervises more than 19,000 adults and 1,000 juveniles on any given day.

FOCUS ON EQUITY

DOP is committed to minimizing the adverse collateral consequences of being involved in the criminal and juvenile justice systems. These consequences, which include the inability to obtain meaningful employment, pursue education and access stable housing, impact not just those on probation, but also their families and communities. Through accountability measures and service practices grounded in research, as well as partnerships with community-based organizations, DOP fosters personal change, increases opportunities to thrive and strengthens communities, thereby building a more equitable and safer City.

OUR SERVICES AND GOALS

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

- Goal 1a Produce timely and accurate pre-sentence investigations.
- Goal 1b Identify youth appropriate for diversion from formal juvenile court proceedings via adjustment services.

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

- Goal 2a Assess risk to match individuals with supervision and monitoring levels; use 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

- The Department completed 3,601 pre-sentence investigations (PSIs) for adults and 515 juvenile Investigation and Reports (I&Rs), respectively, a 19 and 15 percent decrease from the first four months of Fiscal 2018. These trends are consistent with a year-to-year decline in NYPD arrests. The adult PSI on-time completion rate increased one percentage point to 98 percent during the reporting period, while the juvenile on-time delivery rate improved three points to 88 percent.
- All youth arrested between the ages of seven and 15 who fall under family court jurisdiction are processed post-arrest by DOP. The Department processed 911 juvenile intakes in the first four months of Fiscal 2019, a 26 percent decrease. Beginning in October 2018, 16 year-olds in New York State charged with lower-level crimes are processed through family court intake based on Raise the Age legislation enacted in September 2017. This law will add more youth to DOP's juvenile intake, investigations, and supervision caseloads in each borough during the remainder of Fiscal 2019, and in future years. A phased implementation will add 17 year-olds to probation juvenile intake beginning in October 2019.
- 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 families. The juvenile intake adjustment eligibility rate increased nine percentage points to 38 percent, driven by enhanced client engagement, utilization of intervention tools and outreach to complainant witnesses.
- During the reporting period probation officers completed 5,270 initial risk/need assessments for adults entering probation supervision, and 519 initial assessments for juveniles. This decrease of 25 and 36 percent, respectively, was consistent with NYPD arrest trends. These screenings, based on validated actuarial instruments developed for community supervision, identify criminogenic risk factors and programming needs, and are used to develop Individual Action Plans (IAPs) for those on probation.
- The average monthly rearrest rate for adults on probation supervision decreased from 3.0 percent to 2.5 percent, while the juvenile rate decreased from 4.1 percent to 2.9 percent. When viewed as a percentage of all NYPD arrests, the adult rate decreased by three-tenths of a percentage point, while the juvenile rate dropped one-tenth of a point. The Department continues to analyze and respond to citywide arrest trends.
- The average monthly violation rate for adults on probation was unchanged, at 1.0 percent. Probation violation proceedings ending in revocation for adults declined by three percentage points to 47 percent. The violation rate for juveniles decreased two tenths of a percentage point to 3.2 percent, while the revocation rate decreased six percentage points to 25 percent as judges increasingly utilized an expanded continuum of alternatives.
- 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 22 new enrollments of juveniles in alternative-to-placement (ATP) programs, a reduction of three enrollments per month citywide compared to the first four months of Fiscal 2018. There were 553 new enrollments in DOP-managed programs, a three percent increase. The ATP reduction was driven by DOP's overall supervision population trends and individual needs as determined by risk assessments and IAPs. Service areas in DOP-guided programs include mentoring, education, employment, and life skills.
- There were 1,093 targeted behavioral health intervention contacts to individuals on probation citywide during the first four months of Fiscal 2019, a decrease of 27 percent from the previous fiscal year. Following a growth in contacts during Fiscal 2018 driven by refinements in the behavioral health screening and referral process, contacts in the first four months of Fiscal 2019 reflected a referral rate consistent with year-to-year supervision population decreases as well as better screening practices by probation officers.
- Early completions represented nine percent of all adult probation supervision case closings, compared to 10 percent during the first four months of Fiscal 2018. The rate of adults successfully completing their probation terms during the reporting period was 77 percent, a decline of one percentage point. The rate for juveniles increased four percentage

points to 91 percent. The Department continues to prioritize identifying qualified candidates for early completion based on compliance with the terms of probation and working towards goals set in individual action plans.

- The Department's Intelligence Unit (Intel) completed 918 enforcement actions, a 17 percent increase. Intel utilized 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Adult investigation reports completed - total	15,421	14,987	13,263	*	*	4,454	3,601
Adult investigation reports - on time completion (%)	NA	88.0%	94.0%	*	*	97.0%	98.0%
Juvenile investigation reports completed	2,019	1,927	1,779	*	*	604	515
Juvenile investigation reports - on time completion (%)	81.0%	87.0%	87.0%	*	*	85.0%	88.0%
★ Critical Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Juvenile supervision - Intake cases received	4,640	3,856	3,699	*	*	1,239	911
★ Juvenile delinquency cases eligible for adjustment (%)	28%	25%	30%	30%	30%	29%	38%
– low-risk (%)	40%	36%	41%	*	*	37%	48%
– medium-risk (%)	14%	14%	12%	*	*	16%	12%
– high-risk (%)	7%	11%	11%	*	*	5%	10%
★ Critical 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Adult supervision cases - end of period	21,153	20,404	19,229	*	*	20,244	18,558
Juvenile supervision cases - end of period	1,347	1,023	973	*	*	991	903
Adult initial risk assessments completed	7,648	21,313	17,246	*	*	7,032	5,270
Juvenile initial risk assessments completed	1,117	1,413	1,375	*	*	814	519
★ Adult probationer rearrest rate (monthly average) (%)	3.4%	3.1%	2.7%	3.0%	3.0%	3.0%	2.5%
★ Adult probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	3.3%	3.3%	3.1%	2.6%	2.6%	3.3%	3.0%
★ Juvenile probationer rearrest rate (monthly average) (%)	4.8%	4.4%	4.2%	3.5%	3.5%	4.1%	2.9%
★ Juvenile probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	0.3%	0.3%	0.3%	*	*	0.3%	0.2%
★ Average monthly violation rate for adult probationers (%)	0.9%	1.0%	1.0%	*	*	1.0%	1.0%
★ Average monthly violation rate for juvenile probationers (%)	3.0%	3.5%	3.3%	3.0%	3.0%	3.4%	3.2%
Probation violation proceedings ending in revocation for adult probationers (%)	54%	51%	49%	*	*	50%	47%
★ Critical Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Probation violation proceedings ending in revocation for juvenile probationers (%)	NA	41%	30%	*	*	31%	25%
Revocation of juveniles not resulting in placement (%)	36.0%	29.0%	47.0%	*	*	52.0%	52.0%
Revocation of juveniles resulting in placement (%)	64.0%	71.0%	53.0%	*	*	48.0%	48.0%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
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	134	100	82	*	*	34	22
New enrollments in DOP-managed programs	1,432	1,476	1,452	*	*	539	553
Adult probationer early completion rate (%)	10%	12%	10%	*	*	10%	9%
Adult probationer early completion approval rate (%)	75%	75%	75%	*	*	67%	77%
★ Successful completion rate for adult probationers (%)	NA	NA	76%	↑	↑	78%	77%
★ Successful completion rate for juvenile probationers (%)	NA	NA	84%	↑	↑	87%	91%
★ Critical 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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Intel enforcement events	1,525	2,548	2,269	*	*	787	918
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience							
Completed requests for interpretation	9,425	11,870	NA	*	*	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	"NA" Not Available	↑↓ Directional Target	* None				

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$89.0	\$94.5	\$103.1	\$119.7	\$121.4	\$116.2	\$43.9	\$47.0
Revenues (\$000)	\$420	\$460	\$442	\$452	\$452	\$452	\$174	\$139
Personnel	936	973	1,052	1,227	1,228	1,219	1,010	1,130
Overtime paid (\$000)	\$563	\$1,239	\$1,548	\$419	\$1,864	\$1,164	\$492	\$327
¹ February 2019 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 FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$69.2	\$83.6	
001 - Executive Management	\$9.1	\$10.0	All
002 - Probation Services	\$60.1	\$73.6	All
Other Than Personal Services - Total	\$33.9	\$37.8	
003 - Probation Services	\$33.8	\$37.7	All
004 - Executive Management	\$0.1	\$0.1	All
Agency Total	\$103.1	\$121.4	
¹ Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. 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 four-month Fiscal 2018 result for the indicator 'Juvenile Probationer Rearrest Rate (monthly average)(%)' has been revised from 4.4 percent to 4.1 percent, based on an internal review of rearrest notice categorization within DOP's case management system.
- The four-month Fiscal 2018 results for the indicators 'Successful completion rate for adult probationers (%)' and 'Successful completion rate for juvenile probationers (%)' were revised to reflect a new calculation method. They are now calculated based on the following types of probation supervision case closings: maximum expiration date, and early completions. This revision aligns with State Division of Criminal Justice Services standards for data reporting at local probation districts. This change resulted in successful completion rates of 78 percent for adults and 87 percent for juveniles during the first four months of Fiscal 2018.
- Four-month Fiscal 2019 data for the indicator 'Completed requests for interpretation' is not available due to an issue with the reporting system. Fiscal 2019 figures for this indicator will be reported when they are available.

ADDITIONAL RESOURCES

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

CIVILIAN COMPLAINT REVIEW BOARD

Frederick Davie, Chair



WHAT WE DO

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

FOCUS ON EQUITY

CCRB focuses on equitable service delivery by resolving civilian complaints impartially and efficiently, conducting outreach to the diverse communities of the City and examining the policies and systemic practices that lead to misconduct complaints. Toward that end, CCRB works to increase the percentage of complaints with findings on the merits are reached and, when officers are found to have committed misconduct, to recommend an effective level of discipline. CCRB continues to extend its outreach to underserved communities and has provided greater access for individuals who cannot travel to Manhattan to meet with investigators. CCRB's investigative team regularly conducts field interviews throughout the five boroughs, as well as on Rikers Island. The Board also conducts evening public meetings across the City. CCRB's website, which contains materials in eight languages, allows the public to [file complaints](#), track the [status](#) of their complaints and view up-to-date [maps](#) with the number of misconduct complaints filed in each police precinct.

OUR SERVICES AND GOALS

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

- Goal 1a Improve the quality and timeliness of investigations.
- Goal 1b Increase the use of mediation to resolve complaints.
- Goal 1c Improve the quality and timeliness of prosecutions.

SERVICE 2 Inform and educate the public about the agency.

- Goal 2a Increase outreach and education of City residents.

HOW WE PERFORMED

- During the first four months of Fiscal 2019 the public filed 11 percent more complaints than in the same period of Fiscal 2018. The average age of the open docket increased 14 percent and the average time to complete a full investigation increased 26 percent.
- During the reporting period the percentage of all cases that were fully investigated remained stable at 33 percent. The percentage of allegations closed with findings on the merits (fully investigated allegations closed as substantiated, exonerated or unfounded) increased five percentage points to 47 percent. At the same time, the average time to close substantiated complaints increased 31 percent to 255 days.
- During the reporting period the number of cases successfully mediated increased seven percent, while the average time to mediate a case increased 23 percent.
- During the reporting period CCRB's administrative prosecution unit closed a total of 15 cases, including six trials and six pleas.
- Outreach presentations increased 34 percent during the reporting period.

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

Goal 1a Improve the quality and timeliness of investigations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Total civilian complaints against uniformed members of the New York City Police Department	4,711	4,215	4,392	*	*	1,557	1,723
Average age of open docket (days)	74	80	101	*	*	84	96
★ Average time to complete a full investigation (days)	162	153	190	120	120	185	234
★ Full investigations as a percentage of total cases closed (%)	38%	34%	32%	40%	40%	34%	33%
Cases closed	4,970	4,031	4,048	*	*	1,370	1,484
★ Closed allegations with findings on the merits (%)	46%	43%	48%	55%	55%	42%	47%
★ Average time to complete a substantiated investigation (days)	178	168	208	140	140	194	255
★ Substantiated cases in which the statute of limitations expired (%)	0%	0%	0%	0%	0%	0%	3%
★ Officers disciplined (excluding pending and filed cases) (%)	82%	78%	73%	*	*	66%	76%
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target		* None			

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Cases with mutual agreement to mediate	444	373	550	*	*	186	171
Officers who accepted mediation (%)	87%	96%	85%	*	*	94%	89%
Civilians who accepted mediation (%)	45%	45%	46%	*	*	43%	46%
Cases successfully mediated	222	187	233	*	*	74	79
★ Average mediation case completion time (days)	93	99	106	120	120	103	127
★ Mediation satisfaction rate (%)	88%	88%	95%	94%	94%	91%	88%
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target		* None			

Goal 1c Improve the quality and timeliness of prosecutions.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Administrative prosecution cases closed	210	163	83	*	*	38	15
– Cases closed by trial	137	87	43	*	*	24	6
– Cases closed by plea	60	63	33	*	*	12	6
★ Critical Indicator	"NA" Not Available		⇅ Directional Target	* None			

SERVICE 2 Inform and educate the public about the agency.

Goal 2a Increase outreach and education of City residents.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Outreach presentations conducted	732	694	947	*	*	253	340
★ Critical Indicator	"NA" Not Available		⇅ Directional Target	* None			

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience							
Completed requests for interpretation	695	744	731	*	*	NA	NA
Letters responded to in 14 days (%)	88%	80%	79%	*	*	83%	70%
E-mails responded to in 14 days (%)	100%	100%	86%	*	*	75%	100%
CORE facility rating	100	98	94	*	*	NA	NA
★ Critical Indicator	"NA" Not Available		⇅ Directional Target	* None			

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$14.1	\$15.2	\$16.4	\$16.7	\$17.5	\$17.9	\$5.4	\$6.1
Personnel	164	173	182	190	190	194	171	176
Overtime paid (\$000)	\$360	\$330	\$444	\$0	\$325	\$0	\$109	\$179
¹ February 2019 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 FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)	Applicable MMR Goals ³
001 - Personal Services	\$13.1	\$13.4	All
002 - Other Than Personal Services	\$3.3	\$4.1	All
Agency Total	\$16.4	\$17.5	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds. ²Includes all funds.
³Refer 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:

- Monthly statistics:
<http://www1.nyc.gov/site/ccrb/policy/monthly-statistical-reports.page>
- File complaints online:
<https://www1.nyc.gov/site/ccrb/complaints/file-online.page>
- Status of complaints:
<http://www1.nyc.gov/apps/ccrb-status-lookup>
- Administrative trials:
<https://www1.nyc.gov/site/ccrb/prosecution/apu-trials.page>
- Maps of complaints in each precinct:
<http://www1.nyc.gov/site/ccrb/policy/complaint-activity-map.page>

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

LAW DEPARTMENT

Zachary W. Carter, Corporation Counsel



WHAT WE DO

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

FOCUS ON EQUITY

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

OUR SERVICES AND GOALS

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

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

SERVICE 2 Prosecute juvenile delinquency cases in Family Court.

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

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

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

HOW WE PERFORMED

- During the first four months of Fiscal 2019 the payout for judgments and claims brought against the City in state and federal court decreased by nearly 50 percent compared to the same period of Fiscal 2018. This decrease is attributable, in part, to the fact that payouts since Fiscal 2015 have been unusually high as a result of the settlements of several large and longstanding legal matters against the City.
- Total cases commenced against the City increased nearly six percent which is primarily attributable to the increased number of filings in state court during the first four months of Fiscal 2019. Based upon the distribution of cases across agencies, this increase does not appear to be a lasting trend.
- Cases pending in state court increased four percent due, in part, to the seven percent increase in state court cases commenced in Fiscal 2019 as compared with the prior fiscal year.
- The Special Federal Litigation Division's assertive approach to motion practice and trials resulted in favorable verdicts, dismissals and discontinuances that were nearly one-fourth of all actions commenced in federal court, greater than the already high 22 percent dismissal and discontinuance rate for actions commenced during Fiscal 2018. This approach, together with the consequent settlement of actions has led to a 23 percent decline in pending cases. These successful litigation outcomes have likely discouraged the filing of meritless claims and contributed to a six percent decline in new filings this fiscal year.
- Referred cases filed for prosecution in Family Court decreased by just over eight percent this period compared to last PMMR, which may be attributable to the number of cases deemed unsuitable for filing after investigation or because witnesses opted not to cooperate.
- Crime victims in Family Court proceedings referred for community-based services increased 14 percentage points as a result of continued efforts aimed at ensuring victims are apprised of the services available to them.

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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Total citywide payout for judgments and claims (\$000)	\$655,873	\$722,046	\$674,001	↓	↓	\$117,808	\$59,491
★ Total cases commenced against the City	9,507	8,141	8,219	*	*	2,646	2,793
– Cases commenced against the City in state court	8,009	7,132	7,367	7,600	7,600	2,360	2,523
– Cases commenced against the City in federal court	1,498	1,009	852	1,100	1,200	286	270
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None			

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Cases pending in state court	21,452	20,667	21,630	23,000	22,700	20,991	21,784
– Cases pending on trial calendar	2,425	2,441	2,337	2,700	2,700	2,506	2,187
Affirmative motions to dismiss or for summary judgment	1,516	1,648	1,713	*	*	581	483
★ Win rate on affirmative motions (%)	75%	76%	71%	78%	78%	71%	70%
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None			

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Cases pending in federal court	1,649	1,363	1,049	1,200	1,400	1,307	1,006
Dismissals and discontinuances	243	280	273	*	*	62	64
★ Critical Indicator	"NA" Not Available	↕ Directional Target		* None			

SERVICE 2 Prosecute juvenile delinquency cases in Family Court.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Referred cases filed for prosecution (%)	54%	50%	44%	55%	55%	42%	34%
Juvenile conviction rate (%)	76%	75%	77%	75%	75%	76%	75%
★ Juveniles successfully referred to a diversion program with no new delinquency referral within one year (%)	81%	81%	86%	75%	75%	80%	79%
Crime victims referred for community-based services (%)	53%	46%	46%	40%	40%	48%	62%
★ Critical Indicator	"NA" Not Available	↕ Directional Target		* None			

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Filing of enforcement referrals within 60 days of referral (%)	95%	96%	96%	85%	85%	95%	100%
★ Families entitled to a support order that get a support order (%)	71%	70%	70%	65%	65%	69%	72%
★ Critical Indicator	"NA" Not Available	↕ Directional Target		* None			

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience							
Completed requests for interpretation	1,002	875	883	*	*	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	"NA" Not Available	↕ Directional Target		* None			

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$194.4	\$218.8	\$227.2	\$235.3	\$253.7	\$252.5	\$82.0	\$86.1
Revenues (\$000,000)	\$42.7	\$28.5	\$22.5	\$21.7	\$36.7	\$21.3	\$8.3	\$16.2
Personnel	1,591	1,760	1,743	2,031	2,032	2,016	1,724	1,797
Overtime paid (\$000)	\$1,372	\$1,363	\$1,187	\$1	\$1	\$1	\$216	\$479
¹ February 2019 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 FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)	Applicable MMR Goals ³
001 - Personal Services	\$136.5	\$159.8	All
002 - Other Than Personal Services	\$90.7	\$94.0	All
Agency Total	\$227.2	\$253.7	
¹ Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. 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 Service Goal 2a 'Balance the needs of juveniles and the community in juvenile cases,' this is the last report prior to implementation of Raise the Age and Fiscal 2019 numbers will not be comparable to prior years.

ADDITIONAL RESOURCES

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



WHAT WE DO

The Department of Investigation (DOI) promotes and maintains integrity and efficiency in City government operations by investigating City employees and contractors who may be engaged in corrupt activities or unethical conduct and examining gross mismanagement and abuse in City agencies. It has oversight of more than 45 Mayoral agencies with over 300,000 employees, as well as dozens of City boards and commissions. DOI's strategy attacks corruption comprehensively through investigations that lead to high-impact arrests, public reports and recommended preventive internal controls and operational reforms that improve the way the City runs and prevents criminal misconduct and waste. DOI serves New Yorkers by acting as an independent and nonpartisan watchdog for City government.

FOCUS ON EQUITY

DOI focuses on equitable service delivery by rooting out municipal corruption through criminal investigations and examining systemic issues that undermine good government and New Yorkers' access to services. Toward that end, DOI reviews City agencies' policies and procedures to identify vulnerabilities and recommends concrete ways to strengthen internal controls so public dollars are saved and operations improved. Further, DOI works to improve the integrity, effectiveness and credibility of City government by investigating cases involving corruption, waste, fraud and inefficiency in City government and issues policy and procedure recommendations as necessary to mitigate vulnerabilities. One example of this mandate in the first four months of Fiscal 2019, is DOI's issuance of a report on the findings of an investigation into the Administration for Children's Services' (ACS) systemic accountability reviews of the safety of children in the Family Foster Care programs administered by private providers contracted by ACS. DOI discovered that, while ACS' evaluation processes uncovered and documented serious safety concerns for children in foster care, ACS frequently failed to then ensure that providers promptly addressed those concerns to prevent risk of harm to children. Specifically, DOI found ACS often did not ensure providers were adequately addressing concerns of poor safety performance identified in ACS' annual performance measurement process called Scorecard, and did not require providers to focus on addressing safety in its quality improvement mechanism called the Collaborative Quality Improvement process. DOI also found that ACS failed to promptly impose consequences when a provider received low safety scores on ACS' internal evaluations. DOI issued 12 recommendations to ACS to ensure providers are consistently held accountable in the future, and ACS agreed to implement all of them. DOI will continue to monitor as ACS reviews the problem providers and decides whether additional corrective action will be taken. DOI documents its investigative findings in public reports that outline the facts, uncover the vulnerabilities and recommend changes that strengthen internal controls and City processes to prevent similar ineffectiveness or corruption in the future, and issues policy and procedure recommendations. DOI also monitors agency implementation of its recommendations.

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 2019 complaints increased by 23 percent compared to the same period of Fiscal 2018. The Department attributes this to its ongoing public awareness campaign publicizing the damaging impact corruption has on the City and encouraging New Yorkers to act on and report these conditions to DOI.
- During the reporting period the number of written policy and procedure recommendations to City agencies decreased 57 percent. While DOI anticipates that the number of recommendations will continue to increase during the remainder of the fiscal year, it is not expected to meet Fiscal 2018 figures. In Fiscal 2018 DOI found that it needed to issue the same substantive recommendation to numerous City agencies. For every agency that received that particular recommendation, it was counted as a separate recommendation each time. In Fiscal 2019 the Department is continuing its goal of regularly issuing policy and procedure recommendations based on vulnerabilities identified in investigations, in order to promote accountability and decrease systemic vulnerabilities.
- Corruption prevention and whistleblower lectures increased by 14 percent. DOI continues to conduct lectures where it determines that vulnerabilities would be best addressed by the Department. During the reporting period there was an increase in in-person lectures.
- The number of integrity monitoring agreements decreased 18 percent from 17 to 14 due to five monitorships that came to a close in 2018, three of which occurred during the July through October period, either because they were time-limited and the time ended, or the company being monitored was performing well and the monitorship was discontinued.
- An increase in the number of case closures overall, coupled with the complexity and broad nature of these cases, led to a six percent increase in the average time to complete an investigation. However, the turnaround time for closures remains below targeted expectations.
- During the reporting period the number of arrests increased by 13 percent. Similarly, referrals for civil and administrative action increased by 49 percent, while referrals for criminal prosecution decreased by 10 percent.
- During the first four months of Fiscal 2019 there was a 48 percent decrease in financial recoveries to the City due to the nature of cases adjudicated during the period. Recoveries collected from previously closed cases decreased by 54 percent.
- The percentage of background investigations closed within six months increased by two percentage points, while the average time to complete a background investigation increased slightly due to DOI's focus on closing investigations older than 12 months. In an effort to review and close these older investigations, an internal team of background investigators has been assigned to focus solely on closing aged investigations.
- The average time to notify agencies of prospective childcare, home care and family care workers with criminal records after receipt from the State Division of Criminal Justice Services and FBI increased from one to two days. This increase resulted from several DOI Fingerprint Unit staff members on extended leave during the reporting period.

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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Complaints	11,616	12,132	13,073	*	*	4,210	5,195
★ Written policy and procedure recommendations to City agencies	700	512	2,540	300	300	200	87
Written policy and procedure recommendations accepted by City agencies (%)	85%	74%	48%	75%	75%	NA	NA
★ Corruption prevention and whistleblower lectures conducted	408	477	389	400	400	145	165
Corruption prevention lecture e-learning attendees	15,298	18,561	25,068	*	*	11,131	1,557
Integrity monitoring agreements	16	18	15	*	*	17	14
Vendor name checks completed within 30 days (%)	95%	98%	64%	95%	95%	97%	90%
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None			

Goal 1b Improve the impact and effectiveness of investigations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Average time to complete an investigation (days)	145	152	152	180	180	165	175
★ Referrals for civil and administrative action	849	990	762	*	*	239	357
★ Referrals for criminal prosecution	745	896	860	*	*	251	227
★ Arrests resulting from DOI investigations	551	827	661	*	*	182	206
★ Financial recoveries to the City ordered/agreed (\$000)	\$3,004	\$4,069	\$4,897	↑	↑	\$1,942	\$1,012
★ Financial recoveries to the City collected (\$000)	\$5,095	\$2,588	\$3,374	↑	↑	\$1,072	\$493
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None			

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Average time to complete a background investigation (from date of receipt) (days)	351	522	533	300	300	537	562
★ Background investigations closed within 12 months (from date of receipt) (%)	60%	40%	39%	60%	60%	36%	38%
★ Time to notify agencies of prospective childcare, home care and family care workers with criminal records after receipt from State Division of Criminal Justice Services and FBI (days)	1	1	1	2	2	1	2
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)	1	1	1	*	*	1	1
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None			

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience							
Completed requests for interpretation	26	23	16	*	*	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%
Average wait time to speak with a customer service agent (minutes)	3	3	3	*	*	NA	NA
CORE facility rating	98	100	100	*	*	NA	NA
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None			

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$38.4	\$45.3	\$42.0	\$38.9	\$54.3	\$38.4	\$21.9	\$21.9
Revenues (\$000,000)	\$3.2	\$3.2	\$3.2	\$3.8	\$3.8	\$3.8	\$0.4	\$0.2
Personnel	321	353	366	375	403	380	367	355
Overtime paid (\$000)	\$754	\$1,047	\$1,143	\$110	\$222	\$105	\$291	\$312
¹ February 2019 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 FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$29.6	\$32.6	
001 - Personal Services	\$24.6	\$26.6	All
003 - Inspector General	\$5.0	\$6.0	All
Other Than Personal Services - Total	\$12.4	\$21.8	
002 - Other Than Personal Services	\$11.1	\$20.4	All
004 - Inspector General	\$1.2	\$1.4	All
Agency Total	\$42.0	\$54.3	
¹ Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. 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 2018 values for 'complaints,' 'current investigations,' 'written policy and procedure recommendations to City agencies,' 'integrity monitoring agreements,' 'referrals for civil and administrative action,' 'referrals for criminal prosecution,' and 'arrests resulting from DOI investigations' to reflect updated data.

ADDITIONAL RESOURCES

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

CITY COMMISSION ON HUMAN RIGHTS

Carmelyn P. Malalis, Commissioner/Chair



WHAT WE DO

The New York City Commission on Human Rights (CCHR) is the agency charged with enforcing the New York City Human Rights Law (NYCHRL), which is one of the most comprehensive anti-discrimination laws in the country. It includes protections in public accommodations, housing, and employment based on race, religion/creed, color, age, national origin, alienage or citizenship status, gender, gender identity and expression, sexual orientation, pregnancy, disability, marital or partnership status, and status as a veteran or active military service member. Additional protections are included in employment based on arrest or conviction record; status as a victim of domestic violence, stalking and sex offenses; caregiver status; unemployment status; salary history, and credit history. More protections are afforded in housing based on lawful occupation, lawful source of income, the presence of children, and status as a victim of domestic violence, stalking and sex offenses. CCHR is empowered to investigate and prosecute NYCHRL violations, including systemic violations. CCHR educates New Yorkers about their rights and responsibilities under the NYCHRL; provides pre-complaint intervention and dispute resolution; and promotes positive intergroup relations through conferences, workshops and training sessions, among other initiatives conducted by its Community Relations Bureau. CCHR also offers confidential post-complaint mediation services through its Office of Mediation and Conflict Resolution.

FOCUS ON EQUITY

More than three years after a new Commissioner and Chair took office, the agency continues to vigorously prosecute violations of the NYCHRL while expanding awareness of the NYCHRL to the City's underserved communities and most vulnerable residents through a creative intersectional approach to outreach and programming that emphasizes restorative justice.

In response to the needs of the City's most vulnerable communities and their advocates, CCHR continues to pursue enforcement actions initiated through proactive testing and Commission-initiated investigations. During the first four months of Fiscal 2019, CCHR closed twice as many cases through pre-complaint resolutions as during the same period last fiscal year. The total amount of compensatory damages ordered in cases during this period was \$1,275,812, compared to \$1,153,394 last period.

In its ongoing response to the challenges in the national sociopolitical climate, the Commission followed up last year's successful survey of incidents of hate and bias experienced by Arab, Jewish, Muslim, Sikh, and South Asian communities in New York City by developing a referral network aimed at supporting those communities. CCHR has advisors with the expertise and cultural competence to provide dedicated outreach and education services to these communities.

From July to October 2018, CCHR invested resources in intake, early intervention, and focused resources on source of income discrimination in housing. Following its historic sexual harassment hearing last year, the Commission has provided extensive outreach and training to NYC businesses and individuals to help them comply with the City's new sexual harassment protections.

During the reporting period, CCHR executed successful media outreach efforts (including the creation of new outreach materials and citywide ad campaigns) across various platforms, including digital and mobile, citywide, ethnic and community radio, TV, and print, and public transportation and neighborhood storefront ads. The main areas of focus were on sexual harassment, protections for immigrant, religious, and LGBTQ communities, and employment protections against inquiries into salary history.

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 2019, the Law Enforcement Bureau (LEB) opened 590 new matters across all types of cases: pre-complaint interventions, matters undergoing testing, cases in which a complaint was filed, and cases in which a complaint is in the process of being drafted. During the reporting period, 302 complaints were filed with LEB.
- At the end of the reporting period, there are 2,749 open matters across all types of cases: pre-complaint interventions, matters undergoing testing, cases in which a complaint was filed, and cases in which a complaint is in the process of being drafted. The total caseload of filed complaints under investigation was 1,822 at the close of this period.
- LEB resolved 86 cases through pre-complaint resolution, more than twice the number of cases so resolved in the first four months of last fiscal year. The Office of Mediation and Conflict Resolution successfully mediated 11 cases during this period.
- In order to work towards maintaining a sustainable caseload while also conducting in-depth investigations, LEB continued to successfully increase case closures, closing 319 cases with filed complaints during the reporting period, compared to 238 such closures in the first four months of Fiscal 2018. Notably, despite an increase in filed complaints, LEB resolved more complaints than were filed, underscoring the success of the Bureau's case processing strategies.
- The total amount of compensatory damages awarded this reporting period was \$1,275,812 and the total amount of civil penalties was \$165,000. By comparison, the Commission awarded \$1,153,394 in compensatory damages and handed down \$49,500 in civil penalties during the same period last year.
- LEB continued to dedicate resources towards strategic enforcement: in the first four months of Fiscal 2019, LEB tested 139 entities and opened 193 new Commission-initiated investigations. LEB filed 10 complaints alleging pattern or practice violations, double the number of such complaints filed in the same time period last year.
- In the first four months of Fiscal 2019, the Community Relations Bureau (CRB) conducted 1,051 conferences, workshops and training sessions to New Yorkers, a 14 percent increase from the same period of Fiscal 2018.
- CRB's Bias Response Team responded to 103 bias incidents in the first four months of Fiscal Year 2019, a 243 percent increase from the same period of Fiscal 2018. This can be attributed to CRB's dedicated outreach to impacted and marginalized communities to encourage reporting; as well as closer collaboration with other agencies, such as the NYPD, when these incidents occur.
- During the first four months of Fiscal 2019, the Commission offered 19 external sexual harassment trainings to a total of 551 New Yorkers.
- CRB offered 48 school-based trainings in the first four months of Fiscal 2019. During the first four months of Fiscal 2019, CRB served 42,374 New Yorkers.

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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Inquiries received	NA	NA	9,513	*	*	3,310	3,450
Matters initiated	NA	NA	1,576	*	*	338	590
Complaints successfully mediated	0	0	26	*	*	0	11
Pre-complaint resolutions	200	310	193	*	*	61	86
★ Complaints filed	908	806	805	*	*	214	302
Complaints closed	336	536	730	*	*	238	319
– Cases closed (%) - no probable cause determination	5%	7%	4%	*	*	2%	5%
★ – Cases closed (%) - probable cause determination	6%	4%	5%	*	*	6%	5%
– Cases closed (%) - administrative cause	62%	65%	68%	*	*	73%	58%
★ – Cases closed (%) - settlement	27%	24%	23%	23%	23%	19%	32%
Complaints referred to the Office of Administrative Trials and Hearings	21	21	36	*	*	16	15
Modifications for accessibility for people with disabilities	191	307	90	*	*	38	26
★ Average age of complaint caseload (days)	340	468	553	300	300	514	561
Open complaints	1,318	1,643	1,829	474	474	1,679	1,822
Complaints pending by age - less than one year	837	728	721	414	414	635	789
Value of damages for complainants (\$)	NA	\$2,287,445	\$3,785,312	*	*	\$1,153,394	\$1,275,812
Amount of civil penalties imposed (\$)	NA	\$379,250	\$487,250	*	*	\$49,500	\$165,000
Open matters	NA	NA	NA	*	*	NA	2,749
★ Critical Indicator "NA" Not Available ⇅ Directional Target * None							

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

Goal 2a

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Conferences, workshops and training sessions	2,397	2,947	3,127	3,000	3,000	924	1,051
School-based training sessions conducted	79	173	186	250	250	45	48
People served	38,435	69,087	80,454	80,000	80,000	30,329	42,374
Responses to bias-based incidents	NA	NA	146	*	*	30	103
★ Critical Indicator "NA" Not Available ⇅ Directional Target * None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience							
Letters responded to in 14 days (%)	98.0%	86.7%	83.0%	*	*	93.5%	98.0%
E-mails responded to in 14 days (%)	100.0%	97.3%	98.0%	*	*	96.3%	99.0%
Completed customer requests for interpretation	1,671	1,425	1,756	*	*	577	580
Average wait time to speak with a customer service agent (minutes)	11	9	6	*	*	5	6
CORE customer experience rating (0-100)	100	98	99	*	*	NA	NA
★ Critical Indicator "NA" Not Available ↑↓ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$8.8	\$10.4	\$12.8	\$13.5	\$13.9	\$14.2	\$4.5	\$4.7
Personnel	89	108	142	162	162	165	118	141
Overtime paid (\$000)	\$7	\$5	\$11	\$15	\$15	\$15	\$1	\$2
¹ February 2019 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 FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$9.5	\$11.2	
001 - Personal Services	\$3.3	\$4.0	All
003 - Community Development	\$6.2	\$7.1	All
Other Than Personal Services - Total	\$3.3	\$2.8	
002 - Other Than Personal Services	\$1.6	\$0.5	All
004 - Community Development	\$1.7	\$2.2	All
Agency Total	\$12.8	\$13.9	
¹ Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. 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 this PMMR, the Commission retires 'Community-based technical assistance' and replaces it with the more accessibly-named 'People served.'
- In this PMMR, the Commission retires 'Average value of case settlement for complainant (\$)' as it has been often found to give a false impression that cases at the Commission are intrinsically valued at an average amount. In its place, the

Commission will report on two new indicators reflecting the monetary impact of the Commission's law enforcement work: 'Value of damages for complainants (\$)' and 'Amount of civil penalties imposed (\$).'

- To provide a more comprehensive picture of the quantifiable aspects of the Commission's work, the Commission has added four additional new indicators: 'Inquiries received,' 'Matters initiated,' 'Open matters,' and 'Responses to bias-based incidents.' In the interest of clarity, the indicator 'Caseload' has been renamed 'Open complaints.'

ADDITIONAL RESOURCES

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

OFFICE OF ADMINISTRATIVE TRIALS AND HEARINGS

Fidel F. Del Valle, Commissioner/Chief Administrative Law Judge



WHAT WE DO

The Office of Administrative Trials and Hearings (OATH) is the City's central, independent administrative law court. OATH has two divisions: the OATH Trials Division and the OATH Hearings Division. The OATH Trials Division adjudicates a wide range of issues that can be referred by any City agency, board or commission. Its caseload includes employee discipline and disability hearings for civil servants, Conflicts of Interest Board cases, proceedings related to the retention of seized vehicles by the police, City-issued license and regulatory enforcement, real estate, zoning and loft law violations, City contract disputes and human rights violations under City Human Rights Law. OATH Trials are conducted by Administrative Law Judges who are appointed to five year terms. In the OATH Hearings Division, hearings are conducted on summonses that can be issued by 25 different City enforcement agencies for alleged violations of law or City rules. These summonses are issued by the Departments of Buildings, Sanitation, Environmental Protection, Consumer Affairs, Health and Mental Hygiene, and the Taxi and Limousine Commission, among others. OATH also has the jurisdiction to hold hearings on summonses from entities such as the Port Authority of New York and New Jersey. OATH Hearings are conducted by Hearing Officers.

FOCUS ON EQUITY

OATH was established as an independent agency with the mission to provide fair and unbiased administrative trials and hearings to the City's residents, businesses and agencies. Since the Commissioner took office in 2014, OATH has undertaken a transformation of administrative law adjudications. OATH has redesigned and streamlined all of the rules, procedures, forms and documents across its Hearings Division with the aim of making the hearing processes uniform and understandable to anyone who receives a summons, regardless of which of the various City enforcement agencies issued the summons.

Fiscal 2018 represented the first full year of operation of OATH's Help Centers, established in every Hearings Division location throughout the five boroughs. Help Centers are staffed by Procedural Justice Coordinators (PJC) who are responsible for assisting self-represented litigants in understanding OATH procedures, navigating the hearing process, and finding legal resources and City records. By design, PJCs provide legal information, but do not offer specific legal guidance or act as legal representatives. In Fiscal 2018, OATH's PJCs actively assisted 40,165 people in-person and 581 people through e-mail.

Additionally, Fiscal 2018 was the first full year in which OATH had jurisdiction over summonses filed under the Criminal Justice Reform Act (CJRA). This law gives the Police Department, the Department of Parks and Recreation and other enforcement agencies the option of filing certain low-level quality-of-life summonses at OATH rather than in NYC Criminal Court. CJRA summonses filed at OATH can be admitted and paid or fought online, and the charge will not carry with it the same consequences that come with having had a criminal summons or record. The law also gives OATH the authority to offer community service instead of a monetary penalty for certain violations covered by the CJRA. Community Service options at OATH are instructive in nature, including e-learning modules, and are aimed at preventing future offenses.

OUR SERVICES AND GOALS

SERVICE 1 Adjudicate the City's administrative matters.

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

SERVICE 2 Adjudicate alleged violations of the City's local administrative laws.

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

HOW WE PERFORMED

- The time it took for a Trials Division decision to be issued after the trial completed and the record closed shortened from 5.5 days in the first four months of Fiscal 2018 to 4.2 days in the same period of Fiscal 2019.
- In the first four months of Fiscal 2019, the OATH Hearings Division received 26,991 fewer summonses than it received during the same time period of Fiscal 2018.
- Despite receiving fewer summonses in the first four months of Fiscal 2019 compared to the first four months of Fiscal 2018, the Hearings Division conducted 13,300 more hearings than it did in the same period last year.
- The average wait time for decisions from the Hearings Division shortened by two days. Decisions were issued in an average of six days in the first four months of Fiscal 2019 as compared to eight days in the same period of Fiscal 2018.

SERVICE 1 Adjudicate the City's administrative matters.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
OATH Trials Division cases with decisions issued within 45 business days (%)	93%	93%	91%	*	*	88%	91%
★ OATH Trials Division facts and conclusions adopted by agencies (%)	99%	99%	99%	96%	96%	99%	97%
OATH Trials Division settlement rate (%)	57%	59%	57%	55%	55%	56%	55%
Cases filed at the OATH Trials Division (total)	2,553	2,661	2,836	*	*	992	893
Cases closed at the OATH Trials Division (total)	2,560	2,668	2,677	*	*	871	907
★ Cases processed per ALJ (total)	188.6	189.6	202.0	↑	↑	67.5	71.2
Average time for the OATH Trials Division to issue decisions after records closed (business days)	5.4	5.2	4.0	15.0	15.0	5.5	4.2
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

SERVICE 2 Adjudicate alleged violations of the City's local 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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Total summonses received from the issuing agencies at the OATH Hearings Division	826,690	844,299	872,364	*	*	322,859	295,868
Total hearings at the OATH Hearings Division	271,920	298,571	330,110	*	*	103,157	116,457
★ Total number of pre-hearing activities at the OATH Hearings Division	298,819	313,665	290,437	*	*	98,709	103,047
★ Total summonses processed at the OATH Hearings Division	612,124	633,596	658,245	*	*	218,348	236,115
★ Summonses with decision rendered at the OATH Hearings Division	195,290	207,723	248,438	*	*	75,913	89,122
★ Average time from OATH Hearings Division hearing assignment to decision rendered (days)	4	7	7	*	*	8	6
OATH hearings by mail (% of total remote hearings)	24.4%	32.3%	19.9%	*	*	21.7%	16.2%
OATH hearings by phone (% of total remote hearings)	16.7%	15.5%	19.2%	*	*	19.9%	18.1%
OATH one-click hearings (% of total remote hearings)	58.9%	52.2%	60.9%	*	*	58.4%	65.7%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience							
Completed customer requests for interpretation	10,185	11,842	16,034	*	*	5,910	6,409
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	98.62%	*	*	95.1%	100%
CORE customer experience rating (0-100)	98	97	98	*	*	NA	NA
★ Critical Indicator "NA" Not Available ⇅ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$36.3	\$39.0	\$44.4	\$49.6	\$50.9	\$52.4	\$17.9	\$18.6
Revenues (\$000,000)	\$155.2	\$147.5	\$157.8	\$137.0	\$155.2	\$141.8	\$52.9	\$63.6
Personnel	360	380	393	498	496	498	387	383
Overtime paid (\$000)	\$50	\$51	\$68	\$50	\$50	\$50	\$19	\$13
¹ February 2019 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 FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)	Applicable MMR Goals ³
001 - Personal Services	\$33.1	\$37.0	All
002 - Other Than Personal Services	\$11.3	\$13.9	All
Agency Total	\$44.4	\$50.9	
¹ Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. 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 2018 4-month actual figure for 'OATH Hearings by Mail (% of total remote hearings)' has been updated.

ADDITIONAL RESOURCES

For additional information, go to:

- OATH Trials Division data:
<https://www1.nyc.gov/site/oath/about/trials-division-data.page>
- OATH Hearings Division data:
<http://www1.nyc.gov/site/oath/about/hearings-division-data.page>

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

BUSINESS INTEGRITY COMMISSION

Daniel D. Brownell, Commissioner/Chair



WHAT WE DO

The Business Integrity Commission (BIC) regulates and monitors the trade waste hauling industry and the wholesalers and businesses operating in the City's public wholesale markets, and ensures the integrity of businesses in these industries. Through vigorous background investigations of license and registration applications, the establishment of standards for services and conduct of business, and long-term criminal investigations, BIC carries out its mandate to make certain that these regulated industries and businesses remain free of organized crime and other forms of corruption. BIC protects New York City consumers by ensuring that businesses in certain industries and markets act in an honest manner. By fostering an open marketplace, BIC ensures that businesses in those industries and markets are protected from unfair competition. BIC also has the authority to regulate the shipboard gambling industry, although that industry currently does not operate in New York City.

FOCUS ON EQUITY

The mission of the Business Integrity Commission (BIC) is to eliminate organized crime and other forms of corruption from the industries BIC regulates: the commercial trade waste industry and the wholesale food markets. By fostering an open marketplace, BIC ensures that the regulated businesses are able to compete fairly and that the marketplaces are free from the criminal activity that once dominated them. By ensuring businesses in the regulated industries operate with good character, honesty and integrity, BIC helps maintain a fair marketplace for all businesses that have contact and work with our regulated companies.

OUR SERVICES AND GOALS

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

- Goal 1a Ensure that all businesses in the commercial waste hauling industry abide by the law.
- Goal 1b Process license and registration applications for the waste hauling industry in a timely manner.

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

- Goal 2a Ensure that businesses in and around public wholesale markets abide by the law.
- Goal 2b Process registration applications for public wholesale businesses in a timely manner.

HOW WE PERFORMED

- Due to prior enforcement efforts targeting illegally operating waste haulers, the number of violations issued in this area decreased significantly. BIC issued 71 percent fewer violations to this group in the first four months of Fiscal 2019 than in the same period of Fiscal 2018. There was a significant increase in the number of violations BIC issued to legally operating private waste haulers, from 34 in the first four months of Fiscal 2018 to 121 during the same period of Fiscal 2019. These violations pertain to licensees and registrants who failed to comply with Commission directives.
- For the first four months of Fiscal 2019, the average time to approve a new waste hauling application remained steady. Yet, the average time to approve a renewal waste hauling application increased by 19 percent. This was impacted by the recent renewal cycle, as was the number of waste hauling applications pending, which is 41 percent higher than for the same four-month period of Fiscal 2018. The average age of a pending waste hauling application increased by 11 percent between these periods.
- In the first four months of Fiscal 2019, the number of violations issued to public wholesale market businesses remained consistent with the first four months of Fiscal 2018. This was due to ongoing compliance with BIC rules and regulations in this industry.
- The average time to approve a public wholesale market application decreased by 45 percent in the first four months of Fiscal 2019 compared to the first four months of Fiscal 2018. Between the same two periods, the average age of a pending public wholesale market application decreased by 31 percent.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Violations issued to private waste haulers	892	640	488	*	*	104	141
★ Violations issued to legally operating private waste haulers	709	343	312	*	*	34	121
★ Violations issued to illegally operating private waste haulers	183	297	176	*	*	70	20
★ Waste hauling applications denied	18	8	5	*	*	0	1
Waste hauling complaints received	449	351	352	*	*	125	199
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	98.0%	100.0%	88.0%	*	*	96.0%	100.0%
★ Critical 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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Average time to approve waste hauling applications (days) - New and Renewal	235	240	129	200	200	128	149
★ Average time to approve waste hauling applications (days) - New	154	136	112	150	150	123	126
★ Average time to approve waste hauling applications (days) - Renewal	254	274	134	210	210	129	154
★ Average age of pending waste hauling applications (days)	214	220	122	180	180	133	147
★ Waste hauling applications pending	600	359	617	*	*	400	564
Waste hauling applications approved - New and Renewal	994	876	1,006	*	*	303	301
Waste hauling applications approved - New	187	216	210	*	*	72	55
Waste hauling applications approved - Renewal	807	660	796	*	*	231	246
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

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

Goal 2a

Ensure that businesses in and around public wholesale markets abide by the law.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Violations issued at public wholesale markets	97	64	57	*	*	22	23
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	98.3%	100.0%	100.0%	*	*	100.0%	100.0%
★ Public wholesale market applications denied	0	1	0	*	*	0	0
★ Public wholesale market applications pending	107	16	25	*	*	6	36
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

Goal 2b

Process registration applications for public wholesale businesses in a timely manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Average time to approve public wholesale market applications (days)	309	270	149	200	200	216	118
Average age of pending public wholesale market applications (days)	215	227	108	150	150	166	114
Public wholesale market applications approved	62	121	37	*	*	13	9
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience							
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	92%
Completed customer requests for interpretation	93	24	68	*	*	NA	NA
Average wait time to speak with a customer service agent (minutes)	3:02	2:98	3:09	*	*	NA	NA
CORE customer experience rating of facilities (0-100)	100	100	100	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$8.1	\$9.6	\$8.8	\$8.6	\$9.3	\$9.3	\$4.1	\$4.3
Revenues (\$000,000)	\$6.9	\$4.8	\$7.4	\$5.1	\$5.1	\$6.6	\$2.1	\$1.6
Personnel	77	78	81	89	94	93	80	82
Overtime paid (\$000)	\$57	\$67	\$106	\$24	\$42	\$24	\$32	\$41
¹ February 2019 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 FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)	Applicable MMR Goals ³
001 - Personal Services	\$5.9	\$6.2	All
002 - Other Than Personal Services	\$2.8	\$3.1	All
Agency Total	\$8.8	\$9.3	
¹ Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.		² Includes all funds.	
³ Refer to agency goals listed at front of chapter. "NA" Not Available * None			

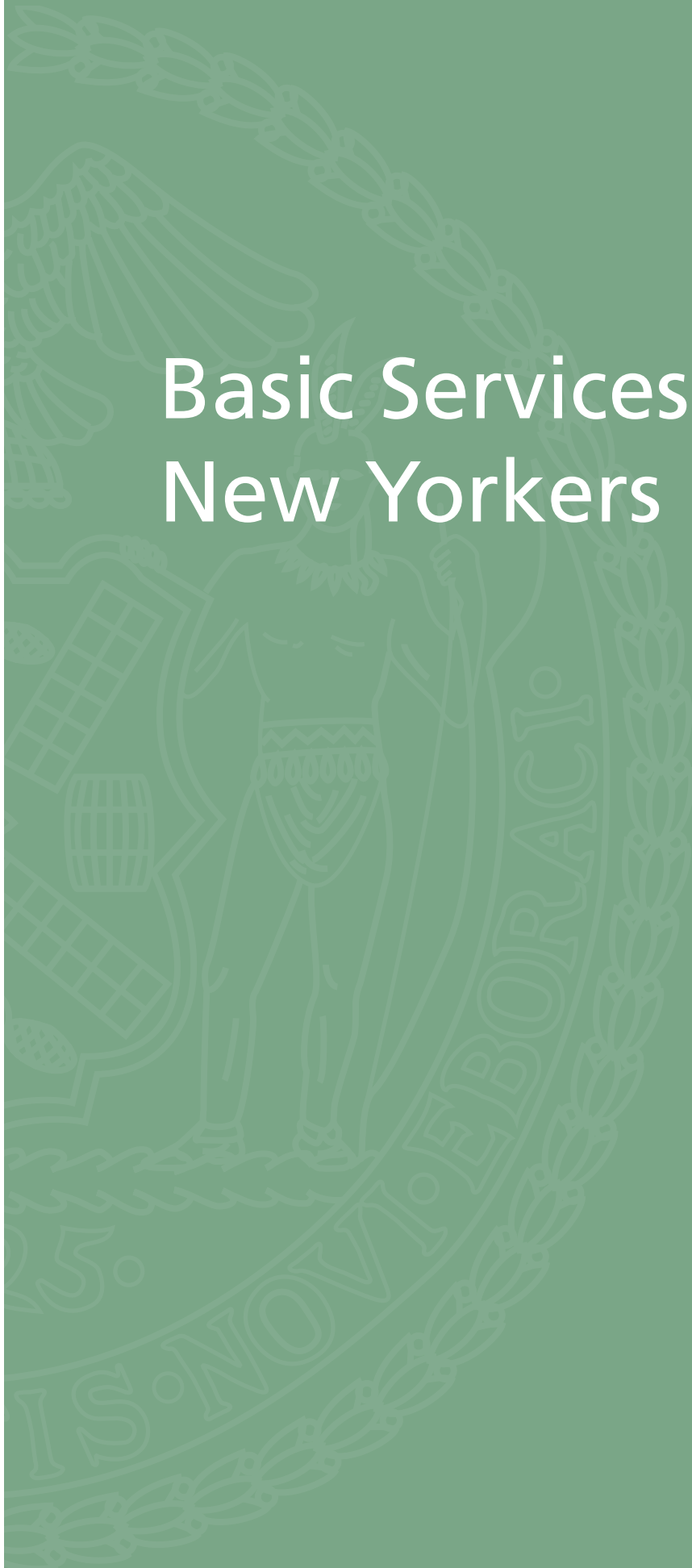
NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- BIC has introduced two indicators: 'Waste hauling applications denied' and 'Public wholesale market applications denied.' These indicators replace 'Total waste hauling applications denied (%)' and 'Public wholesale market applications denied (%)'. The new indicators showing the quantity denied, rather than the percent, are consistent with the indicators of the amount of pending and approved applications that BIC reports for each of these regulated areas.

ADDITIONAL RESOURCES

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

Basic Services for All New Yorkers



Basic Services for All New Yorkers



Department of
Sanitation

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Department of
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Department of Parks &
Recreation

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311 Customer
Service Center

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Department of
Cultural Affairs

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Taxi and Limousine
Commission

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DEPARTMENT OF SANITATION

Kathryn Garcia, Commissioner



WHAT WE DO

The Department of Sanitation (DSNY) keeps New York City healthy, safe and clean by collecting, recycling and disposing of waste; cleaning streets and vacant lots; and clearing snow and ice. The Department operates 59 district garages and manages a fleet of more than 2,200 collection trucks, 450 mechanical brooms and 690 large and small salt spreaders. The Department clears litter, snow and ice from approximately 6,000 miles of City streets and removes debris from vacant lots and abandoned vehicles from City streets. The Department leads the City's efforts to contribute zero waste to landfills by 2030, a key component of *One New York: The Plan for a Strong and Just City*.

FOCUS ON EQUITY

DSNY is committed to providing high-quality, responsive waste management, street cleaning and snow removal services to all New Yorkers. The Department continues to implement new outreach strategies in low-income communities and expand participation in recycling and re-use programs—including ecycleNYC, refashionNYC, NYC Organics Collection, Zero Waste Schools, donateNYC and SAFE Disposal events—to give New Yorkers the ability to manage their own waste footprint.

The Department is continuing implementation of the City's Solid Waste Management plan, a blueprint for a more equitable waste infrastructure system. In 2017, DSNY opened the Hamilton Avenue Marine Transfer Station. This new facility serves 10 districts in Brooklyn, redirecting approximately 200 DSNY trucks per day from private land-based transfer stations in environmental justice areas. In July 2018, the City passed a transfer station capacity reduction bill, a momentous achievement that will help reduce the impact of waste transfer infrastructure on historically overburdened communities and limits future capacity growth.

In October 2018, DSNY appointed a Chief Supplier Diversity Officer who will be responsible for directing and implementing policy and programs to increase opportunities for M/WBEs in agency contracts. The Department also continues efforts to achieve diversity in recruitment and promotion at all staff levels, working closely with professional organizations, such as Non-traditional Employment for Women (NEW) a workforce development program that prepares women for careers in facilities maintenance, construction and other trades. In 2018, the Department promoted the first uniformed woman to rise to the rank of four-star Chief in the Department's history.

OUR SERVICES AND GOALS

SERVICE 1 Clean streets, sidewalks and vacant lots.

Goal 1a Increase street and sidewalk cleanliness.

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

SERVICE 2 Collect and dispose of refuse.

Goal 2a Improve efficiency of refuse handling.

SERVICE 3 Recycle refuse.

Goal 3a Increase the percentage of waste recycled.

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

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

HOW WE PERFORMED

- During the first four months of Fiscal 2019, DSNY continued to run more than 60 litter basket trucks per week in targeted districts in each borough, concentrating in areas with low street cleanliness ratings as well as the three neighborhoods with the City's largest rodent infestations. The citywide street cleanliness rating remained high, averaging 95.5 percent during the first four months of Fiscal 2019.
- The number of violations issued for illegal posting continued to decrease significantly for the first four months of Fiscal 2019, down 41 percent from the same period last year. This is a direct result of a recent policy change to issue a warning letter to responsible parties rather than a summons. If the condition is not corrected within two weeks, the Department then issues a summons for each illegal posting.
- DSNY continued to proactively monitor and address conditions in vacant lots, with 1,124 lots cleaned in the first four months of Fiscal 2019, an increase of 2 percent from the 1,101 lots cleaned during the same period in Fiscal 2018.
- The refuse tons collected per truck-shift increased from 9.5 to 9.7 during the first four months of Fiscal 2019, as DSNY continues to implement the curbside organic collection program, which has diverted tonnage from refuse. Curbside organic collection also impacted the percentage of trucks dumped on shift, which declined slightly to 39.2 percent compared to the same period in Fiscal 2018. DSNY continues to monitor and evaluate collection routes to identify any possible efficiency improvements.
- The average outage rate for all collection trucks during the reporting period was 25 percent, an increase of seven percentage points over the previous period. This can be attributed to delays in new truck deliveries, as well as the fact that DSNY auto trades temporarily operated below headcount during the period.
- In the first four months of Fiscal 2019 the curbside and containerization diversion rate increased to 17.6 percent from 17.2 percent from the same period last year, and curb-side recycling tonnage increased five percent to 224,208 tons. This is a result of the work the Department has done to expand access to recycling programs, including curbside organics collection and curbside e-waste collection.
- There was a decrease in the paper recycling revenue per ton received during the reporting period, from \$23 to \$12. Although DSNY continues to receive revenue for recycled paper in accordance with vendor contracts, the revenue per ton has declined reflecting market conditions. The decrease in demand for recycled paper has been due in large part to China's revised policy which lowered the contamination rate acceptable for recycled paper processing.

SERVICE 1 Clean streets, sidewalks and vacant lots.

Goal 1a Increase street and sidewalk cleanliness.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Streets rated acceptably clean (%)	95.0%	95.9%	95.1%	92.0%	92.0%	94.5%	95.5%
Streets rated filthy (%)	0.2%	0.1%	0.2%	*	*	0.2%	0.2%
★ Sidewalks rated acceptably clean (%)	96.5%	97.3%	97.1%	97.0%	97.0%	96.6%	97.3%
Sidewalks rated filthy (%)	0.3%	0.1%	0.2%	*	*	0.2%	0.2%
Violations issued for dirty sidewalks	64,693	65,272	55,913	*	*	21,626	23,630
Violations issued for illegal posting	8,209	10,892	3,954	*	*	2,198	1,295
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target		* None			

Goal 1b

Increase the percentage of vacant lots that are clean.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Vacant lot cleaning requests	2,779	2,730	3,140	2,500	2,500	1,493	1,462
★ Lots cleaned citywide	3,638	3,399	3,494	3,200	3,200	1,101	1,124
Other non-lot locations cleaned	147	186	128	*	*	NA	90
★ Critical 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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Tons of refuse disposed (000)	3,196.2	3,213.4	3,193.3	3,150.0	3,150.0	1,085.7	1,108.5
★ Refuse tons per truck-shift	9.7	9.6	9.3	10.7	10.7	9.5	9.7
★ Trucks dumped on shift (%)	45.8%	43.7%	37.4%	45.6%	45.6%	42.3%	39.2%
Tons per day disposed	10,583	10,676	10,609	*	*	10,644	10,867
Average outage rate for all collection trucks (%)	19%	19%	19%	*	*	18%	25%
Missed refuse collections (%)	0.4%	0.1%	0.1%	*	*	0.2%	0.0%
★ Critical 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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Curbside and containerized recycling diversion rate (%)	16.9%	17.4%	18.0%	23.0%	23.0%	17.2%	17.6%
★ Curbside and containerized recycled tons (000)	613.8	644.3	663.6	848.6	848.6	213.0	224.2
Total annual recycling diversion rate (%)	18.9%	20.5%	20.9%	*	*	NA	NA
Recycled tons per day	2,373	2,565	2,676	2,270	2,270	NA	NA
Annual tons recycled total (000)	740	800	835	*	*	NA	NA
★ Recycling tons per truck-shift	5.6	5.6	5.5	6.2	6.2	5.5	5.7
Missed recycling collections (%)	0.1%	0.1%	0.2%	*	*	0.2%	0.1%
Recycling trucks dumped on shift (%)	26.5%	25.5%	24.5%	*	*	24.7%	23.0%
Recycling summonses issued	118,407	100,629	84,682	*	*	26,953	25,836
★ Critical Indicator	"NA" Not Available	↕ Directional Target					* None

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

Goal 4a

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Snowfall (total inches)	31.8	30.5	43.5	*	*	0.0	0.0
Salt used (tons)	302,229	391,719	480,016	*	*	0	0
★ Critical Indicator	"NA" Not Available	↕ Directional Target					* None

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Cases commenced against the City in state and federal court	747	432	573	*	*	161	177
Payout (\$000)	\$42,999	\$50,040	\$80,522	*	*	\$24,267	\$41,846
Private transfer station permits	61	57	60	*	*	57	56
Private transfer station inspections performed	4,570	5,758	5,875	*	*	1,874	2,046
Total Office of Administrative Trials and Hearings violations issued	458,050	456,373	390,611	*	*	132,803	129,650
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	89%	86%	86%	*	*	86%	86%
Refuse collection cost per ton (\$)	\$291	\$291	NA	*	*	NA	NA
Refuse cost per ton (fully loaded) (\$)	\$462	\$474	NA	*	*	NA	NA
Disposal cost per ton (\$)	\$171	\$183	NA	*	*	NA	NA
Recycling cost per ton (fully loaded) (\$)	\$670	\$738	NA	*	*	NA	NA
Recycling collection cost per ton (\$)	\$629	\$686	NA	*	*	NA	NA
Paper recycling revenue per ton (\$)	\$12	\$14	\$16	*	*	\$23	\$12
Removal cost per inch of snow (\$000)	\$3,283	\$3,157	\$2,457	*	*	NA	NA
Collisions involving City vehicles	2,625	2,455	2,310	*	*	616	621
Workplace injuries reported (uniform and civilian)	1,304	1,329	1,326	*	*	442	414
★ Critical Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience							
Completed requests for interpretation	16	15	32	*	*	NA	NA
Letters responded to in 14 days (%)	73%	66%	51%	*	*	44%	40%
E-mails responded to in 14 days (%)	75%	73%	69%	*	*	68%	69%
★ Critical Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Response to 311 Service Requests (SRs)							
Percent meeting time to close – Sanitation Condition - Street Cond/Dump-Out/ Drop-Off (5 days)	95	95	94	*	*	93	92
Percent meeting time to close – Literature Request - Blue Recycling Decals (7 days)	100	100	100	*	*	100	100
Percent meeting time to close – Literature Request - Green Mixed Paper Recycling Decals (7 days)	100	100	100	*	*	100	100
Percent meeting time to close – Dirty Conditions - Illegal Postering (7 days)	92	91	93	*	*	97	94
★ Critical Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$1,500.7	\$1,601.3	\$1,719.0	\$1,743.1	\$1,775.0	\$1,771.8	\$858.9	\$794.0
Revenues (\$000,000)	\$19.0	\$34.0	\$33.0	\$20.3	\$29.7	\$24.2	\$12.0	\$12.9
Personnel (uniformed)	7,465	7,544	7,558	7,657	7,823	7,721	7,759	7,904
Personnel (civilian)	2,299	2,445	2,495	2,649	2,657	2,700	2,407	2,415
Overtime paid (\$000,000)	\$101.0	\$132.5	\$163.9	\$121.1	\$138.5	\$131.0	\$33.7	\$36.2
Capital commitments (\$000,000)	\$176.4	\$258.3	\$289.0	\$494.9	\$416.9	\$564.7	\$62.4	\$22.8
¹ February 2019 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 FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$1,016.4	\$1,041.4	
101 - Executive Administrative	\$75.0	\$73.0	All
102 - Cleaning and Collection	\$761.3	\$777.9	1a, 1b, 2a, 3a
103 - Waste Disposal	\$26.3	\$37.0	2a, 3a
104 - Building Management	\$24.7	\$26.7	*
105 - Bureau of Motor Equipment	\$71.1	\$69.6	All
107 - Snow Budget	\$58.0	\$57.1	4a
Other Than Personal Services - Total	\$702.5	\$733.6	
106 - Executive and Administrative	\$107.0	\$105.5	All
109 - Cleaning and Collection	\$36.3	\$33.0	1a, 1b, 2a, 3a
110 - Waste Disposal	\$480.0	\$521.5	2a, 3a
111 - Building Management	\$5.1	\$4.7	*
112 - Motor Equipment	\$26.3	\$26.5	All
113 - Snow Budget	\$47.8	\$42.5	4a
Agency Total	\$1,719.0	\$1,775.0	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.

²Includes all funds.

³Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- DSNY added a new indicator 'other non-lot locations cleaned' to more fully reflect the workload of the Department's cleaning division. This indicator measures the number of instances DSNY cleans an area that is not a designated mapped lot, such as dead ends or mall islands.

ADDITIONAL RESOURCES

For additional information go to:

- *One New York: The Plan for a Strong and Just City:*
<http://www.nyc.gov/html/onenyc/downloads/pdf/publications/OneNYC.pdf>
- Scorecard – monthly street and sidewalk cleanliness ratings:
<http://www1.nyc.gov/site/operations/performance/scorecard-street-sidewalk-cleanliness-ratings.page>

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



WHAT WE DO

The Department of Parks and Recreation (DPR) plans, maintains and cares for a more than 30,000-acre municipal parks system that encompasses over 1,900 parks, 1,000 playgrounds, 36 recreation centers, more than 650,000 street trees and two million park trees. DPR's thousands of public programs include free Shape Up NYC fitness classes, Kids in Motion children's programming, swimming lessons and Urban Park Rangers' nature education. Through programs like Parks Without Borders, funded by Mayor Bill de Blasio with \$50 million, DPR is bringing innovative design to sites across the City. DPR's capital program strengthens the City's infrastructure by developing and improving parks, playgrounds, pools and recreational facilities.

FOCUS ON EQUITY

DPR is ensuring that the benefits of accessible, high-quality open space reach every community in New York City. DPR works towards this goal through its Framework for an Equitable Future, a comprehensive series of immediate steps and long-term initiatives to support equitable park development and sustainable service improvements. In August 2016 DPR announced that with \$150 million in Mayoral investment, it will make major improvements at five large parks under the Anchor Parks initiative, designed to bring the kind of amenities that are greatly needed in these bigger parks, such as soccer fields, comfort stations, running tracks and hiking trails. Each park was selected based on three factors: historical underinvestment, a large surrounding population and potential for park development. The framework also supports the ongoing \$318 million Mayoral funded Community Parks Initiative, which brings complete, community-informed reconstruction to 67 historically underserved neighborhood parks. All of DPR's efforts build on the core principles of good park development: targeted capital investment, strong community and public-private partnerships, innovative programming and efficient and effective maintenance. Interconnection among each of these areas is essential to the growth of a truly 21st century park system.

OUR SERVICES AND GOALS

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

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

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

- Goal 2a Maintain and preserve trees under DPR stewardship.
- Goal 2b Resolve high-priority tree work promptly.
- Goal 2c Increase the number of trees under DPR stewardship.

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

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

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

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

HOW WE PERFORMED

- Based on the results of DPR’s internal inspection program, the percent of parks rated acceptable for overall condition and cleanliness increased two percentage points compared to the first four months of Fiscal 2018. Continuing an upward trend, large park ratings for overall condition and cleanliness increased by seven and six percentage points, respectively. Sustained efforts to more effectively allocate and monitor maintenance staff at high-use parks during peak season resulted in improved large park ratings.
- During the first quarter of Fiscal 2019 crimes against persons decreased from 241 to 238, while crimes against properties increased from 270 to 307. 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.
- During the first four months of Fiscal 2019 over 1,000 fewer trees were removed compared to the same period of Fiscal 2018. This is a result of DPR’s transition away from a service request based approach to one that comprehensively prioritizes all tree work based on risk to the public. As such, work to mitigate and prevent high risk conditions is prioritized over work to address lower risk conditions that may include the removal of small, low-risk dead trees.
- The number of trees planted fell from 6,862 to 2,976 during the reporting period. This decline is attributable to a decrease in the number of trees planted in natural areas of parks. Natural area plantings are project dependent and may require several years of site preparation.
- Both the percent of immediate priority tree work resolved within seven days and the percent of high-priority tree work resolved within 28 days increased by 26 percentage points compared to the same period of Fiscal 2018. This dramatic increase is the result of refining operational procedures during the first year of DPR’s new risk management approach to urban tree care.
- During the reporting period DPR completed 38 capital projects with 87 percent of project construction completed on time or early and 97 percent within budget. Examples of projects include a \$2.6 million renovation of McGolrick Playground in Brooklyn and a \$4.2 million transformation of Sumner Playground, also in Brooklyn. Improvements to McGolrick Playground include new play equipment, spray showers, pavement, fencing, benches and plantings. Improvements to Sumner Playground include new play equipment for children of all ages, tot and junior swings, spray showers, reconstructed basketball courts and state-of-the-art adult fitness equipment that provides a free year-round outdoor gym in the community. The playground also boasts the first ever “skybox” barstool feature in a New York City park that overlooks a renovated ballfield with new natural turf, dugouts and bleachers.
- Recreation center attendance and membership declined slightly; two percent and three percent respectively. Periodic and full center closures related to capital renovations contributed to declining attendance and membership.
- Total attendance at non-recreation center programs declined by 33 percent due to significant weather-related program cancellations and changes in program site selection.

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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Parks rated acceptable for overall condition (%)	85%	86%	87%	85%	85%	85%	87%
– Overall condition of small parks and playgrounds (%)	83%	85%	87%	*	*	85%	85%
– Overall condition of large parks (%)	79%	79%	79%	*	*	79%	86%
– Overall condition of greenstreets (%)	97%	97%	97%	*	*	96%	95%
★ Parks rated acceptable for cleanliness (%)	92%	92%	93%	90%	90%	92%	93%
– Cleanliness of small parks and playgrounds (%)	91%	92%	93%	*	*	92%	91%
– Cleanliness of large parks (%)	88%	85%	87%	*	*	86%	92%

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
– Cleanliness of greenstreets (%)	99%	99%	99%	*	*	99%	100%
★ Play equipment rated acceptable (%)	95%	97%	97%	95%	95%	96%	95%
★ Safety surfaces rated acceptable (%)	95%	94%	94%	95%	95%	95%	94%
★ Comfort stations in service (in season only) (%)	95%	94%	94%	95%	95%	95%	94%
★ Spray showers in service (in season only) (%)	92%	93%	96%	95%	95%	95%	97%
★ Drinking fountains in service (in season only) (%)	96%	96%	96%	95%	95%	96%	96%
★ Recreation centers rated acceptable for cleanliness (%)	100%	98%	100%	95%	95%	NA	NA
★ Recreation centers rated acceptable for overall condition (%)	89%	82%	83%	85%	85%	NA	NA
Monuments receiving annual maintenance (%)	69%	65%	63%	*	*	25%	28%
★ Critical Indicator	“NA” Not Available	↕↔ Directional Target		* None			

Goal 1b Provide an overall quality park experience.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Major felonies reported on Parks’ properties (excludes Central Park) - Crimes against persons	612	670	669	↓	↓	241	238
★ – Crimes against properties	469	547	553	↓	↓	270	307
Summonses issued	21,176	20,907	23,744	*	*	10,616	9,576
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	85.9%	81.5%	80.4%	*	*	78.9%	79.0%
★ Critical Indicator	“NA” Not Available	↕↔ Directional Target		* None			

SERVICE 2 Manage the City’s street, park and forest trees

Goal 2a Maintain and preserve trees under DPR stewardship.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Street trees pruned - Block program	87,359	70,443	72,283	65,000	65,000	26,815	24,429
– Annual pruning goal completed (%)	92%	108%	111%	*	*	41%	38%
– Street trees pruned as a percent of pruning eligible trees	18%	14%	15%	*	*	NA	NA
Trees removed	16,505	15,749	8,869	*	*	3,477	2,335
Tree inspections	NA	NA	54,386	*	*	20,745	23,129
★ Critical Indicator	“NA” Not Available	↕↔ Directional Target		* None			

Goal 2b Resolve high-priority tree work promptly.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Immediate priority tree work resolved within 7 days (%)	NA	NA	63%	*	*	63%	89%
★ High-priority tree work resolved within 28 days (%)	NA	NA	61%	*	*	69%	95%
★ Critical Indicator	“NA” Not Available	↕↔ Directional Target		* None			

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Trees planted	62,086	50,018	34,779	↑	↑	6,862	2,976
– Trees planted along city streets	NA	11,744	14,610	*	*	889	756
– Trees planted on landscaped areas of parks	NA	2,985	1,486	*	*	133	280
– Trees planted in natural areas of parks	NA	35,289	18,683	*	*	5,840	1,940
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target	* None				

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Capital projects completed	98	104	123	*	*	40	38
★ Capital projects completed on time or early (%)	86%	85%	88%	80%	80%	80%	87%
Capital projects completed within budget (%)	88%	87%	88%	85%	85%	85%	97%
★ Critical 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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ New Yorkers living within walking distance of a park (%)	81.0%	81.5%	81.6%	↑	↑	NA	NA
★ Critical 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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Total recreation center memberships	162,062	161,514	154,292	↑	↑	155,696	151,365
★ Total recreation center attendance	3,575,088	3,402,621	3,202,200	↑	↑	1,019,370	997,965
★ Attendance at outdoor Olympic and intermediate pools (pool season)	1,759,235	1,413,105	1,601,869	*	*	NA	NA
Attendance at historic house museums	746,304	831,294	773,557	*	*	416,844	337,148
Attendance at skating rinks	564,696	581,842	562,976	*	*	NA	NA
Total attendance at non-recreation center programs	934,404	1,240,492	1,115,751	*	*	689,685	464,425
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target	* None				

Goal 4b

Increase volunteer activity at City programs and events.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Parks with an affiliated volunteer group (%)	29%	27%	23%	*	*	21%	16%
Volunteer turnout	44,212	50,378	53,603	*	*	19,400	15,809
★ Critical Indicator "NA" Not Available ⇅ Directional Target * None							

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Cases commenced against the City in state and federal court	349	315	306	*	*	107	105
Payout (\$000)	\$13,079	\$16,104	\$24,245	*	*	\$9,209	\$6,251
Collisions involving City vehicles	550	566	520	*	*	225	167
Workplace injuries reported	374	321	403	*	*	162	192
★ Critical Indicator "NA" Not Available ⇅ Directional Target * None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience							
E-mails routed and responded to in 14 days (%)	60%	77%	75%	60%	60%	67%	72%
Letters routed and responded to in 14 days (%)	47%	74%	76%	60%	60%	64%	74%
Completed customer requests for interpretation	122	110	173	*	*	NA	NA
CORE customer experience rating (0-100)	91	91	92	85	85	NA	NA
★ Critical Indicator "NA" Not Available ⇅ Directional Target * None							

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Response to 311 Service Requests (SRs)							
★ Total public service requests received - Forestry	90,217	74,247	87,075	*	*	36,986	43,180
– Downed Trees, downed limbs, and hanging limbs	20,462	21,155	25,258	*	*	10,459	12,952
Damaged Tree - Branch or Limb Has Fallen Down - % of SRs Meeting Time to First Action (8 days)	94%	97%	97%	95%	95%	96%	98%
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)	72%	70%	NA	90%	90%	77%	NA
Percent meeting time to first action - New Tree Request - For One Address (180 days)	90%	91%	95%	90%	90%	94%	85%
Percent meeting time to first action - Overgrown Tree/Branches - Hitting Building (30 days)	48%	35%	58%	95%	95%	52%	91%
Percent meeting time to first action - Root/Sewer/Sidewalk Condition - Trees and Sidewalks Program (30 days)	71%	60%	73%	85%	85%	48%	97%
★ Critical Indicator "NA" Not Available ⇅ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$476.1	\$532.6	\$545.3	\$534.1	\$580.7	\$542.8	\$221.1	\$225.8
Revenues (\$000,000)	\$71.8	\$70.0	\$69.4	\$76.0	\$83.0	\$74.5	\$26.6	\$28.1
Personnel (Total FT and FTE)	6,942	7,124	7,094	7,629	7,836	7,496	6,869	7,005
Full-time personnel	4,043	4,124	4,097	4,292	4,388	4,309	4,126	4,148
Full-time equivalent (FTE) personnel	2,899	3,000	2,997	3,337	3,448	3,187	2,743	2,857
- Parks Opportunity Program (POP) participants ³	1,529	1,608	1,506	1,601	1,664	1,778	1,426	1,522
Overtime paid (\$000,000)	\$19.2	\$21.1	\$23.7	\$15.2	\$15.4	\$15.9	\$8.8	\$8.7
Capital commitments (\$000,000)	\$359.1	\$586.0	\$437.5	\$1,207.0	\$908.7	\$951.5	\$99.3	\$125.9
¹ February 2019 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 FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$410.5	\$416.6	
001 - Executive Management and Administrative Services	\$8.3	\$8.8	All
002 - Maintenance and Operations	\$328.5	\$331.5	1a, 1b, 2a, 2b, 2c, 3a, 4a, 4b
003 - Design and Engineering	\$47.8	\$49.6	2c, 3a, 3b
004 - Recreation Services	\$26.0	\$26.8	4a, 4b
Other Than Personal Services - Total	\$134.7	\$164.1	
006 - Maintenance and Operations	\$106.4	\$135.7	1a, 1b, 2a, 2b, 2c, 3a, 4a, 4b
007 - Executive Management and Administrative Services	\$24.2	\$23.7	All
009 - Recreation Services	\$1.4	\$1.9	4a, 4b
010 - Design and Engineering	\$2.8	\$2.9	2c, 3a, 3b
Agency Total	\$545.3	\$580.7	
¹ Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. 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

- DPR's Fiscal 2019 Preliminary Mayor's Management Report includes several changes, including the introduction of new indicators related to forestry operations and updated goal language. Starting with a pilot program in Fiscal 2018, DPR adopted a new approach to urban tree care that integrates industry standard tree risk assessment practices into a comprehensive management program. While DPR will continue to service public requests, under this new approach work to mitigate and prevent high risk conditions is prioritized, regardless of the source or date of the work request. This is intended to increase public safety and reduce public liability. DPR's new approach required new indicators that better capture the Department's work to efficiently and proactively reduce risk on streets, in parks and in our urban forests.
- DPR updated language for goals 2a, 2b, and 2c to clarify the work performed by the Forestry Division.

- The indicator 'Total number of tree inspections' was introduced for goal 2a. Tree inspections are a vital component of assessing risk and prioritizing work. Trained inspectors evaluate tree conditions, either proactively or in response to public service requests, and assign risk scores that guide departmental response.
- Two new indicators were introduced for goal 2b: 'Immediate priority tree work resolved within 7 days' and 'High-priority tree work resolved within 28 days'. These indicators replace 'Average time to close - Tree emergency service requests (days)' and associated subcategories, which were retired. Resolution timeliness for immediate and high-priority conditions better reflects DPR's desire to service all high-risk conditions promptly, regardless of how the condition was identified. The previously reported indicators only captured very specific tree work resulting from public service requests, while the new indicators capture all work to mitigate and prevent high risk conditions.
- Three subcategories for the goal 2c indicator 'Trees Planted', 'Trees planted along City streets', 'Trees planted on landscaped areas of parks', and 'Trees planted in natural areas of parks', were introduced for additional context.
- Indicators 'Total public service requests received – Forestry' and the associated subcategory 'Downed Trees, downed limbs, and hanging limbs' (formerly titled 'Tree emergencies') were moved from goal 2b to the Agency Customer Service section.

ADDITIONAL RESOURCES

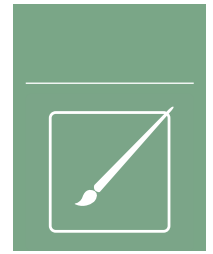
For additional information go to:

- New York City parks inspection program results:
<http://www.nycgovparks.org/park-features/parks-inspection-program>
- Community Parks Initiative:
<http://www.nycgovparks.org/about/framework-for-an-equitable-future/community-parks-initiative>

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

DEPARTMENT OF CULTURAL AFFAIRS

Tom Finkelpearl, Commissioner



WHAT WE DO

The Department of Cultural Affairs (DCLA) provides financial support and technical assistance to New York City's cultural community, including 33 City-owned institutions that comprise the Cultural Institutions Group (CIG) and nearly 1,000 other cultural non-profit organizations serving constituencies in all neighborhoods of the City. DCLA manages a significant portfolio of cultural capital projects; provides donated materials for arts programs to public schools, cultural and social service groups; provides capacity building support to cultural groups; and also commissions works of public art for City-funded construction projects.

FOCUS ON EQUITY

DCLA strives to distribute public funds and other resources equitably to cultural organizations across New York City's five boroughs. Through its Cultural Development Fund (CDF), the agency utilizes a democratic, peer panel review process to distribute funds to nearly 1,000 applicants that represent the extraordinary cultural breadth of New York City and share a commitment to public service and public participation. Similarly, the agency's Capital Unit reviews more than 200 project proposals annually from cultural organizations and prioritizes construction projects that expand access to the arts, upgrade infrastructure, and improve energy efficiency. The agency's signature programs, such as Percent for Art and Materials for the Arts, aim to expand access to public art and art-making opportunities for all residents. Additionally, DCLA administers several initiatives on behalf of the New York City Council that magnify the impact of arts and culture citywide, including Cultural After School Adventures (CASA), Cultural Immigrant Initiative, Coalition of Theaters of Color, Anti-Gun Violence Initiative, and SUCASA—a program developed by DCLA in partnership with the Department for the Aging to provide seniors with unique art-making opportunities at senior centers. To further efforts to cultivate a diverse and equitable cultural field, the agency surveyed the City's existing cultural workforce and, in response to the findings, launched CUNY Cultural Corps to support paid internships at cultural organizations across the City. In July 2017, the agency published [CreateNYC](#), a cultural plan that provides a roadmap to a more sustainable, inclusive and equitable cultural sector. As an extension of the agency's equity work, and fueled by the feedback during CreateNYC's planning phase, in Fiscal 2018 and Fiscal 2019, DCLA directed more public funds to underserved, low-income neighborhoods and populations. New programs were also launched, including the Disability Forward Fund, which specifically supports organizations that deepen engagement in the arts for people with disabilities, and the CreateNYC Leadership Accelerator—designed to invest in mid-level cultural workers and promote diversity and equity in the cultural workforce.

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

- DCLA did not issue any initial grant payments through the Cultural Development Fund (CDF) until early November. This delay in processing was due to the time required to put a number of the CreateNYC cultural plan actions into effect within the Fiscal 2019 grant cycle.
- During the first four months of Fiscal 2019, the number of school visits to Materials for the Arts (MFTA) increased by 43 percent, due to a heavy promotional push in late August for teachers to visit before the start of the school year. DCLA advertised this via direct emails to teachers and in local papers. In addition to these efforts, in October DCLA arranged for a special on-site distribution of materials to schools in Staten Island, which served 31 schools.
- Materials for the Arts saw an increase in the number of donors to the warehouse. Highlights from the donations during this period include: office furniture and supplies from the United Nations totaling over 7,000 pounds, and valued at \$15 million. Items such as workstations and desks were donated to Forest Hills High School in Queens, and the Department of Sanitation, to name a few.

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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Operating support payments made to Cultural Institutions Group by the 5th day of each month (%)	100%	100%	91%	100%	100%	67%	100%
★ Average days to issue initial Cultural Development Fund (CDF) payments after complying with all City requirements	4	6	6	7	7	NA	NA
★ Average days to issue final CDF payments	4	4	4	5	5	NA	NA
Program organizations awarded CDF payments	889	933	942	*	*	941	970
Total financial support provided to qualifying organizations (\$000,000)	\$152.7	\$170.9	\$179.2	*	*	NA	NA
★ Critical 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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Capital projects authorized to proceed	48	67	45	*	*	NA	NA
★ Capital projects initiated (%)	96%	99%	69%	66%	66%	NA	NA
★ Critical Indicator	"NA" Not Available	↕ Directional Target		* None			

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Schools, non-profits and City/State agencies served by Materials for the Arts (MFTA)	2,117	2,165	2,168	*	*	1,232	1,170
★ MFTA transactions	6,376	6,356	6,550	5,300	5,300	2,085	2,091
★ Critical Indicator	"NA" Not Available	↕ Directional Target		* None			

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

Goal 2a

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Total visitors to the Cultural Institutions Group (000)	23,236	22,785	23,180	*	*	NA	NA
– Visitors using free admission and/or tickets (%)	31%	27%	27%	*	*	NA	NA
★ Critical Indicator	“NA” Not Available	↕ Directional Target		* None			

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience							
E-mails responded to in 14 days (%)	95%	89%	84%	88%	88%	80%	89%
Letters responded to in 14 days (%)	100%	100%	100%	90%	90%	100%	100%
★ Critical Indicator	“NA” Not Available	↕ Directional Target		* None			

AGENCY RESOURCES

Resource Indicators	Actual ¹			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$163.1	\$182.6	\$192.5	\$200.1	\$209.0	\$152.0	\$85.0	\$96.4
Personnel	67	65	63	71	80	69	62	64
Overtime paid (\$000)	\$0	\$0	\$1	\$0	\$0	\$0	\$0	\$0
Capital commitments (\$000,000)	\$113.9	\$147.6	\$75.4	\$272.5	\$426.6	\$145.6	\$6.6	\$3.3
¹ February 2019 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 FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$4.7	\$5.6	
001 - Office of the Commissioner	\$4.7	\$5.6	All
Other Than Personal Services - Total	\$187.8	\$203.3	
002 - Office of the Commissioner	\$1.8	\$2.4	All
003 - Cultural Programs	\$65.9	\$72.9	1a, 1b
004 - Metropolitan Museum of Art	\$25.8	\$27.9	1a, 1b
005 - New York Botanical Garden	\$7.6	\$7.7	1a, 1b
006 - American Museum of Natural History	\$16.0	\$17.1	1a, 1b
¹ Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.		² Includes all funds.	
³ Refer to agency goals listed at front of chapter. “NA” Not Available * None			

Unit of Appropriation	Expenditures FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)	Applicable MMR Goals ³
007 - The Wildlife Conservation Society	\$14.9	\$15.1	1a, 1b
008 - Brooklyn Museum	\$8.6	\$8.3	1a, 1b
009 - Brooklyn Children's Museum	\$2.1	\$2.1	1a, 1b
010 - Brooklyn Botanical Garden	\$4.6	\$4.7	1a, 1b
011 - Queens Botanical Garden	\$4.2	\$3.5	1a, 1b
012 - New York Hall of Science	\$2.0	\$2.0	1a, 1b
013 - Staten Island Institute of Arts and Sciences	\$1.0	\$1.1	1a, 1b
014 - Staten Island Zoological Society	\$1.6	\$1.8	1a, 1b
015 - Staten Island Historical Society	\$0.8	\$0.8	1a, 1b
016 - Museum of the City of New York	\$1.7	\$1.9	1a, 1b
017 - Wave Hill	\$1.4	\$1.5	1a, 1b
019 - Brooklyn Academy of Music	\$2.8	\$2.8	1a, 1b
020 - Snug Harbor Cultural Center	\$2.9	\$3.4	1a, 1b
021 - Studio Museum in Harlem	\$1.0	\$1.0	1a, 1b
022 - Other Cultural Institutions	\$20.1	\$24.4	1a, 1b
024 - New York Shakespeare Festival	\$1.1	\$1.1	1a, 1b
Agency Total	\$192.5	\$209.0	

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

ADDITIONAL RESOURCES

- CreateNYC:
<http://createnyc.org/en/home/>

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

DEPARTMENT OF CONSUMER AFFAIRS

Lorelei Salas, Commissioner



WHAT WE DO

The Department of Consumer Affairs (DCA) protects and enhances the daily economic lives of New Yorkers to help create thriving communities. DCA licenses and regulates more than 81,000 businesses in more than 50 industries. The agency strives to create a culture of compliance in the marketplace by performing onsite inspections of businesses and enforcing license regulations, weights and measures regulations, and the NYC Consumer Protection Law. DCA also provides mediation and restitution for consumer complaints. Through the Office of Labor Policy and Standards, the agency enforces various workplace laws, including Paid Safe and Sick Leave, by investigating complaints, conducting proactive investigations and recovering restitution for workers.

DCA's Office of Financial Empowerment (OFE) focuses on initiatives that educate, empower and protect residents and neighborhoods with low incomes so they can improve their financial health and build assets by providing free financial counseling and coaching at Financial Empowerment Centers around the City and through other small-scale programs, increasing access to safe and affordable financial products and services, and encouraging the use of NYC Free Tax Prep sites where eligible New Yorkers can file their taxes for free and claim valuable tax credits.

FOCUS ON EQUITY

DCA's commitment to a fair and equitable marketplace begins with consumer advocacy, business education and transparency. As part of its consumer advocacy, DCA continues to coordinate work across the agency and use a multi-pronged approach, including enforcement, legislation and education for maximum impact. To help prevent consumer harm and improve the financial health of New Yorkers with low incomes, DCA's Office of Financial Empowerment provides financial counseling and coaching, helps with debt reduction and offers free tax preparation. DCA has also increased its outreach efforts to educate businesses about their obligations to workers in addition to consumers. Through DCA's Office of Labor Policy and Standards, New York City employees and employers are informed about various workplace laws the agency enforces, including Paid Safe and Sick Leave, to ensure workers get the protections to which they are entitled.

OUR SERVICES AND GOALS

SERVICE 1 Protect and advocate for consumers.

- Goal 1a Mediate consumer complaints with businesses to achieve fair and timely outcomes.
- Goal 1b Ensure all businesses comply with NYC's Consumer Protection Law and related laws.
- Goal 1c Negotiate settlements and promptly collect fines.

SERVICE 2 Assist and educate businesses and promote a fair marketplace.

- Goal 2a Ensure that business licensing is easy.
- Goal 2b Educate businesses to help them understand their responsibilities toward consumers and their employees.

SERVICE 3 Educate and empower New Yorkers with low incomes.

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

SERVICE 4 Protect and advocate for workers under the Paid Safe and Sick Leave Law.

- Goal 4a Investigate complaints in a timely manner to ensure employers' compliance with the Paid Safe and Sick Leave Law.

HOW WE PERFORMED

- DCA processed 71 percent of consumer complaints within 28 days compared to 61 percent during the same four-month period last year; all complaints continued to be processed within 90 days. The median time to resolve a complaint improved by four days to 20 days, continuing the improvement from the Fiscal 2017 average of 28 days.
- The licensing division received 19,616 basic license applications in the first four months of Fiscal 2019, approving 13,349 in that time. These figures represent increases of 72 percent and 86 percent, respectively. Even with the substantial increase in volume this year, the average wait time at the licensing centers remained stable at 10 minutes over the period while the average processing time for basic applications fell 50 percent, dropping from four days on average to two.
- The enforcement division successfully refocused its tobacco inspection units to improve compliance with City and State Tobacco Laws regarding sales to minors. During the first four months of Fiscal 2019 the number of tobacco inspections conducted with minors increased by 23 percent, from 2,264 to 2,781. The overall compliance rate with regards to sales to minor laws increased by five percentage points, from 87 percent to 92 percent, while the compliance rate on follow-up inspections (conducted after a sale to minor violation was issued) increased by four percentage points, from 83 percent in Fiscal 2018 to 87 percent in Fiscal 2019.
- DCA's Office of Financial Empowerment saw a five percent increase in the number of clients being served under the City's Financial Empowerment Centers program compared to the first four months of Fiscal 2018. Compared to the same period last year, total debt reduced by clients in Fiscal 2019 increased by 21 percent and total savings accumulated by clients increased by 23 percent.
- The percent of summonses issued and paid within 120 days as well as the percent where a fine was assessed but not fully paid within 120 days remained relatively stable in Fiscal 2019, at 60 percent and 22 percent, respectively.
- DCA's Office of Labor Policy and Standards (OLPS) investigated 123 Paid Safe and Sick Leave cases in the first four months of Fiscal 2019, virtually unchanged from the same period last year (124). However, the average time to resolve Paid Safe and Sick Leave complaint investigations in the first four months of Fiscal 2019 was 288 days, an increase of 18.5 percent over the same period last year. This increase was due in large part to our continuing focus on closing out older cases dating back as far as 2015 and 2016.

SERVICE 1 Protect and advocate for consumers.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Total docketed complaints	3,650	3,049	2,804	*	*	1,055	1,007
Resolved consumer complaints	3,691	2,860	2,701	*	*	994	894
Complaints processed within 0-28 days (%)	51%	56%	71%	50%	50%	61%	71%
– Within 0-50 days (%)	85%	88%	96%	85%	85%	93%	96%
– Within 0-90 days (%)	100%	99%	100%	100%	100%	100%	100%
★ Median complaint processing time (days)	28	27	20	28	28	24	20
Consumer restitution awarded (\$000)	\$3,472	\$2,291	\$3,485	*	*	\$1,695	\$617
★ Mediated complaints resolved to the satisfaction of the business and consumer (%)	64%	67%	64%	62%	62%	65%	60%
★ Critical Indicator	“NA” Not Available	↕↔ Directional Target	* None				

Goal 1b

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Total inspections	76,996	75,951	65,673	*	*	23,653	22,446
Total summonses issued	14,291	15,971	15,152	*	*	5,351	4,892
★ Licensing Law compliance rate (%)	95%	95%	95%	93%	93%	95%	93%
Consumer Protection Law - refund and receipt compliance rate (%)	91%	89%	90%	85%	85%	90%	89%
Weights and Measures Law compliance rate - gasoline pumps (%)	100%	99%	99%	98%	98%	99%	99%
Weights and Measures Law compliance rate - fuel trucks (%)	68%	71%	77%	72%	72%	78%	82%
★ Inspected stores complying with NY State regulations regarding the sale of tobacco to minors (%)	93%	89%	89%	90%	90%	87%	92%
★ Critical Indicator	“NA” Not Available	⇅ Directional Target	* None				

Goal 1c

Negotiate settlements and promptly collect fines.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Total settlements (\$000)	\$8,324	\$6,530	\$5,725	*	*	\$1,984	\$1,770
★ Summonses where fine was assessed and fully paid within 120 days (%)	NA	55%	61%	⇅	⇅	60%	60%
Summonses where fine was assessed but not fully paid within 120 days (%)	NA	13%	22%	*	*	21%	22%
★ Critical Indicator	“NA” Not Available	⇅ Directional Target	* None				

SERVICE 2 Assist and educate businesses and promote a fair marketplace.

Goal 2a

Ensure that business licensing is easy.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Basic license application - Average processing time (days)	2	3	4	4	4	4	2
License applications received online (%)	18%	23%	22%	*	*	21%	16%
★ Licensing Centers wait time (minutes)	8	8	15	15	15	10	10
★ Critical Indicator	“NA” Not Available	⇅ Directional Target	* None				

Goal 2b

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Businesses educated through direct outreach	13,450	13,305	18,031	*	*	NA	NA
★ Critical Indicator	“NA” Not Available	⇅ Directional Target	* None				

SERVICE 3 Educate and empower New Yorkers with low incomes.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Clients served by Office of Financial Empowerment financial counseling programs	10,290	9,412	10,171	*	*	3,503	3,686
– Percent achieving measurable success (%)	40.0%	39.9%	38.0%	*	*	NA	NA
Total debt reduced by clients (\$000) (cumulative)	\$43,125	\$52,967	\$63,473	*	*	\$54,136	\$65,655
Total savings accumulated (\$) (cumulative)	\$4,094,324	\$4,326,485	\$5,321,956	*	*	\$4,581,522	\$5,628,265
Tax returns filed through citywide Tax Credit Campaign	162,583	112,946	124,778	*	*	NA	NA
★ Critical Indicator “NA” Not Available ⬆️⬇️ Directional Target * None							

SERVICE 4 Protect and advocate for workers under the Paid Safe and Sick Leave Law.

Goal 4a Investigate complaints in a timely manner to ensure employers’ compliance with the Paid Safe and Sick Leave Law.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Paid Sick Leave (PSL) complaints received	335	315	304	*	*	109	76
PSL complaints investigated	NA	252	392	*	*	124	123
★ Average time to resolve PSL complaint investigations (days)	NA	182	280	⬇️	⬇️	243	288
Employees awarded restitution	13,675	3,552	8,166	*	*	2,401	1,782
Total amount of employee restitution awarded (\$)	\$2,123,391	\$1,584,137	\$2,189,998	*	*	\$622,846	\$397,381
Total amount of PSL fines (\$)	\$1,201,468	\$502,168	\$489,547	*	*	\$162,611	\$129,849
★ Critical Indicator “NA” Not Available ⬆️⬇️ Directional Target * None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience							
Average customer in-person wait time (minutes)	9	9	16	17	17	NA	NA
Completed customer requests for interpretation	3,861	3,695	3,480	*	*	NA	NA
CORE customer experience rating (0-100)	98	99	100	87	87	NA	NA
★ Critical Indicator “NA” Not Available ⬆️⬇️ Directional Target * None							

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - Consumer Complaint - Exchange/Refund/Return (4 days)	93%	98%	98%	85%	85%	98%	98%
Percent meeting time to first action - Consumer Complaint - False Advertising (4 days)	91%	97%	98%	85%	85%	98%	97%
Percent meeting time to first action - Consumer Complaint - Non-Delivery Goods/Services (4 days)	92%	98%	97%	85%	85%	96%	97%
Percent meeting time to first action - Consumer Complaint - Overcharge (4 days)	93%	98%	97%	85%	85%	97%	96%
Percent meeting time to first action - DCA / DOHMH New License Application Request - General Street Vendor License (7 days)	78%	84%	58%	85%	85%	32%	61%
★ Critical Indicator "NA" Not Available ↑↓ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$36.2	\$36.1	\$39.6	\$42.9	\$43.5	\$43.4	\$15.4	\$18.5
Revenues (\$000,000)	\$32.0	\$32.7	\$34.5	\$27.6	\$30.4	\$31.7	\$9.3	\$9.0
Personnel	360	391	393	450	450	450	393	399
Overtime paid (\$000)	\$285	\$267	\$377	\$142	\$142	\$139	\$10	\$38
¹ February 2019 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 FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$25.5	\$28.4	
001 - Administration	\$8.9	\$9.0	All
002 - Licensing and Enforcement	\$16.5	\$18.7	1b, 1c, 2a, 2b, 4a
004 - Adjudication	\$0.1	\$0.7	1a, 1c, 4a
Other Than Personal Services - Total	\$14.1	\$15.1	
003 - Other than Personal Services	\$14.1	\$15.1	All
Agency Total	\$39.6	\$43.5	
¹ Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. 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:

- Office of Labor Policy and Standards
<https://www1.nyc.gov/site/dca/about/office-of-labor-policy-standards.page>
- Paid Safe and Sick Leave Law:
<http://www.nyc.gov/html/dca/html/law/PaidSickLeave.shtml>

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

311 CUSTOMER SERVICE CENTER

Joseph Morrisroe, Executive Director



WHAT WE DO

The 311 Customer Service Center provides the public with quick, easy access to non-emergency government services and information through the call center, [311 Online](#), [311 Mobile App](#), [311 Facebook](#), [311 on Twitter](#), text messaging at 311-NYC(692) and 311 TTY at (212) 504-4115. Information and assistance are also available by Skyping "NYC311" or using a video relay service at (212) NEW-YORK (212-639-9675). 311 is available 24 hours a day, seven days a week in more than 180 languages.

FOCUS ON EQUITY

311 is committed to serving the public interest of all New York City residents, business owners and visitors by providing equitable service delivery to all its customers. 311 provides access to government resources while maintaining the highest possible level of quality service for all. Ongoing enhancement efforts have strengthened the focus on availability and customer experience through a diverse range of access points to ensure fair delivery and quality service. 311 continues to promote equity and transparency in making government services more accessible to non-English speakers, providing service in more than 180 languages.

OUR SERVICES AND GOALS

SERVICE 1 Provide public access to City government.

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

HOW WE PERFORMED

- 311 received 13.2 million inquiries during the first four months of Fiscal 2019, a six percent increase compared to the same period of Fiscal 2018. During the reporting period almost six million contacts were made via telephone, approximately 6.5 million contacts were through 311 Online, the 311 app was used more than 657,000 times and approximately 76,000 contacts were made via text. 311 also continued to increase its social media presence on Twitter and Facebook, with a combined following of more than 553,000 people. Despite the increase in inquiries, the average wait time to speak to a representative increased by only nine seconds to 23 seconds and 82 percent of calls were answered within 30 seconds, exceeding the target.
- The results of the 311 customer satisfaction survey, which was conducted and published by CFI Group Inc. during the reporting period, evaluated the experiences of 765 callers. The total composite score of 84 shows a six-point improvement from the 2008 baseline measure.

SERVICE 1 Provide public access to City government.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ 311 calls (000)	18,799	20,540	20,618	*	*	5,964	5,968
★ 311 Online site visits (000)	13,018	17,246	19,345	↑	↑	5,919	6,517
311 mobile app contacts (000)	1,010	1,365	1,829	*	*	519	657
311-NYC (text) contacts (000)	156	144	254	*	*	54	76
Calls handled in languages other than English (%)	3.0%	2.7%	2.4%	*	*	2.8%	1.9%
★ Average wait time (tier 1 calls) (minutes:seconds)	0:16	0:18	0:28	0:30	0:30	0:14	0:23
★ Calls answered in 30 seconds (%)	89%	85%	81%	80%	80%	88%	82%
Call takers time occupied (%)	74%	73%	73%	*	*	70%	72%
Calls resolved at 311 without transfer to agency for resolution (%)	93%	94%	95%	*	*	93%	94%
Complaints about 311 per million calls	32.0	30.0	38.0	*	*	46.0	40.0
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience							
Completed requests for interpretation	556,576	545,132	493,260	*	*	168,769	115,800
E-mails responded to in 14 days (%)	100%	96%	100%	*	*	100%	100%
Customer satisfaction index	85	84	83	*	*	83	84
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$43.8	\$44.2	\$43.6	\$43.6	\$44.3	\$44.5	\$17.7	\$20.2
Personnel	358	347	355	405	405	405	372	381
Overtime paid (\$000)	\$176	\$238	\$231	\$239	\$239	\$239	\$54	\$53
¹ February 2019 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

Meera Joshi, Commissioner/Chair



WHAT WE DO

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

FOCUS ON EQUITY

TLC focuses on equitable service delivery through its commitments to access and safety for all New Yorkers. In January 2018, TLC expanded the accessible dispatch program to cover all five boroughs. Now New York City residents and visitors can request a wheelchair accessible taxi on-demand by phone, app, or by using the web booker at [accessibledispatch.com](https://www.accessibledispatch.com). TLC also passed rules that go into effect in early 2019 and will make accessible service available in the For Hire Vehicle (FHV) sector. As part of the Mayor's Vision Zero initiative, TLC has strengthened enforcement of safety violations and increased its educational efforts for both drivers and passengers.

OUR SERVICES AND GOALS

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

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

HOW WE PERFORMED

- TLC added over 300 additional wheelchair accessible vehicles to the City's taxi fleet, an increase of 15 percent compared to the same four-month period last year. Citywide accessible dispatch service was officially launched in January 2018, and in the first four months of Fiscal 2019, wait times were approximately 13 minutes.
- TLC conducted a total of 43,005 safety and emissions inspections in the first four months of Fiscal 2019. Failure rates across all vehicle types were better than target levels. However, the average time to conduct safety and emissions inspections remained above target levels, due to continued delays recruiting new staff at the beginning of the fiscal year, and the ongoing integration of new technology (the automated inspection system). The hiring delay ended by October when a new group of safety and emissions inspectors was on-boarded. In November, TLC expanded the hours of service at its Woodside facility. TLC expects wait times to improve for the full Fiscal 2019 by refining expanded operations and acclimating new staff to the inspection process.
- To maintain public safety, TLC Enforcement has concentrated most deployment on illegal street hails and unlicensed operations, resulting in a combined 28 percent increase in summonses issued for these types of violations. In addition, as a result of increased illegal van operator enforcement, TLC has increased illegal operator arrests and seizures of vehicles. Administrative enforcement activity increased with the growth of the licensee population, but summonses are down compared to the prior year, while stipulations in lieu of a summons were up. This change is a result of an increase in licensees deciding to not move forward with a hearing and instead settling a case before the agency issues a summons. Administrative summonses to owners/agents/bases were down, which is likely because larger FHV companies made changes to their operations to ensure greater compliance with TLC rules.
- TLC issued 10,291 driver licenses in the first four months of Fiscal 2019, over 99 percent of which were new licenses. During the same period last year, new licenses accounted for only 39 percent of the driver licenses issued, while renewal licenses accounted for 61 percent. The small number of renewal licenses issued this year is the result of TLC's change in the driver license term from two to three years in January 2016. License renewals will pick up again starting in the second half of Fiscal 2019. New driver licenses issued was down 12 percent, likely related to City Council legislation passed in August 2018 which imposed a temporary pause on the issuance of new FHV licenses.
- The average time to receive a new driver license improved by nearly one week compared to last year. TLC worked with the industry to make applicants more comfortable with the TLC Upload Portal (TLC UP). Now it takes on average six weeks to receive a new license, which includes the time needed for applicants to complete all requirements, such as training, fingerprinting and drug testing. Average agency processing time improved to 6 days from 9 days last year. Average wait time at TLC's licensing facility increased to just under 20 minutes, and remained under target. The longer waits were likely related to the temporary pause on new FHV licenses when TLC started fielding a larger volume of complex vehicle licensing inquiries.
- Similar to the trend reported last year, the number of complaints received from the public increased 19 percent, but less than one in six complaints were eligible for prosecution, due largely to the absence of a witness. With the increase in trips completed by the FHV sector, after first reporting an incident to TLC, more customers are electing to resolve their complaints through the FHV companies directly rather than working with TLC investigators to pursue formal prosecution against the driver. For cases that do proceed with a TLC investigation, the number of days to close a case has steadily increased to nearly 70 days, which is above the target level. TLC is creating an Office of Inclusion and is recruiting more staff to handle consumer complaints, especially cases of service refusals. TLC is also hoping to trim the amount of time it takes to process a complaint by implementing technology solutions to automate parts of the investigation process.

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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Active medallion taxis that are accessible	876	1,762	2,173	*	*	1,936	2,415
Active Boro Taxis that are accessible	1,393	426	216	*	*	332	196
Accessible dispatch median wait time citywide (minutes:seconds)	NA	NA	NA	*	*	NA	13:25
Accessible dispatch trips fulfilled as a percent of requested trips (%)	89.4%	91.2%	83.9%	*	*	85.2%	82.3%
Active medallion vehicles with hearing induction loops	1,410	2,205	2,597	*	*	2,395	2,741
★ Critical 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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Medallion safety and emissions inspections conducted	50,894	49,830	47,955	*	*	16,118	15,677
★ Medallion safety and emissions failure rate - Initial inspection (%)	28.2%	28.1%	26.9%	35.0%	35.0%	26.3%	29.7%
– Re-inspection (%)	6.5%	6.6%	7.1%	*	*	7.9%	9.0%
Medallion safety and emissions inspections completed on schedule (%)	95.6%	94.0%	93.4%	*	*	93.3%	84.2%
For-hire vehicle (FHV) safety and emissions inspections conducted at TLC facility	49,949	69,390	72,235	*	*	23,491	23,832
★ FHV safety and emissions failure rate - Initial inspection (%)	33.2%	30.3%	26.6%	35.0%	35.0%	26.8%	25.1%
– Re-Inspection (%)	12.5%	10.1%	7.9%	*	*	8.1%	8.8%
FHV safety and emissions inspections completed on schedule (%)	100.0%	96.9%	99.9%	*	*	100.0%	93.6%
Boro Taxi safety and emissions inspections conducted	20,676	17,002	12,414	*	*	4,334	3,496
★ Boro Taxi safety and emissions failure rate - Initial inspection (%)	49.1%	45.9%	41.2%	45.0%	45.0%	43.2%	41.9%
– Re-inspection (%)	12.4%	10.4%	11.8%	*	*	11.4%	12.5%
★ Critical 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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Patrol summonses issued to drivers	39,833	34,725	33,917	*	*	11,806	12,025
Patrol summonses issued to owners/agents/bases	22,257	23,829	20,841	*	*	6,357	6,514
★ Patrol summonses issued for illegal street hails (drivers and vehicle owners)	8,549	12,813	8,588	*	*	1,936	3,101
★ Patrol summonses issued for unlicensed activity (drivers and vehicle owners)	10,380	7,955	7,346	*	*	2,430	2,476
Administrative summonses issued to drivers	10,478	9,595	12,018	*	*	2,314	1,823
Administrative summonses issued to owners/agents/bases	15,146	16,603	18,345	*	*	8,880	5,827
Violations admitted to or upheld at the Taxi and Limousine Tribunal at the Office of Administrative Trials and Hearings (%)	90.9%	94.5%	93.0%	*	*	93.7%	92.3%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

Goal 1d Provide excellent customer service to licensees.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Average wait time at Long Island City licensing facility (hours: minutes)	0:25	0:19	0:13	0:25	0:25	0:13	0:20
TLC driver licenses issued	97,401	95,337	65,302	*	*	29,667	10,291
– New licenses issued	29,870	35,764	33,301	*	*	11,634	10,210
Average time to issue a new driver license from initial application (calendar days)	63.1	59.1	45.0	*	*	48.7	43.0
– Average agency processing time	19.9	11.8	7.8	*	*	9.3	6.1
★ Average time to conduct a safety and emissions inspection of a medallion taxi (hours:minutes)	0:48	0:58	1:09	1:00	1:00	1:02	1:08
★ Average time to conduct a safety and emissions inspection of a FHV (hours:minutes)	0:49	1:09	1:22	1:00	1:00	1:15	1:28
★ Average time to conduct a safety and emissions inspection of a Boro Taxi (hours:minutes)	0:51	1:11	1:26	1:00	1:00	1:22	1:46
★ Critical Indicator	“NA” Not Available	↕↔ Directional Target		* None			

Goal 1e Promote excellent customer service to passengers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
TLC driver complaints received	23,927	19,886	24,566	*	*	7,588	9,046
– Complaints that were eligible for prosecution	10,227	9,847	8,878	*	*	3,347	1,374
★ Average time to close a consumer complaint (calendar days): TLC driver	34.7	33.4	43.7	50.0	50.0	32.3	67.2
★ Critical Indicator	“NA” Not Available	↕↔ Directional Target		* None			

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Medallion vehicles	13,587	13,587	13,587	*	*	13,587	13,587
For-hire vehicles	78,814	99,928	113,222	*	*	105,434	118,363
– Boro Taxis	7,237	6,313	4,505	*	*	5,984	4,442
★ Critical Indicator	“NA” Not Available	↕↔ Directional Target		* None			

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience							
E-mails responded to in 14 days (%)	98%	99%	100%	85%	85%	100%	100%
Letters responded to in 14 days (%)	NA	88%	91%	90%	90%	94%	74%
Average call wait time (minutes:seconds)	NA	18:55	10:04	*	*	11:38	9:24
Completed customer requests for interpretation	6,880	7,247	8,238	*	*	NA	NA
CORE customer experience rating (1-100)	98	97	95	85	85	NA	NA
★ Critical Indicator	“NA” Not Available	↕↔ Directional Target		* None			

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - For-hire Vehicle Complaint (14 days)	88%	94%	96%	90%	90%	99%	86%
Percent meeting time to first action - Lost Property (7 days)	72%	72%	100%	90%	90%	100%	100%
Percent meeting time to first action - Miscellaneous Comments (14 days)	84%	96%	100%	60%	60%	100%	100%
Percent meeting time to first action - Request for Information (14 days)	83%	94%	100%	60%	60%	100%	100%
Percent meeting time to first action - Taxi Complaint (14 days)	86%	94%	96%	90%	90%	98%	88%
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target	* None				

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$47.9	\$45.8	\$45.7	\$52.5	\$51.6	\$57.4	\$17.7	\$18.4
Revenues (\$000,000)	\$84.7	\$100.7	\$82.9	\$57.4	\$57.4	\$61.6	\$28.1	\$30.6
Personnel	590	585	584	679	674	675	560	611
Overtime paid (\$000)	\$1,086	\$1,079	\$1,171	\$1,213	\$1,213	\$1,213	\$331	\$409
¹ February 2019 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 FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)	Applicable MMR Goals ³
001 - Personal Services	\$35.0	\$37.1	All
002 - Other Than Personal Services	\$10.8	\$14.5	All
Agency Total	\$45.7	\$51.6	
¹ Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. 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 definition of “Active medallion taxis that are accessible” and “Active Boro Taxis that are accessible” has been updated to align with the methodology reported in the 2018 TLC Fact Book:
 - Description (Active medallion taxis that are accessible): The number of active medallion taxicabs that are wheelchair accessible, and did any trips in a month. All accessible taxicabs must be compliant with the applicable requirements of the Americans with Disabilities Act.
 - Description (Active Boro Taxis that are accessible): The number of Boro Taxis (also known as Street Hail Liveries or green cabs) that are wheelchair accessible, and did any trips in a month. All accessible Boro Taxis must be compliant with the applicable requirements of the Americans with Disabilities Act.

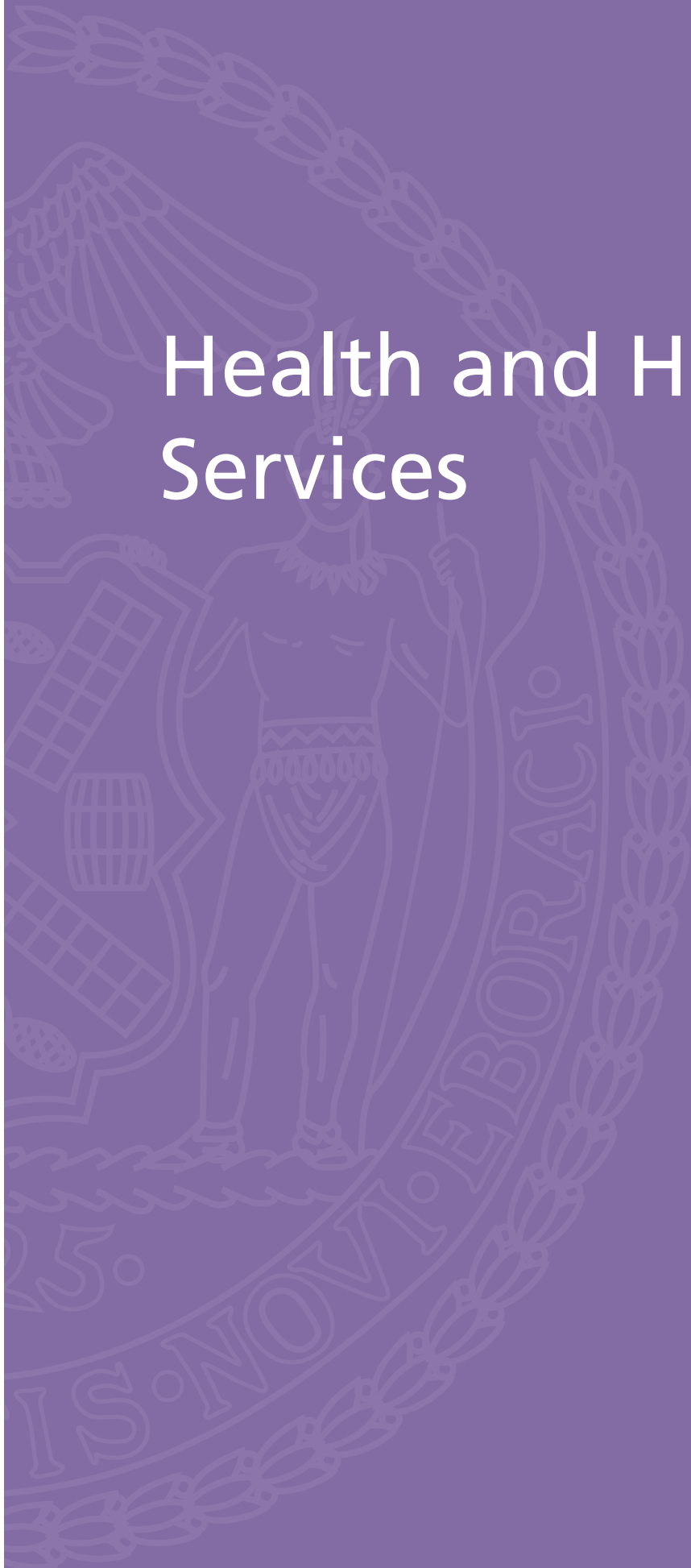
ADDITIONAL RESOURCES

For additional information go to:

- Annual Reports:
<http://www.nyc.gov/html/tlc/html/archive/annual.shtml>
- Aggregated Reports:
http://www.nyc.gov/html/tlc/html/technology/aggregated_data.shtml

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

Health and Human Services



Health and Human Services



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DEPARTMENT OF HEALTH AND MENTAL HYGIENE

Dr. Oxiris Barbot, Commissioner



WHAT WE DO

The Department of Health and Mental Hygiene (DOHMH) protects and promotes the health and well-being of all New Yorkers. The Department engages with communities to develop and implement robust public health programming and policy recommendations, enforces health regulations, responds to public health emergencies, and provides limited direct health services. The Department works toward just and fair health outcomes for all New Yorkers.

The Department seeks to reduce death and disability from chronic diseases, such as heart disease and cancer, by reducing smoking and the consumption of unhealthy foods, improving the control of blood pressure and promoting physical activity. It contracts with community-based organizations to deliver mental health, developmental disability and alcohol and substance use disorder treatment services. It works with health care providers to improve health care delivery and to increase the use of preventive services, such as immunizations, and collaborates with community-based organizations to prevent, detect and treat HIV and other communicable infections. Direct services are provided at four tuberculosis clinics, eight sexual health clinics, one immunization clinic and more than 1,200 public schools. The Department issues birth and death certificates, inspects restaurants and child care centers and protects public safety through immediate response to emergent public health threats. The Department's Early Intervention Program serves infants and toddlers with developmental delays. The Department's surveillance systems provide the basis for cutting edge research grounded in public health principles.

FOCUS ON EQUITY

The Department's programs work to address and advance health equity. The City must be deliberate in naming and addressing health inequities, or unjust differences in health outcomes, because they are a direct result of historic disinvestment and structural racism. At the cornerstone of these efforts is the Department's Center for Health Equity (CHE). CHE works toward a fair and healthy New York City where all residents—regardless of their ZIP code—have the opportunity to lead their healthiest lives. CHE strengthens the Department's goal to eliminate health inequities by providing training and technical assistance to other Divisions so that residents in neighborhoods affected by racism and long-term disinvestment receive equitable programs and services. The Department promotes equity by using data and storytelling to influence policy, systems and environmental change and by implementing neighborhood-based strategies to foster health. CHE also oversees Neighborhood Health Action Centers in East Harlem, Tremont and Brownsville that offer coordinated health and social services, as well as community programs under one roof. The Action Centers also provide a central location for people to connect and plan for improving the health of their neighborhoods.

OUR SERVICES AND GOALS

SERVICE 1 Detect and control infectious diseases.

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

SERVICE 2 Prevent chronic diseases by promoting healthy behaviors and preventive health care.

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

SERVICE 3 Promote a safe environment.

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

SERVICE 4 Prevent and address mental illness, developmental delays and disabilities, and substance misuse.

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

SERVICE 5 Provide high quality and timely service to the public.

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

HOW WE PERFORMED

- The number of new HIV diagnoses in New York City continued to decline with a 10.5 percent decrease from the first quarter of Calendar 2018 compared to the first quarter of Calendar 2017. This progress is in line with the key goals and wide-ranging initiatives of the City's "Ending the Epidemic" initiative.
- The number of reported primary and secondary syphilis cases decreased to 638 in the first four months of Fiscal 2019 compared to 658 in the first four months of Fiscal 2018. This slight decline may be due, in part, to delays in reporting and classifying syphilis cases, as well as true decreases in syphilis transmission. The Department provides syphilis testing and treatment in the NYC Sexual Health Clinics, monitors reports of syphilis and works to prevent ongoing transmission by notifying, testing and treating the partners of individuals diagnosed with syphilis.
- There was a 25.6 percent decrease in the number of male condoms distributed during the first quarter of Fiscal 2019 compared to the same period last year. Delays in implementing the Department's new CDC cooperative agreement earlier in Calendar 2018 and a reduction in the condom distribution budget caused the decrease. To address the delay, orders were triaged to match demand and all orders were filled during the reporting period. The NYC Condom Availability Program (NYCAP) expects Fiscal 2019 to be similar to or lower than Fiscal 2018. The program is currently experiencing a lag in orders as it rolls out its full new line of products and launches its new web-based ordering system. Once the program has launched its entire product line and the new ordering system is up and running, NYCAP anticipates a significant increase in condom orders with distribution numbers more reflective of Fiscal 2017. Despite these recent declines, NYCAP's distribution efforts, condom education trainings for community members and participation in health fairs and other community events across the city continue to play a vital role in the Department's efforts to end the epidemic. The Department promotes condoms, HIV testing, PrEP and PEP and HIV treatment in tandem as components of New Yorkers' sexual health toolkits, and any temporary decline in condom distribution will not interrupt our overall HIV and STI prevention efforts.
- There was a 4.1 percent decrease in tuberculosis (TB) cases in the first four months of Calendar 2018 compared to the same period in Calendar 2017. The number of TB cases has largely plateaued in the last 10 years. To further reduce the burden of TB in New York City, the Department is expanding its efforts in the community and in its four TB clinics to identify and treat people with TB infection to prevent them from developing active TB.
- The HPV vaccination series completion rate increased from 58.5 percent in the first four months of Fiscal 2018 to 62.5 percent in the current reporting period. The improvement in HPV coverage is likely attributed to the recommendation of a two-dose series instead of three doses. The increase in coverage may also be due to increasing HPV vaccine acceptance and the Department's outreach activities to increase HPV vaccination rates in adolescent provider offices.
- During the first quarter of Calendar 2018, there were 1,306 children under the age of 18 with blood lead levels of five micrograms per deciliter or greater, a nine percent reduction compared to 1,441 children during the same time period in 2017. This decrease may be due to multiple factors, including continued reduction of lead-based paint hazards in homes and blood lead level prevention education efforts aimed at health care providers, community-based organizations and families. New York State law requires testing for lead at ages one and two years, and assessment of risk and testing of children at high risk for lead exposure up to age six years. There was a similar trend in children under the age of six, with a five percent decline during the first quarter of Calendar 2018 as compared to the same period in 2017.
- The number of full inspections performed at group child care centers in the first four months of Fiscal 2019 increased by 36.8 percent over the same period of Fiscal 2018. This increase can be attributed to efficiencies to the Compliance Performance Unit (CPU) that provides technical assistance and increased oversight of poorer performing centers. Specific efficiencies realized include increased supervisory oversight of inspection scheduling and geographic bundling of inspections.
- The percent of group child care inspections that do not require a compliance inspection increased to 72.7 percent through October of Fiscal 2019, a 14.1 percentage point increase over the same period of Fiscal 2018. This improvement can be attributed to a number of factors, including the Performance Summary Card initiative, launched in January of 2018; the change of policy to issue notices of violation on initial, rather than compliance, inspections; and higher-risk sites into the CPU, leaving the remaining pool of non-CPU programs to be relatively higher performing.

- The percent of restaurants inspected during the first four months of Fiscal 2019 is 46.5 percent, an increase of 5.3 percentage points over the same period of the prior fiscal year. The increase can be attributed to the addition of 30 public health sanitarians who are now fully trained and performing field inspections.
- The units of supportive housing available to persons with or at risk for developing mental health and substance use disorders increased almost 12 percent from 7.7 during the first four months of Fiscal 2018 to 8.6 in the current reporting period. This increase was anticipated as 901 new housing units were added between October 2017 and October 2018. The New York/New York III (NY/NY III) Supportive Housing Agreement opened 313 congregate units and the NYC 15/15 Initiative opened 495 scattered site and 93 congregate units. The NYC 15/15 Initiative will develop 15,000 units of supportive housing in the City over the next 15 years.

SERVICE 1 Detect and control infectious diseases.

Goal 1a Reduce new cases of HIV and other sexually transmitted infections.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ New HIV diagnoses (CY Preliminary)	2,493	2,279	2,157	↓	↓	573	513
★ Patients enrolled in Ryan White Part A with current antiretroviral (ARV) prescription at last assessment (%)	86.2%	90.1%	95.6%	94.0%	96.0%	95.2%	94.9%
★ Syphilis cases	1,807	1,908	1,923	↓	↓	658	638
Male condoms distributed (000)	35,666	35,220	20,917	37,828	34,045	8,838	6,577
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

Goal 1b Prevent the spread of other infectious diseases.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ New tuberculosis cases (CY)	575	565	613	↓	↓	195	187
Seniors, aged 65+, who reported receiving a flu shot in the last 12 months (%) (CY)	65.5%	65.4%	66.1%	68.0%	68.0%	NA	NA
★ Children aged 19-35 months with up-to-date immunizations (%)	74.7%	75.1%	74.1%	77.0%	77.0%	74.7%	73.0%
★ Children in the public schools who are in compliance with required immunizations (%)	98.8%	98.8%	99.0%	99.0%	99.0%	93.6%	92.8%
★ HPV vaccine series completion (%)	44.2%	56.6%	61.1%	64.0%	67.0%	58.5%	62.5%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

SERVICE 2 Prevent chronic diseases by promoting healthy behaviors and preventive health care.

Goal 2a Reduce tobacco use and promote physical activity and healthy eating.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Adults who smoke (%) (CY)	14.3%	13.1%	13.4%	12.6%	12.3%	NA	NA
Adults who are obese (%) (CY)	24.1%	23.6%	25.1%	23.3%	23.2%	NA	NA
Adults who consume an average of one or more sugar-sweetened beverages per day (%) (CY)	23.7%	22.7%	23.0%	21.7%	20.4%	NA	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

Goal 2b Improve preventive health care.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Adult New Yorkers without health insurance (%) (CY)	12.6%	10.9%	11.8%	9.5%	10.0%	NA	NA
Adult patients with controlled blood pressure (%) (CY)	67.2%	67.1%	67.3%	70.0%	70.0%	NA	NA
Adults, aged 50+, who received a colonoscopy in the past ten years (%) (CY)	69.9%	68.5%	69.9%	71.4%	71.4%	NA	NA
★ Asthma-related emergency department visits among children ages 5-17 (per 10,000 children) (CY) (preliminary)	223.0	217.0	NA	↓	↓	NA	NA
★ Infant mortality rate (per 1,000 live births) (CY)	4.3	4.1	4.3	4.2	4.2	NA	NA
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None			

SERVICE 3 Promote a safe environment.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Childhood blood lead levels - number of children under the age of 18 with blood lead levels of 5 micrograms per deciliter or greater (CY)	6,734	6,274	5,317	↓	↓	1,441	1,306
★ Childhood blood lead levels - number of children under the age of 6 with blood lead levels of 5 micrograms per deciliter or greater (CY)	5,371	4,928	4,261	↓	↓	1,086	1,032
★ Active group child care center full inspections	7,764	6,732	9,286	*	*	2,125	2,908
★ Active group child care center initial inspections that do not require a compliance inspection (%)	63.7%	50.7%	64.3%	↑	↑	58.6%	72.7%
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None			

Goal 3b Reduce the threat of foodborne illness.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Restaurants inspected (%)	99.8%	87.5%	99.5%	100.0%	100.0%	41.2%	46.5%
★ Restaurants scoring an 'A' grade (%)	92.7%	93.3%	93.7%	↑	↑	93.4%	92.4%
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None			

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Initial pest control inspections (000)	98	146	175	*	*	55	53
Initial inspections with active rat signs (ARS) (%)	13.9%	12.2%	11.5%	*	*	12.1%	12.6%
★ Compliance inspections found to be rat free (%)	47.8%	49.1%	53.3%	↑	↑	52.4%	49.9%
Dogs licensed (000)	85.0	84.6	89.2	105.0	105.0	87.6	84.8
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None			

SERVICE 4 Prevent and address mental illness, developmental delays and disabilities, and substance misuse.

Goal 4a Reduce the adverse health consequences of substance misuse.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Buprenorphine patients (CY)	13,293	13,612	14,098	16,022	16,022	9,910	10,577
★ Deaths from unintentional drug overdose (CY)	942	1,425	1,487	↓	↓	NA	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Individuals in the assisted outpatient mental health treatment program	2,236	2,368	2,517	*	*	1,812	1,730
Units of supportive housing available to persons at risk for developing serious mental health and substance use disorders (000)	7.8	7.8	8.4	9.0	9.7	7.7	8.6
New children receiving services from the Early Intervention Program (000)	14.4	14.0	13.8	*	*	4.7	5.0
★ Total number of answered contacts by NYC Well (000)	NA	152.6	256.6	*	*	89.0	86.7
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

SERVICE 5 Provide high quality and timely service to the public.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Average response time for birth certificates by mail/online (days)	1.8	1.6	1.9	3.0	3.0	1.9	NA
★ Average response time for death certificates by mail/online (days)	2.0	1.5	1.7	3.0	3.0	1.8	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Workplace injuries reported	104	116	135	*	*	31	49
Collisions involving City vehicles	40	28	47	*	*	12	10
All summonses issued	59,067	57,780	92,063	*	*	39,533	47,518
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	70.0%	75.2%	55.7%	*	*	67.2%	42.8%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience							
Completed requests for interpretation	14,352	18,495	13,377	*	*	7,407	8,277
Letters responded to in 14 days (%)	60%	44%	68%	70%	70%	59%	73%
E-mails responded to in 14 days (%)	72%	73%	86%	80%	80%	81%	87%
Average wait time to speak with a customer service agent (minutes)	1	1	1	10	10	NA	NA
CORE facility rating	81	96	94	85	85	NA	NA
Calls answered in 30 seconds (%)	78%	73%	80%	80%	80%	75%	83%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - Rodent (14 days)	73%	75%	81%	73%	73%	77%	83%
Percent meeting time to first action - Food Establishment (14 days)	92%	95%	95%	90%	90%	94%	96%
Percent meeting time to first action - Food Poisoning (3 days)	94%	98%	98%	90%	90%	99%	99%
Percent meeting time to first action - Indoor Air Quality (14 days)	99%	98%	98%	95%	95%	99%	99%
Percent meeting time to first action - Smoking Complaint (14 days)	81%	92%	60%	75%	75%	83%	74%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$1,450.7	\$1,622.4	\$1,699.4	\$1,678.7	\$1,777.1	\$1,697.1	\$934.7	\$1,023.1
Revenues (\$000,000)	\$60.0	\$31.0	\$33.5	\$30.4	\$30.4	\$30.4	\$10.1	\$10.5
Personnel	5,858	6,577	6,858	6,655	6,970	6,748	6,581	6,819
Overtime paid (\$000,000)	\$11.8	\$10.9	\$11.0	\$5.9	\$7.6	\$5.4	\$3.2	\$3.7
Capital commitments (\$000,000)	\$23.9	\$21.4	\$17.2	\$123.8	\$130.6	\$133.3	\$3.1	\$8.1
Human services contract budget (\$000,000)	\$626.3	\$651.5	\$682.8	\$731.1	\$696.3	\$753.3	\$202.3	\$212.8
¹ February 2019 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 FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$494.4	\$521.6	
101 - Health Administration	\$62.3	\$56.8	All
102 - Disease Control	\$98.6	\$106.1	1a, 1b
103 - Family and Child Health and Health Equity	\$126.6	\$124.9	1b, 2b
104 - Environmental Health Services	\$64.1	\$66.5	2b, 3a, 3b, 3c
105 - Early Intervention	\$15.5	\$16.5	4b
¹ Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.	² Includes all funds.		
³ Refer to agency goals listed at front of chapter.	"NA" Not Available		* None

Unit of Appropriation	Expenditures FY18' (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)	Applicable MMR Goals ³
106 - Office of Chief Medical Examiner	\$55.6	\$66.3	Refer to table in OCME chapter
107 - Prevention and Primary Care	\$15.7	\$18.0	2a, 2b
108 - Mental Hygiene Management Services	\$38.5	\$48.5	4a, 4b
109 - Epidemiology	\$17.4	\$18.0	2a, 2b, 5a
Other Than Personal Services - Total	\$1,205.0	\$1,255.4	
111 - Health Administration	\$137.4	\$120.5	All
112 - Disease Control	\$192.4	\$194.6	1a, 1b
113 - Family and Child Health and Health Equity	\$67.3	\$74.0	1b, 2b
114 - Environmental Health Services	\$32.4	\$39.4	2b, 3a, 3b, 3c
115 - Early Intervention	\$254.6	\$201.8	4b
116 - Office of Chief Medical Examiner	\$21.0	\$26.3	Refer to table in OCME chapter
117 - Prevention and Primary Care	\$53.2	\$65.2	2a, 2b
118 - Mental Hygiene Management Services	\$61.1	\$84.7	4a, 4b
119 - Epidemiology	\$4.5	\$5.9	2a, 2b, 5a
120 - Mental Health Services	\$256.8	\$312.4	4b
121 - Developmental Disability	\$15.5	\$16.1	*
122 - Chemical Dependency and Health Promotion	\$108.8	\$114.7	4a
Agency Total	\$1,699.4	\$1,777.1	

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- DOHMH has revised Goal 1a under the service 'Detect and control infectious diseases' to 'Reduce new cases of HIV and other sexually transmitted infections.'
- The indicators 'Childhood blood lead levels – number of children under the age of 18 with blood lead levels of 5 micrograms per deciliter or greater (CY)' and 'Childhood blood lead levels – number of children under the age of 6 with blood lead levels of 5 micrograms per deciliter or greater (CY)' replace the indicator 'Childhood blood lead levels – new cases among children aged 6 months to less than six years with blood lead levels greater than or equal to 10 micrograms per deciliter.' These new indicators use the CDC's recommendation of five micrograms per deciliter as the blood lead reference level. More than 80 percent of the children included in the less than 18 years of age indicator are age six or less. This indicator is not representative of the New York City population under 18 years, as only children older than age two at high risk are tested. The data for this indicator is reported by calendar year quarter.
- The indicator 'Day care initial site inspections' has been replaced with 'Active group child care center full inspections.' The new indicator only includes New York City permitted sites and does not include state-licensed sites. The new indicator better captures the permitting, enforcement, education and initiatives that help group child care centers operate in compliance with the New York City Health Code.
- The indicator 'Child care inspections that do not require a compliance inspection (%)' has been revised to 'Active group child care center initial inspections that do not require a compliance inspection (%)'. The new indicator only includes New York City permitted sites and does not include state-licensed sites. The new indicator better captures the permitting, enforcement, education and initiatives that help group child care centers operate in compliance with the New York City Health Code.
- October 2018 figures for the indicators 'Average response time for birth certificates by mail/online (days)' and 'Average response time for death certificates by mail/online (days)' is currently unavailable. DOHMH launched eVital, the new electronic system for registering births and deaths in New York City, in October 2018, resulting in data being unavailable for that month until issues with system reports and extracts are resolved.

ADDITIONAL RESOURCES

For additional information go to:

- Data & statistics:
<http://www1.nyc.gov/site/doh/data/data-sets/data-sets-and-tables.page>
- Healthy People 2020:
<https://www.healthypeople.gov/>

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



WHAT WE DO

The Office of Chief Medical Examiner (OCME) serves public health and the criminal justice system through forensic science. OCME's independent investigations of deaths and analysis of evidence provide answers to families and communities during times of profound need. OCME is responsible for investigating deaths resulting from criminal violence, accident or suicide; that occur suddenly and when in apparent good health; when unattended by a physician; in a correctional facility or in custody of any criminal justice entity; or occurring in any suspicious or unusual manner or threat to public health. These types of cases are referred to as being under "Medical Examiner jurisdiction." The Office also reviews all applications for permits to cremate the body of a person who dies in New York City. The Office provides additional forensic services, including DNA testing, to support investigations. OCME also manages all functions of the City mortuary, including the retrieval and processing of unclaimed deceased bodies, and facilitates final disposition. Finally, OCME maintains a specialized mass fatality management team ready to support the City in responding to mass fatalities and other disasters.

FOCUS ON EQUITY

To best serve all New Yorkers—regardless of socioeconomic status—OCME operates Family Services Centers in all five boroughs so that all communities have equal service access. At these centers, staff interact with family members, medical practitioners, and other advisors to receive and verify information that will assist in determining the identity of deceased persons and aid in final disposition. For families who may need or choose interment of their loved ones in the City Cemetery, OCME provides an opportunity for a final viewing before burial. In addition, OCME also serves as the independent pathologist for families by performing its own impartial death investigations and autopsies, free from undue influence by legal or medical communities or law enforcement.

OUR SERVICES AND GOALS

SERVICE 1 Perform the processes necessary to certify deaths falling within the agency's jurisdiction.

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

- OCME performed 1,844 autopsies in the first four months of Fiscal 2019, an increase of 140 additional cases over the 1,704 autopsies performed in the first four months of Fiscal 2018. In addition, during this same period in Fiscal 2019, the Forensic Toxicology Laboratory experienced an increase in turnaround time for toxicology reports, which are relied upon by Medical Examiners to help complete autopsy reports. As a result of these factors, the median time to complete autopsy reports rose slightly to 52 days, while remaining well within the 60 day target.
- The Department of Forensic Biology is continuing with its work on identifying the remains of the victims of the September 11, 2001 terrorist attacks. During the first four months of Fiscal 2019, 80 remains were identified which have been re-associated to previously identified victims. The Department was also able to identify the remains of the 1,642nd decedent from the attack. This brings the total remains identified to 14,549 to date. Furthermore, using new, in-house technology, 144 DNA profiles were generated from the remains that were previously unknown. There were 82 profiles linked to victims (including the remains of one previously unidentified victim), 24 profiles do not match victims with references and 39 profiles are currently being evaluated.
- The Department of Forensic Biology’s median time to complete its analysis of all DNA cases decreased from 66 to 49 days in the first four months of Fiscal 2019. There was also a significant decrease in the completion of homicide and sexual assault cases at 23.1 and 34.1 percent, respectively. Median time for DNA property crimes increased about 20 percent, which was due to prioritizing crimes against persons over property crimes.
- Toxicology case completion times increased at OCME during the reporting period. This was part of a planned increase to accommodate the expansion of opioid testing offered to include the screening and confirmation of additional medications. OCME is monitoring this increase as further expansion of testing continues to include “designer drugs” such as benzodiazepines and synthetic cathinones. The median completion time remains within the target of 30 days, during a period that has seen a 6.8 percent increase in case work submitted for toxicological analysis and a 68.1 percent increase in comprehensive panel testing referenced above.

SERVICE 1 Perform the processes necessary to certify deaths falling within the agency’s jurisdiction.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Median time for scene arrivals by medicolegal investigators (MLIs) (hours)	2.4	1.9	1.8	1.7	1.7	1.7	1.8
Deaths reported	27,674	28,940	30,213	*	*	9,471	9,983
★ Cases where Chief Medical Examiner takes jurisdiction	7,375	7,704	7,632	*	*	2,468	2,587
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target	* None			

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Median time to complete autopsy reports (days)	69.0	57.0	45.0	60.0	60.0	41.0	52.0
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target	* None			

Goal 1c

Provide diligent investigation for all cremation requests.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Total cremation requests received and investigated as requirement of processing	15,719	16,525	17,252	*	*	5,328	5,543
★ Cremation requests rejected after investigation and turned over to Medical Examiner jurisdiction	63	84	91	*	*	27	49
★ Critical Indicator	"NA" Not Available	⇅ Directional Target	* None				

Goal 1d

Certify death certificates in a timely manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Median time to certify death certificates after initial receipt of decedents' remains (hours)	19.7	15.8	16.6	72.0	72.0	16.9	16.5
★ Critical Indicator	"NA" Not Available	⇅ Directional Target	* None				

SERVICE 2 Provide mortuary services to the City.

Goal 2a

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Decedents' remains transported and stored by OCME	10,108	10,330	11,255	*	*	3,533	3,796
★ Median time from OCME receipt of decedents' remains to "Ready to Release" status (hours)	14.38	12.91	11.82	⇓	⇓	12.57	11.96
Median time to clear and release to third party for final disposition, per case (minutes)	33.0	34.0	35.0	*	*	34.0	36.0
★ Critical Indicator	"NA" Not Available	⇅ Directional Target	* None				

SERVICE 3 Respond to disasters and emergencies when fatalities are involved.

Goal 3a

Provide rapid response and safe fatality management services to the City.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Remains recovered following the September 11, 2001 attacks (cumulative)	21,905	21,905	21,905	*	*	21,905	21,905
★ Critical 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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Remains identified following the September 11, 2001 attacks (cumulative)	14,308	14,348	14,467	*	*	14,467	14,549
★ Critical Indicator	"NA" Not Available	⇅ Directional Target	* None				

SERVICE 4 Provide services to the City for forensic purposes.

Goal 4a

Provide timely and accurate laboratory services for criminal justice purposes.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Median time to complete analysis of a DNA case (days)	45.0	53.0	69.0	30.0	30.0	66.0	49.0
★ Median time to complete DNA homicide cases, from evidence submission to report (days)	39.0	44.0	38.0	30.0	30.0	39.0	30.0
★ Median time to complete DNA sexual assault cases, from evidence submission to report (days)	36.0	36.0	40.0	30.0	30.0	41.0	27.0
★ Median time to complete DNA property crime cases, from evidence submission to report (days)	57.0	63.0	172.0	30.0	30.0	164.0	196.0
DNA matches with profiles in database	7,758	8,719	8,766	*	*	2,919	3,525
★ Median time to complete toxicology cases (days)	56.0	22.0	20.0	30.0	30.0	18.0	28.0
Median time to complete toxicology DUI (driving under the influence) cases (days)	43.0	17.0	14.0	30.0	30.0	16.0	17.0
Median time to complete toxicology sexual assault cases (days)	84.0	23.0	18.0	30.0	30.0	17.0	21.0
★ Critical Indicator	"NA" Not Available	↕ Directional Target	* None				

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience							
Completed customer requests for interpretation	664	1,091	1,318	*	*	335	521
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	98%	*	*	100%	94%
★ Critical Indicator	"NA" Not Available	↕ Directional Target	* None				

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$68.6	\$71.9	\$76.6	\$78.7	\$92.6	\$83.3	\$27.6	\$31.7
Revenues (\$000)	\$36	\$76	\$8	\$100	\$50	\$50	\$1	\$0
Personnel	566	591	639	735	759	742	603	648
Overtime paid (\$000,000)	\$5.1	\$5.5	\$5.8	\$2.9	\$2.8	\$2.5	\$1.7	\$2.0
¹ February 2019 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 FY18 ² (\$000,000)	Modified Budget FY19 ³ (\$000,000)	Applicable MMR Goals ⁴
106 - Office of Chief Medical Examiner (Personal Services)	\$55.6	\$66.3	All
116 - Office of Chief Medical Examiner (Other Than Personal Services)	\$21.0	\$26.3	All
Agency Total ¹	\$76.6	\$92.6	

¹OCME is contained within the Department of Health and Mental Hygiene and appropriations are made through that agency.
²Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.
³Includes all funds. ⁴Refer 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/ocme.

NYC HEALTH + HOSPITALS

Dr. Mitchell Katz, President/Chief Executive Officer



WHAT WE DO

NYC Health + Hospitals, the largest public health system in the country, includes 11 acute care hospitals, five skilled nursing facilities, and more than 70 community- and school-based health centers. NYC Health + Hospitals provides comprehensive health care services including preventive and primary care, behavioral health, substance abuse, trauma, high-risk neonatal and obstetric care and burn care. NYC Health + Hospitals' acute care hospitals serve as major teaching hospitals. In addition, the system includes MetroPlus (a managed care plan), an Accountable Care Organization, a Certified Home Health Agency and Correctional Health Services. NYC Health + Hospitals is the City's single largest provider of care to Medicaid patients, mental health patients, and the uninsured, serving more than 1.1 million New Yorkers throughout the five boroughs.

FOCUS ON EQUITY

NYC Health + Hospitals' mission is to deliver high quality health care services to all New Yorkers with compassion, dignity and respect to all, without exception. Building upon the successful strategies outlined in the "One New York: Health Care for our Neighborhoods" report, NYC Health + Hospitals is working to ensure the public hospital system's long term stability and quality by focusing on three top priorities: invigorating and expanding primary care, improving access to needed specialty care, and achieving fiscal solvency. Accordingly, NYC Health + Hospitals is establishing new ambulatory care sites in high-need neighborhoods; hiring new primary care providers; expanding our eConsult telehealth system to increase specialty access; and continuing our focus on clinical quality, care experience, and patient safety. NYC Health + Hospitals is working to ensure financial sustainability by reducing administrative expenses; billing insurance for insured patients; coding and documenting effectively in order to receive payment for services provided; retaining paying patients, particularly from the system's health plan MetroPlus; investing resources into hiring positions that are revenue generating; providing specialized services that are well reimbursed; and converting uninsured patients who qualify for insurance to be insured. Collectively, these efforts will well position NYC Health + Hospitals to successfully serve those accessing services through NYC Care, a program under the Administration's recently announced commitment to guarantee healthcare to all New Yorkers.

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 data for the month of October 2018 are not available due to the transition of several facilities to a new electronic medical record system in mid-October. NYC Health + Hospitals provided healthcare services to 519,151 unique patients through the first three months of Fiscal 2019, as compared to 532,263 unique patients during the same period of the prior year. NYC Health + Hospitals is working to reverse the recent trend of declining outpatient visits by building strong relationships between patients and their primary care physicians, improving clinic efficiency, and reducing appointment wait times, especially for specialty services. NYC Health + Hospitals is also testing new care team models to better support patients and improvements at our call center to improve scheduling and allow telephone medication renewal. These practices, if successful, will be adopted across the public health system's more than 70 community-based health centers, including 11 hospital-based outpatient operations, and will not only increase visits, but also help the system to retain and grow its patient base.
- Uninsured patient data for the month of October 2018 are not available due to the transition of several facilities to a new electronic medical record system in mid-October. NYC Health + Hospitals served 144,514 uninsured patients over the first three months of Fiscal 2019, a decrease of 5 percent over the prior year. This decline is offset by corresponding gains in the number of insured patients served. In August 2018, NYC Health + Hospitals built upon previous enrollment efforts and enhanced its efforts to link uninsured New Yorkers to health insurance by making changes to its Health + Hospitals Options sliding fee billing mechanism. Since that change, the average number of insurance applications submitted is up 28 percent compared to the same period last year, resulting in the conversion of more uninsured patients to insured status and contributing to the decline in uninsured patient volumes.
- The number of completed eConsults, or specialty referrals, increased from 6,965 in the first four months of Fiscal 2018 to 17,995 in the corresponding period in Fiscal 2019. This increase of 158 percent is an indicator of the system's continued efforts to expand access to specialty services. The use of eConsult expands access to ambulatory specialty care by enhancing communication between primary care providers and specialists, enabling providers to continue to care for patients in the primary care setting in some instances and maximizing the usefulness of specialty visits when a face-to-face visit is needed. Nearly 100 specialty clinics across 10 facilities are now using eConsult.
- The average wait time for the third-next-available appointment for adult medicine declined 25 percent, from an average of 16.2 calendar days over the first four months of Fiscal 2018 to an average of 12.2 during the same period in Fiscal 2019 due to staffing increases in adult medicine. During that same time period, the calendar days to third-next-available appointment for pediatric medicine increased from an average of 7.3 days to an average of 9.1 days. Scheduling limits related to the implementation of a new electronic health records system impacted appointment availability for pediatric services. In adult medicine, this effect was offset by newly funded positions and hiring. NYC Health + Hospitals is working to expand access and reduce wait times by improving continuity between patients and their providers; implementing patient-centered scheduling practices to reduce no-shows; and taking steps to improve clinic efficiency. These efforts are expected to improve performance in this area as they are scaled systemwide.
- The percent of individuals who left without being seen in the Emergency Department (ED) increased from seven percent to nine percent in the first four months of Fiscal 2019, compared to the same period of Fiscal 2018. NYC Health + Hospitals increased provider and nurse staffing levels, amended accountability practices and improved patient tracking and facility management in EDs to improve performance in this area. Efforts to improve inpatient flow are also expected to improve performance in this area. Moving forward, NYC Health + Hospitals is working to ensure that this measure is as precise as possible; currently the figures include patients who do not fully check in, patients who would be transferred to NYC Health + Hospital's own urgent care Express Care clinics, patients who were transferred to the psychiatric ED, and patients who, for some reason, were not checked out.
- The percent of correctional health patients with a substance use diagnosis that received jail-based contact increased by seven percentage points—from 87 percent in the first four months of Fiscal 2018 to 94 percent over the same period of Fiscal 2019. Correctional Health Services provides a variety of services for people with a substance use disorder, including the nation's oldest and largest opioid treatment program, counseling, and re-entry planning.

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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Unique patients	1,168,663	1,133,984	1,112,975	↑	↑	532,263	519,151
Unique primary care patients (seen in the last 12 months)	446,000	425,000	417,000	*	*	NA	414,000
★ Uninsured patients served	425,089	414,738	381,805	↓	↓	152,898	144,514
★ eConsults completed	NA	12,649	28,956	↑	↑	6,965	17,995
★ Eligible women receiving a mammogram screening (%)	76.4%	75.4%	75.9%	80.0%	80.0%	74.3%	74.9%
★ HIV patients retained in care (%) (annual)	85.7%	83.5%	84.9%	85.0%	85.0%	NA	NA
Calendar days to third next available new appointment - adult medicine	23.0	18.6	13.1	14.0	14.0	16.2	12.2
Calendar days to third next available new appointment - pediatric medicine	5.0	5.1	4.7	5.0	5.0	7.3	9.1
★ Prenatal patients retained in care through delivery (%)	87.0%	86.1%	89.0%	90.0%	90.0%	89.5%	90.0%
★ Follow-up appointment kept within 30 days after behavioral health discharge (%)	NA	61.30%	57.80%	↑	↑	57.60%	61.20%
Correctional health patients with a substance use diagnosis that received jail-based contact (%)	97%	97%	96%	90%	90%	87%	94%
Total correctional health clinical encounters per 100 average daily population	7,999	8,290	8,294	*	*	2,712	2,751
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

Goal 1b

Enhance the sustainability of the Health + Hospitals system.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ MetroPlus membership	501,134	503,044	521,731	↑	↑	504,498	516,107
Patients who left Emergency Department without being seen (%)	9.0%	7.7%	7.7%	4.0%	4.0%	7.0%	9.0%
★ Net days of revenue for accounts receivable	51.1	45.8	NA	42.0	42.0	42.3	49.0
Patient care revenue/expenses (%)	59.2%	56.2%	59.2%	60.0%	60.0%	61.4%	61.5%
★ MetroPlus Health Plan medical spending at Health + Hospitals (%)	37.2%	39.0%	39.3%	↑	↑	NA	39.9%
★ Insurance applications submitted (monthly average)	13,819	15,143	17,540	↑	↑	15,318	19,665
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

Goal 1c Maximize quality of care and patient satisfaction.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Inpatient satisfaction rate (%)	62.0%	61.0%	62.0%	65.4%	65.8%	60.0%	62.0%
Outpatient satisfaction rate (%)	77.8%	81.3%	82.1%	83.6%	85.4%	81.4%	81.2%
★ Patients receiving a defined set of medical services to treat sepsis within three hours of presentation (%)	NA	66.2%	64.0%	↑	↑	NA	NA
★ Patients diagnosed with diabetes who have appropriately controlled blood sugar (%)	61.8%	63.3%	63.5%	↑	↑	64.1%	64.4%
★ Post-acute care satisfaction rate (%)	82.4%	85.0%	85.3%	84.3%	86.3%	85.3%	87.1%
Overall safety grade - acute care	NA	NA	62.0%	*	*	NA	NA
Overall safety grade - post-acute care (%)	NA	NA	72.0%	*	*	NA	NA
Overall safety grade - ambulatory care (D & TC)(%)	NA	NA	39.0%	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target		* None			

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$7,571.5	\$7,536.0	\$7,868.1	\$7,740.0	\$7,740.0	\$7,880.8	\$2,181.0	\$2,192.7
Revenues (\$000,000)	\$8,046.3	\$8,139.0	\$8,604.2	\$8,365.2	\$8,365.0	\$8,347.1	\$1,900.2	\$2,206.9
Personnel	39,443	37,575	36,574	37,025	37,272	37,272	37,119	37,256
Overtime paid (\$000,000)	\$144.7	\$141.7	\$151.5	\$153.6	\$153.6	\$153.6	\$43.3	\$52.8
Capital commitments (\$000,000)	\$203.5	\$202.1	\$283.6	\$578.5	\$660.1	\$843.4	\$48.0	\$141.2
¹ Expense, Revenue, Overtime Plans are consistent with H+H November 2018 Plan; Personnel and Capital with NYC February 2019 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 FY18 ² (\$000,000)	February 2019 Financial Plan FY19 ³ (\$000,000)	Applicable MMR Goals ⁴
001 - Lump Sum Appropriation (OTPS) ¹	\$872.0	\$735.4	All

¹These figures are limited to the City's contribution and planned contribution respectively.
²Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds. ³Includes all funds.
⁴Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- As the NYC Health + Hospitals system focuses on these key priorities to ensure its long term sustainability, some of the goals and measures tracked in this report will change. These changes incorporate the key performance indicators that NYC Health + Hospitals system leadership and its independent board, in close partnership with the de Blasio Administration and the City Council, use to track system performance. Measures reported in prior reports are still tracked by the system and available to the public, but this report attempts to align critical measures with those most actionable and impactful for the system's long term stability.
- Previously reported correctional health indicators 'Total correctional health clinical visits (includes intake exams, sick calls, follow-up, mental health and dental)' and 'Patients with a substance abuse diagnosis in a jail-based substance abuse program (%)' have been replaced with 'Correctional health patients with a substance use diagnosis who received jail-based contact' and 'Total correctional health clinical encounters per 100 average daily population.'
- The following indicators have been added: 'Patients who left Emergency Department without being seen (%)', 'Patient care revenue/expenses' and 'Follow-up appointment kept within 30 days after behavioral health discharge (%).'
- The following indicators are no longer reported: 'Hospital-Acquired Central Line-Associated Bloodstream Infection (CLABSI) Rate', 'Adult patients discharged with a principal psychiatry diagnosis who are readmitted within 30 days (%)' and 'General care length of stay.'
- The indicators 'Insurance applications submitted' and 'Number of unique patients' were renamed 'Average monthly insurance applications submitted' and 'Unique patients,' respectively, for clarity.
- Unique patient data for the month of October 2018 are not available due to the transition of several facilities to a new electronic medical record system in mid-October. Four-month actual figures reported for the indicator 'Unique primary care patients (seen in the last 12 months)' reflect the 12-month period ending in September. Four-month actual figures reported for the indicators 'Unique patients' and 'uninsured patients served' reflect the 3-month period ending in September.

ADDITIONAL RESOURCES

- One New York Health Care for Our Neighborhoods: <http://www1.nyc.gov/assets/home/downloads/pdf/reports/2016/Health-and-Hospitals-Report.pdf>

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

HUMAN RESOURCES ADMINISTRATION

Steven Banks, Commissioner
Grace Bonilla, Administrator



WHAT WE DO

The Human Resources Administration (HRA) provides economic support and social services to families and individuals through the administration of major benefit programs including cash assistance (CA), Supplemental Nutrition Assistance Program (SNAP), Medicaid, and child support services. HRA also provides homelessness prevention and rental assistance, educational, vocational and employment services, assistance for persons with disabilities, services for immigrants, civil legal aid and disaster relief. For the most vulnerable, it provides HIV/AIDS Services, Adult Protective Services, Home Care and programs for survivors of domestic violence.

FOCUS ON EQUITY

HRA promotes equity for New Yorkers through its commitment to services that fight poverty and income inequality, prevent homelessness and promote employment. HRA increases economic security by facilitating access to benefits, employment and educational programs that emphasize individualized assessment, training and education, including access to four-year college and sustainable jobs. HRA eliminated processes that lead to unnecessary case sanctions for clients willing to comply with work rules and implemented Benefits Re-engineering, which uses technology to streamline Supplemental Nutrition Assistance Program (SNAP) and cash assistance (CA) eligibility processes. HRA has enhanced programs to prevent homelessness, including expansion of tenant legal services programs; expedited access to rental arrears benefits; and creation of new rental assistance programs for homeless families and adults in partnership with the Department of Homeless Services (DHS). In conjunction with the Mayor's Office of Immigrant Affairs (MOIA), HRA administers the New York City municipal identification program (IDNYC).

OUR SERVICES AND GOALS

SERVICE 1 Improve access to assistance that provides economic stability to support the basic needs of all eligible children and adults.

- Goal 1a Provide access to cash assistance benefits for all eligible children and adults.
- Goal 1b Provide access to Supplemental Nutrition Assistance Program benefits for all eligible children and adults.
- Goal 1c Provide access to Medicaid public health insurance coverage for all eligible children and adults.

SERVICE 2 Increase financial independence and upward mobility out of poverty through employment, education, skills enhancement, job search, job placement, wellness services and other supports.

- Goal 2a Increase the proportion of cash assistance recipients who obtain and retain paid employment.
- Goal 2b Provide wellness, rehabilitation and employment services to cash assistance recipients with special needs to assist them to become healthy enough to work, or to obtain federal disability benefits if they are unable to work.
- Goal 2c Provide access to child support services for eligible parents and their children.

SERVICE 3 Reduce homelessness among children and adults.

- Goal 3a Provide homelessness prevention benefits and services to eligible children and adults.
- Goal 3b Provide safe and appropriate services in shelter and in the community to survivors of domestic violence.

SERVICE 4 Provide support services for eligible vulnerable and/or frail children and adults and for children and adults with disabilities.

- Goal 4a Ensure that all eligible vulnerable and/or frail children and adults and children and adults with disabilities receive services to resolve immediate risk and provide ongoing assistance to enhance their safety and independence.

HOW WE PERFORMED

- The 12-month unduplicated number of persons receiving cash assistance (CA)—the true measure of the number of CA clients served in a year—was 593,700 in October 2018, consistent with the Fiscal 2018 number. Of those clients receiving CA in the month of October 2018, the number of individuals receiving recurring assistance declined by 4.9 percent compared to October 2017, while those receiving one-time emergency assistance increased by 26.7 percent.
- HRA's focus on the reduction in unnecessary punitive actions maintained a rate of less than one percent of cases in sanction status. Those cases in the sanction process increased slightly during the reporting period due to increased client participation in a conference/conciliation process developed since the elimination in New York State law of durational sanctions (sanctions that last for a prescribed amount of time). The CA application timeliness rate for the first four months of Fiscal 2019 was 94.8 percent, a slight decline over 95.1 percent for the same period of Fiscal 2018.
- In October 2018, there were 45,600 fewer persons receiving Supplemental Nutrition Assistance Program (SNAP) benefits compared to the same period in the prior year, which follows the trend for SNAP enrollment across the country. The decline was in both the CA and non-CA related SNAP populations, with the number who also receive Supplemental Security Income remaining relatively stable. SNAP application timeliness increased by 5.3 percentage points to 90.9 percent, largely due to the implementation of on-demand phone interviews, which allow non-CA SNAP applicants to call HRA during business hours to complete their eligibility interviews at a date and time of their choosing.
- As of October 2018, 1.687 million New York City residents were enrolled in Medicaid administered by HRA, and another 1.639 million were enrolled in Medicaid through the New York State Health Care Exchange (the Exchange). As a result of the on-going transition to State administration of Medicaid, the number enrolled through HRA was 6.8 percent lower than in the previous year, while the number of clients enrolled through the Exchange during this same period was 9.2 percent higher.
- HRA helped 12,950 clients obtain jobs during the first four months of Fiscal 2019, 5.8 percent more than during the same period of Fiscal 2018. The percentage of family cases engaged in education and training increased by 4.3 percentage points and the percent of Safety Net Assistance (SNA) cases in education and training increased by 2.4 percentage points. This is due to the continuing successful implementation of HRA's new employment services contracts, which began in April 2017. The programs emphasize individual client assessments, access to education and training, literacy services and client choice, including internships, community service, and subsidized transitional employment to provide clients with a career pathway. The percentage of family cases participating in work related activities in line with federal guidelines declined by two percentage points in federal fiscal 2017-2018 compared to the previous year.
- In October 2018, there were 33,774 clients participating in HRA's Wellness, Comprehensive Assessment, Rehabilitation and Employment (WeCARE) services, which assist CA clients with barriers to employment. This represents an increase of 1.6 percent compared to the same period last year.
- While continuing to meet the federal threshold, the number of child support cases with orders declined marginally, as active cases closed and fewer new cases opened. At the same time, both the percent of active cases receiving current payments as well as actual collections increased slightly over the reporting period.
- HRA provides homelessness prevention assistance to families and individuals with housing emergencies and to those seeking shelter. HRA provides access to emergency rental arrears payments and ongoing rental assistance at Job Centers, Housing Courts, DHS shelter intake, and HomeBase locations. Of those who received homelessness prevention services at DHS' Prevention Assistance and Temporary Housing (PATH) family intake unit during the first four months of Fiscal 2019, 13.5 percent were successfully diverted from entering shelter on the day they received the service, 1.2 percentage points higher than during the same period of Fiscal 2018.
- Despite declines in the first four months of Fiscal 2019 (particularly among adults receiving services), the HomeBase prevention program continued to exceed the target of diverting 85 percent of those who receive HomeBase Services from entering shelter. As of October 2018, 93.6 percent of families with children, 96 percent of adult family households, and 91.6 percent of single adults who received HomeBase prevention services remained in their communities and avoided shelter entry within 12 months following the service.

- HRA assists domestic violence (DV) survivors with services in the community or with placement in emergency HRA DV shelters. During the first four months of Fiscal 2019, the percent of DV-eligible families at PATH entering an HRA DV shelter was 29.0 percent, 1.7 percentage points less than the previous period. At the same time, the average number of families served per day in DV emergency shelter increased by 6.9 percent as a result of increased DV emergency bed capacity. The average number of active cases in the nonresidential DV services program was higher in October 2018 than during the previous period. Data reporting issues impacted this indicator in Fiscal Year 2018. These issues are corrected in Fiscal 2019 reporting but comparisons between the two periods cannot be made.
- The number of referrals received by Adult Protective Services (APS) increased by 5.8 percent and the number of APS assessment cases also increased by 9.5 percent, continuing the trend seen in recent fiscal years. The percentage of assessment cases with a determination for APS eligibility within the State-mandated timeframe of 60 days increased over the prior period, while the undercare caseload declined. The number of home care cases continued to increase during the first four months of Fiscal 2019 driven by an increase of over 20,000 Managed Long-Term Care (MLTC) clients, whose enrollment and care is managed exclusively by New York State.
- There were 34,549 clients served by the HIV/AIDS Services Administration (HASA) in October 2018, a 1.2 percent increase over the number served in October 2017. This increase was primarily due to the implementation of a new rule in August 2016, which allows HRA to provide HASA benefits to income-eligible asymptomatic individuals and families. During the first four months of Fiscal 2019, processing time for enhanced housing benefits increased in HASA due to the caseload growth resulting from the new eligibility criteria.
- During the first four months of Fiscal 2019, HRA generated \$67.23 million in Medicaid recoveries and cost avoidance related to fraud, waste or abuse, 26.8 percent less than the amount collected or costs avoided in the same period of Fiscal 2018; the decline was primarily due to several high profile fraud cases in Fiscal 2018. In addition, HRA generated \$75.2 million in CA recoveries and cost avoidance, four percent more than the amount collected in the same period of Fiscal 2018; and \$13 million in SNAP recoveries and cost avoidance, 28 percent more than during the same period in the previous year. These increases were due to the growing use of data-driven caseload assignment and prioritization processes in HRA's revenue operations, continued focus on provider investigations, and cost avoidance from determinations for ineligible applicants.
- The number of fair hearing requests during in the first four months of Fiscal 2019 was six percent lower, compared to the same period of Fiscal 2018. The average for the Fiscal 2019 reporting period was 43.2 percent lower than the same period in Fiscal 2014 and is expected to decline further by the end of the calendar year due to reforms that reduced the number of unnecessary punitive actions that previously resulted in fair hearing requests. Of the hearings that were held and determinations made during the reporting period, 14.9 percent resulted in HRA's decisions being upheld, an increase of 2.8 percentage points.
- The percentage of letters responded to within 14 days increased by 13.6 percentage points from the prior fiscal year. There was a decline of two percentage points in the percentage of calls answered in 30 seconds or less. The decline in the percentage of calls answered in 30 seconds or less was due, in part, to an increase of nearly 66,485 calls during the first four months of Fiscal 2019, compared to the same period in Fiscal 2018.

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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Cash assistance unduplicated number of persons (12-month)(000)	601.8	598.6	593.9	*	*	596.0	593.7
Cash assistance unduplicated number of persons receiving recurring assistance (12-month) (000)	492.9	491.9	488.7	*	*	492.3	483.3
Cash assistance unduplicated number of persons receiving emergency assistance (12-month) (000)	108.9	106.7	105.3	*	*	103.7	110.4
★ Persons receiving cash assistance (000)	369.5	364.2	356.3	*	*	368.4	352.8
Persons receiving recurring assistance (000)	361.4	356.9	349.8	*	*	360.9	343.3
Persons receiving emergency assistance (000)	8.2	7.4	6.5	*	*	7.5	9.5
★ Cash assistance caseload (point in time)(000)	196.1	194.5	190.5	*	*	195.8	188.1
Cash assistance applications (000)	330.6	333.8	331.3	*	*	116.7	110.6
Cash assistance application acceptance rate (%)	51.2%	52.6%	50.5%	*	*	51.2%	53.4%
Cash assistance cases in sanction process (%)	4.0%	4.7%	5.3%	*	*	5.0%	5.4%
Cash assistance cases in sanction status (%)	1.2%	0.3%	0.2%	*	*	0.2%	0.1%
★ Cash assistance application timeliness rate (%)	97.5%	97.9%	96.2%	96.0%	96.0%	95.1%	94.8%
★ Critical 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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Persons receiving Supplemental Nutrition Assistance Program (SNAP) benefits (000)	1,693.2	1,676.3	1,607.5	*	*	1,636.4	1,590.8
– Cash assistance persons receiving SNAP benefits (000)	409.3	401.2	383.1	*	*	399.3	383.8
– Non-cash assistance persons receiving SNAP benefits (000)	1,020.7	1,012.3	964.8	*	*	975.5	949.0
– SSI persons receiving SNAP benefits (000)	263.1	262.8	259.6	*	*	261.6	258.1
Total SNAP households (000)	951.4	948.6	923.2	*	*	930.2	914.4
– Cash assistance households receiving SNAP benefits (000)	198.9	196.3	190.0	*	*	195.0	188.9
– Non-cash assistance households receiving SNAP benefits (000)	510.4	510.1	493.4	*	*	493.7	487.0
– SSI households receiving SNAP benefits (000)	242.1	242.2	239.8	*	*	241.4	238.5
Supplemental Nutritional Assistance Program (SNAP) Payment Error Rate (federal fiscal year) (%)	3.63%	6.98%	NA	6.00%	6.00%	6.72%	NA
★ SNAP application timeliness rate (%)	93.9%	89.1%	89.4%	90.6%	90.6%	85.6%	90.9%
SNAP applications filed electronically (%)	73.4%	75.6%	78.0%	*	*	77.8%	84.9%
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target		* None			

Goal 1c Provide access to Medicaid public health insurance coverage for all eligible children and adults.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Medicaid enrollees administered by HRA (000)	2,085.7	1,869.5	1,725.5	*	*	1,810.2	1,687.1
– Medicaid-only enrollees administered by HRA (000)	1,321.2	1,109.9	979.5	*	*	1,055.4	950.7
★ Application timeliness rate for Medicaid administered by HRA (%)	92.1%	95.6%	95.8%	99.4%	99.4%	96.1%	95.0%
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target		* None			

SERVICE 2 Increase financial independence and upward mobility out of poverty through employment, education, skills enhancement, job search, job placement, wellness services and other supports.

Goal 2a Increase the proportion of cash assistance recipients who obtain and retain paid employment.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Clients whom HRA helped obtain employment (000)	47.0	44.8	38.9	↑	↑	12.2	13.0
★ HRA clients who obtained employment, and maintained employment or did not return to CA for 180 days (city fiscal year-to-date average) (%)	73.3%	73.1%	73.8%	80.0%	80.0%	73.8%	75.4%
HRA clients who obtained employment, and maintained employment or did not return to CA for 12 months (city fiscal year-to-date average) (%)	63.5%	63.4%	63.3%	*	*	63.1%	63.4%
★ Safety Net Assistance (SNA) cases engaged in training or education in accordance with New York City guidelines (%)	25.5%	27.0%	29.9%	↑	↑	26.9%	29.3%
★ Family cases engaged in training or education in accordance with New York City guidelines (%)	27.4%	26.3%	28.3%	↑	↑	26.1%	30.4%
★ Cash assistance family cases participating in work or work-related activities per federal guidelines (official federal fiscal year-to-date average) (%)	33.4%	27.3%	25.3%	34.0%	34.0%	NA	NA
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target	* None			

Goal 2b Provide wellness, rehabilitation and employment services to cash assistance recipients with special needs to assist them to become healthy enough to work, or to obtain federal disability benefits if they are unable to work.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Total WeCARE cases	49,637	38,016	35,164	*	*	33,238	33,774
★ Number of WeCARE federal disability awards	3,227	3,613	3,565	*	*	1,232	1,109
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target	* None			

Goal 2c Provide access to child support services for eligible parents and their children.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Total new child support orders obtained	19,579	18,645	14,832	*	*	5,209	4,466
Total child support cases with active orders (end of period)	282,451	282,013	269,761	*	*	278,467	266,410
★ Child support cases with orders of support (%)	76.7%	79.4%	79.8%	80.0%	80.0%	81.2%	80.9%
Child support collected (\$000,000)	\$762.1	\$780.9	\$763.9	\$784.4	\$784.4	\$244.6	\$247.4
★ Support cases with active orders receiving current payments (%)	59.7%	59.7%	59.8%	↑	↑	59.3%	59.6%
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target	* None			

SERVICE 3 Reduce homelessness among children and adults.

Goal 3a

Provide homelessness prevention benefits and services to eligible children and adults.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Clients successfully diverted at PATH from entering a homeless shelter (%)	NA	13.4%	12.3%	*	*	12.3%	13.5%
★ Adults receiving preventive services who did not enter the shelter system (%)	90.6%	92.6%	93.8%	85.0%	85.0%	95.5%	91.6%
★ Adult families receiving preventive services who did not enter the shelter system (%)	90.7%	94.0%	95.9%	85.0%	85.0%	96.6%	96.0%
★ Families with children receiving preventive services who did not enter the shelter system (%)	94.1%	94.2%	93.7%	85.0%	85.0%	94.0%	93.6%
Rent Assistance Unit Emergency Assistance Requests Approved (%)	67.6%	66.7%	75.1%	*	*	71.2%	80.4%
Requests for Emergency Assistance at the Rental Assistance Unit	82,306	79,624	77,605	*	*	25,051	26,492
Low-income cases facing eviction and homelessness who were assisted with legal services in Housing Court	11,837	16,702	25,156	*	*	8,014	8,899
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

Goal 3b

Provide safe and appropriate services in shelter and in the community to survivors of domestic violence.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Eligible families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered HRA's domestic violence shelters (%)	30.5%	30.4%	39.0%	*	*	30.7%	29.0%
Average number of families served per day in the domestic violence shelter program	803	841	827	*	*	801	856
Number of domestic violence emergency beds (capacity)	2,282	2,378	2,467	*	*	2,378	2,467
Domestic violence non-residential services programs average monthly caseload	NA	1,818	1,618	*	*	1,438	1,902
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

SERVICE 4 Provide support services for eligible vulnerable and/or frail children and adults and for children and adults with disabilities.

Goal 4a

Ensure that all eligible vulnerable and/or frail children and adults and children and adults with disabilities receive services to resolve immediate risk and provide ongoing assistance to enhance their safety and independence.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Adult Protective Services (APS) assessment cases	4,041	4,258	4,863	*	*	4,809	5,266
★ Individuals referred to an APS field office visited within three working days (%)	95.1%	95.0%	95.3%	85.0%	85.0%	95.2%	95.4%
APS assessment cases accepted or denied for undercare within State-mandated 60 days (%)	94.3%	95.3%	96.1%	*	*	95.1%	96.0%
★ APS cases eligible for services	6,847	7,346	7,407	*	*	7,628	7,184
Total referrals received for APS	25,614	27,860	30,252	*	*	10,106	10,690
★ Personal care services - average weekly billable hours	43.6	46.1	50.5	*	*	49.6	52.2
★ Serious personal care complaints resolved in 24 hours (%)	100.0%	97.0%	94.0%	100.0%	100.0%	92.0%	93.0%
★ Average days to initiate home attendant and housekeeper services for all cases	20.4	20.0	23.0	30.0	30.0	23.0	23.0
Cases receiving home care services	136,367	155,504	176,681	*	*	162,089	184,811

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
New applicants for HIV/AIDS Services Administration (HASA) services	5,045	6,862	6,102	*	*	2,223	2,043
★ Individuals receiving HASA services	31,693	33,526	34,476	*	*	34,123	34,549
HASA clients receiving housing assistance (%)	84.3%	80.6%	81.8%	*	*	81.4%	81.8%
★ Average number of days from submission of a completed application to approval or denial of enhanced housing benefits to keep HASA clients in stable housing	7.0	6.9	7.6	8.0	8.0	7.2	7.6
★ Average number of days from submission of a completed application to issuance of enhanced housing benefits to HASA clients	16.3	16.8	17.7	15.5	15.5	17.8	19.4
★ Critical Indicator "NA" Not Available ⇅ Directional Target * None							

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Medicaid recoveries and cost avoidance for fraud, waste & abuse (\$000,000)	\$162.38	\$187.39	\$371.67	↑	↑	\$91.85	\$67.23
Cash assistance recoveries and cost avoidance for fraud, waste and abuse (\$000,000)	\$171.0	\$191.4	\$211.8	*	*	\$72.3	\$75.2
Supplemental Nutritional Assistance Program (SNAP) cost avoidance for fraud and abuse (\$000,000)	\$28.5	\$29.3	\$34.9	*	*	\$10.2	\$13.0
Fair hearings requested	285,165	247,253	236,156	*	*	81,170	76,306
Fair hearings upheld (%)	7.9%	9.6%	12.9%	*	*	12.1%	14.9%
IDNYC - number of applications processed	545,184	245,610	159,109	*	*	62,432	48,873
IDNYC - total number of cards issued	544,083	238,737	153,945	*	*	61,217	46,575
IDNYC application timeliness (%)	99.0%	99.0%	99.4%	*	*	99.2%	99.3%
Billed revenue as a percentage of budgeted revenue (%)	74.5%	72.0%	68.4%	*	*	14.4%	14.0%
Claims filed within 60 days of the close of the expenditure month (%)	100.0%	100.0%	100.0%	*	*	100.0%	100.0%
Calls resolved within 48 hours to the customer service call line for vendors (%)	82.3%	80.7%	81.3%	*	*	78.6%	74.2%
Collisions involving City vehicles	51	34	43	*	*	22	15
Workplace injuries reported	172	176	170	*	*	49	49
Applications filed with the United States Citizenship and Immigration Services	1,415	2,477	3,496	*	*	NA	NA
★ Critical Indicator "NA" Not Available ⇅ Directional Target * None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience							
Completed requests for interpretation	989,229	1,264,815	1,232,975	*	*	451,117	420,680
Letters responded to in 14 days (%)	86.9%	93.6%	91.2%	90%	90%	82.8%	96.4%
E-mails responded to in 14 days (%)	92.9%	93.2%	96.1%	90%	90%	97.4%	97.9%
Average customer in-person wait time (minutes)	34.8	34.1	34.1	60.0	60.0	35.1	33.4
CORE facility rating	86	86	92	80	80	NA	NA
Calls answered in 30 seconds (%)	79.7%	84.1%	58%	80%	80%	58%	56.1%
Customer satisfaction rating for Public Health Insurance Program services "good" or "excellent" (%)	93.0%	93.0%	94.0%	*	*	NA	NA
★ Critical Indicator "NA" Not Available ⇅ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$9,398.0	\$9,563.4	\$9,904.0	\$10,068.0	\$10,144.1	\$10,164.3	\$3,576.9	\$4,175.1
Revenues (\$000,000)	\$54.8	\$57.8	\$55.7	\$42.6	\$42.6	\$42.6	\$13.1	\$13.6
Personnel	13,401	13,336	13,004	14,681	14,690	14,646	13,195	12,861
Overtime paid (\$000,000)	\$30.4	\$36.5	\$35.6	\$15.9	\$15.9	\$15.9	\$11.0	\$11.2
Capital commitments (\$000,000)	\$20.0	\$44.7	\$57.6	\$132.2	\$86.2	\$64.6	\$0.6	\$14.4
Human services contract budget (\$000,000)	\$455.8	\$486.8	\$566.5	\$682.5	\$692.1	\$699.3	\$111.9	\$158.6
¹ February 2019 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 FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$804.6	\$867.2	
201 - Administration	\$335.3	\$335.2	All
203 - Public Assistance	\$283.3	\$300.6	1a, 1b, 2a, 2b, 2c, 3a
204 - Medical Assistance	\$72.2	\$103.4	1c, 2b, 4a
205 - Adult Services	\$113.7	\$128.1	1c, 2a, 2b, 2c, 3a, 3b, 4a
Other Than Personal Services - Total	\$9,099.4	\$9,276.9	
101 - Administration	\$289.3	\$288.4	All
103 - Public Assistance	\$2,345.5	\$2,474.6	1a, 1b, 2a, 2b, 2c, 3a
104 - Medical Assistance	\$5,959.6	\$5,948.1	1c, 2b, 4a
105 - Adult Services	\$384.4	\$410.0	1c, 2a, 2b, 2c, 3a, 3b, 4a
107 - Legal Services	\$120.6	\$155.8	All
Agency Total	\$9,904.0	\$10,144.1	
¹ Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. 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

- HRA updated the Fiscal 2020 target for the indicator 'Child support cases with orders of support (%)' to reflect anticipated performance.

ADDITIONAL RESOURCES

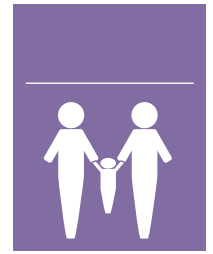
For additional agency performance statistics, please visit:

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

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

ADMINISTRATION FOR CHILDREN'S SERVICES

David Hansell, Commissioner



WHAT WE DO

The Administration for Children's Services (ACS) is responsible for protecting the safety and promoting the well-being of New York City's children and strengthening their families by providing child welfare, juvenile justice, child care and early education services. In child welfare, ACS contracts with non-profit organizations to support and stabilize families at risk of a crisis through preventive services and with foster care agencies for children not able to remain safely at home. Each year, the agency's Division of Child Protection conducts nearly 60,000 investigations of suspected child abuse or neglect. In youth and family justice, ACS manages and funds services including detention and Close to Home placement, intensive community-based alternatives for youth and support services for families. In the Division of Child and Family Well-Being created in September 2017, ACS coordinates and funds programs and vouchers for close to 100,000 children eligible for subsidized child care and promotes child well-being, family stability and quality integrated services.

FOCUS ON EQUITY

ACS is responsible for serving children and families of every race and ethnicity in New York City. ACS aims to secure safe and nurturing family environments and strong communities for all of the City's children as it strives over the long term to counter the disproportionately damaging impact of poverty and chronic stress on the City's children of color. ACS is deeply committed to an equitable and fair approach to providing child care, early education and family supports and to ensuring that interventions—including child protection, family court services, foster care and juvenile detention—are performed in a manner that is respectful of the racial, cultural and economic character of each family involved. Through the agency's early education programs, community-building and family support services, ACS is helping families create a stable foundation on which children will thrive throughout their lives.

OUR SERVICES AND GOALS

SERVICE 1 Protect children from child abuse.

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

SERVICE 2 Ensure access to quality early child care and education services in all communities.

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

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

- Goal 3a Assure that detention facilities are safe and secure.
- Goal 3b Provide youth in detention and placement with appropriate health and mental health services.
- Goal 3c Provide services to prevent youth from returning to the juvenile justice system.

HOW WE PERFORMED

- The number of investigations conducted in response to reports of suspected child abuse and/or neglect continued the modest downward trend that began in Fiscal 2018. During the first four months of Fiscal 2019 the number of investigations declined three percent compared to the same period in Fiscal 2018. The percent of investigations where child protective caseworkers found some credible evidence of abuse or neglect fell 1.1 percentage points. The percentage of children in investigations that found some credible evidence of abuse or neglect that had repeat investigations that also found some credible evidence within a year declined from 18.7 percent to 17.6 percent. While this is a substantial improvement, the rate remains above the target of 14 percent. To address this ACS is increasing oversight of communication between child protective staff and shelter- and school-based mandated reporters during initial investigations to strengthen initial assessments, improve access to support services and reduce the likelihood of repeat maltreatment.
- The average child protective caseload during the first four months of the fiscal year declined to 10.1 cases per caseworker, well below the nationally-recommended standard of 12. ACS continues hiring in advance of attrition so that there is minimal wait time to fill vacancies in investigative units. ACS has also added supports to increase staff retention and new tools and processes to assist timely and appropriate closing of cases.
- From July to October 2018, the number of new families entering prevention services remained stable at approximately 3,300 and the daily average number of children receiving child welfare prevention services rose four percent. ACS closely tracks utilization to ensure that families are linked to the services they need. ACS monitors program intake and closures, supports providers in filling staff vacancies, aligns contract program capacity to the areas of highest need and supports safely closing services for families that have completed programs in order to create space for new families.
- The number of children entering foster care continued to decline. The number of children entering foster care fell by 13 percent to 1,309 in the first four months of Fiscal 2019. The average number of children in foster care declined five percent. The average number of days all children spent in foster care declined by 7.5 percent. Factors driving the reduction in the foster care census include the availability of intensive, therapeutic and clinical family support interventions that ACS delivers to families before they reach a crisis that could necessitate a child's placement in care. In addition, stronger collaborations with other City agencies including the Department of Homeless Services (DHS), Department of Education (DOE) and the Human Resources Administration (HRA) are improving ACS' ability to support families before a crisis occurs that could place a child in danger and require placement in care.
- The number of children in family foster care for whom a child protective investigation found some credible evidence that maltreatment by the foster parents may have occurred rose to 10.4 per 100,000 care days, reflecting an increase in the number of incidents as well as a decrease in the total number of days children spent in family foster care. Children's safety is ACS' topmost priority. During the first four months of Fiscal 2019, 98.5 percent of active foster homes had no investigations that found some credible evidence of abuse or neglect. While maltreatment in foster homes is rare, the number of incidents in this four-month period has spurred a close review of provider programs. ACS recently began the process of rebidding its entire foster care system and is taking immediate steps to raise safety standards across the board.
- Research indicates that children in foster care fare best when placed with kin (including relatives and family friends). Safely increasing placement with kin is a key strategy in the ACS Foster Care Strategic Blueprint and a recommendation in the 2018 Interagency Foster Care Task Force report. During the first four months of Fiscal 2019, 42.3 percent of children entering foster care were placed with kin, up from 33.8 percent during the same period the prior year. The percent of children placed in foster care in their communities during this period declined to 27 percent.
- During the reporting period, fewer children remained in foster care for more than two years. There was a 26 percent decrease in the number of children who are eligible for adoption and a corresponding 21 percent decrease in the number of adoptions. One hundred and thirty-nine children achieved permanency through Kinship Guardianship Assistance (KinGap) during the first four months of Fiscal 2019. The number of children reunified with their families fell seven percent, also reflecting the declining number of children in foster care. The percent of children who achieved permanency through reunification or KinGAP but who later re-entered foster care rose to 10.5 percent. To strengthen reunifications and reduce reentry to care, ACS is providing \$6 million annually in additional funding to foster care

agencies to intensify services and supports for families and children before and during the transition home. Fiscal 2019 is the first full year of implementation of these new services and supports.

- Due to the increasing availability of publicly financed services such as 3K and Pre-K, provided at no cost by DOE, the average Early Learn NYC contract enrollment declined by five percent, and the average center-based enrollment declined by six percent. Center-based childcare utilization declined to 69.2 percent and family child care utilization fell to 83.5 percent. The decrease in center-based program enrollment is also partly attributable to difficulty recruiting high-quality, certified teachers, which impacted program capacity.
- Child care voucher enrollment increased one percent. Voucher enrollment for family child care rose 17 percent to 29,883, but vouchers for center-based child care went down five percent to 26,765 and vouchers for informal (home-based) child care fell 20 percent. Mandated voucher enrollment declined eight percent. The largest mandated populations are children whose parents are working or in work activities and receiving cash assistance and those transitioning from cash assistance. The decline in voucher enrollment among this group mirrors overall declines in the cash assistance caseload. The overall proportion of cash assistance families with children enrolled in subsidized child care has remained steady. Vouchers for other eligible children increased 34 percent. This increase was due to two critical factors: a substantial investment in vouchers for low-income (non-mandated) children in Fiscal 2019, and a marked increase in the number of children in ACS child welfare cases that are now accessing child care due to training of case workers on the benefits of early education.
- The number of reports of suspected abuse and/or neglect for children in child care programs in New York City during July 2018 through October 2018 remained stable at 248. Child Care investigations include alleged abuse or maltreatment of children perpetrated by someone who cares for children in a setting that is not the child's familial home and that requires state or local government approval and is subject to state laws, regulations and oversight. This includes, but is not limited to, ACS Early Care and Education programs. During this period, the percent of investigations for children in child care that found some credible evidence of abuse or neglect rose 2.7 percentage points to 16.9 percent.
- The average daily population in juvenile detention has decreased steadily for many years and declined by an additional 37 individuals, to 61 individuals. This reduction was driven by a 25 percent decrease in admissions to 463 individuals during the reporting period.
- During the first four months of Fiscal 2019, there were no escapes from non-secure detention, likely due to fewer youth in each group home and the resulting higher staff to youth ratio. The youth on staff assault with injury rate per 100 average daily population rose from 0.04 to 0.26, the youth on youth assault and altercation with injury rate increased from 0.29 to 0.38, and the child abuse allegation rate went up from 0.13 to 0.15. These increases are attributable to the consolidation of the juvenile delinquent and juvenile offender populations from Horizon into Crossroads in preparation for implementation of the Raise the Age Law. ACS will continue its emphasis on supportive teamwork and increased programming to address these incidents.
- The weapon and illegal substance/prescription or over-the-counter medication recovery rates in detention declined during the first four months of Fiscal 2019. The weapon recovery rate fell to 0.03 per 100 average daily population and the illegal substance/prescription or over-the-counter medication recovery rate also decreased to 0.03. These decreases are attributable to the successful on-boarding of new staff and the ability to conduct more searches.
- Consistent with the decline in admissions to detention, the number of young people entering Close to Home placement fell 39 percent. The average number of youth in Close to Home placement fell 20 percent. Releases to Close to Home aftercare rose 15 percent.
- As a result of the implementation of the Risk Needs Responsivity framework in Close to Home programs, ACS has seen better case planning for youth based on their individualized needs, resulting in a 39 percent reduction in the absent without consent rate. However, the youth on youth assault and altercation with injury rate rose from 0.14 to 0.16 and the youth on staff assault with injury rate rose from 0.08 to 0.12 in Close to Home placement. To address this ACS continues to work with its partners to strengthen core program models and security protocols to improve safety and security within the facilities.

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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Number of State Central Register consolidated investigations	55,337	59,329	59,166	*	*	17,173	16,647
★ Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Register (%)	98.6%	98.2%	97.5%	100.0%	100.0%	98.4%	98.1%
Investigations that found credible evidence of abuse or neglect (%)	36.1%	40.0%	38.6%	*	*	39.9%	38.8%
Children in complete investigations with repeat investigations within a year (%)	23.8%	23.9%	25.5%	*	*	25.3%	25.7%
★ Children in investigations that found credible evidence of abuse or neglect with repeat investigations that also found credible evidence within a year (%) (preliminary)	16.8%	18.1%	18.3%	14.0%	14.0%	18.7%	17.6%
★ Average child protective specialist caseload	10.6	12.4	12.5	12.0	12.0	10.9	10.1
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Families entering child welfare prevention services	10,540	9,240	9,608	11,000	11,000	3,351	3,307
Families entering child welfare specialized teen prevention services	1,463	1,136	1,175	*	*	400	417
Children receiving child welfare prevention services (daily average)	23,986	23,870	24,481	*	*	23,811	24,724
Children who received child welfare prevention services during the year (annual total)	46,207	43,157	43,874	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
All children entering foster care (preliminary)	3,657	4,088	4,003	*	*	1,506	1,309
★ Children placed in foster care in their community	36.3%	36.6%	36.2%	36.0%	36.0%	34.1%	26.9%
★ Children in foster care (average)	9,906	8,921	8,732	↕	↕	8,845	8,420
– Children in foster kinship homes	3,230	2,761	2,883	*	*	2,805	3,131
– Children in nonrelative foster boarding homes	5,829	5,337	5,027	*	*	5,224	4,505
– Children in residential care	847	823	821	*	*	817	785
★ Children who re-enter foster care within a year of discharge to family (%) (preliminary)	7.8%	6.2%	9.1%	6.0%	6.0%	8.4%	10.5%
School Attendance Rate - Children in Foster Care (%)	82.5%	82.2%	81.4%	*	*	83.4%	83.2%
Total days all children spent in foster care	4,379,682	4,062,642	3,923,854	*	*	1,362,720	1,259,521
★ Number of moves in foster care per 1,000 care days	1.4	1.6	1.7	1.4	1.4	1.7	1.8
★ Children maltreated during family foster care placement per 100,000 care days	5.2	6.7	7.5	5.0	5.0	4.9	10.4
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Siblings placed simultaneously in the same foster home %(preliminary)	91.4%	93.0%	94.1%	*	*	93.0%	92.2%
★ Children entering foster care who are placed with relatives %(preliminary)	27.4%	30.1%	34.1%	30.0%	30.0%	33.8%	42.3%
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

Goal 1e Reduce time to reunification, kinship guardianship and/or adoption and maintain strong family connections for children.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Children discharged to permanency within a year of placement (%)	32.0%	31.8%	29.9%	35.0%	35.0%	NA	NA
★ Children in care 12-23 months discharged to permanency (%)	24.4%	24.9%	24.4%	27.0%	27.0%	NA	NA
★ Children in care 24 or more months discharged to permanency (%)	24.9%	24.8%	25.8%	27.0%	27.0%	NA	NA
Children adopted	1,061	899	901	*	*	208	164
Children eligible for adoption (average)	1,053	904	708	*	*	848	627
Kinship Guardianship Assistance discharges	343	384	306	*	*	137	139
Children returned to parents (reunifications)	2,676	2,289	2,480	*	*	789	735
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

SERVICE 2 Ensure access to quality early child care and education services in all communities.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Average EarlyLearn contract enrollment	30,671	30,117	29,656	31,300	31,300	28,076	26,648
★ EarlyLearn - Average center-based enrollment	23,396	22,663	22,110	23,800	23,800	20,699	19,471
★ EarlyLearn - Average family child care enrollment	7,275	7,454	7,545	7,500	7,500	7,377	7,177
★ Average EarlyLearn Utilization (%)	83.4%	81.9%	80.7%	85.0%	85.0%	76.4%	72.5%
★ Average EarlyLearn Utilization - Center-based (%)	83.1%	80.5%	78.5%	85.0%	85.0%	73.5%	69.2%
★ Average EarlyLearn Utilization - Family child care (%)	84.6%	86.7%	87.7%	85.0%	85.0%	85.8%	83.5%
Average child care voucher enrollment	67,527	66,968	66,682	*	*	66,282	66,801
★ Average mandated children voucher enrollment	54,761	53,723	50,937	*	*	52,211	47,999
★ Average other eligible children voucher enrollment	12,659	13,245	15,745	*	*	14,071	18,802
★ Average center-based child care voucher enrollment	27,132	27,864	28,380	*	*	28,121	26,765
★ Average family child care voucher enrollment	24,119	24,786	26,469	*	*	25,455	29,883
★ Average informal (home-based) child care voucher enrollment	15,976	14,318	11,872	*	*	12,706	10,154
EarlyLearn - Fiscal year spending per child based on average enrollment in Contract Family Child Care	\$8,715	\$9,072	\$8,826	*	*	NA	NA
EarlyLearn - Budget per slot in contract family child care	\$9,522	\$9,537	\$10,191	*	*	NA	NA
EarlyLearn - Fiscal Year Spending per Child based on Average Enrollment in Contract Centers	\$16,754	\$19,755	\$19,261	*	*	NA	NA
Fiscal year spending per child - Center-based child care vouchers	\$9,280	\$9,149	\$8,646	*	*	NA	NA
Fiscal year spending per child - Family child care vouchers	\$7,659	\$8,322	\$7,740	*	*	NA	NA
Fiscal year spending per child - Legally exempt (informal child care) vouchers	\$4,140	\$4,234	\$4,327	*	*	NA	NA
Abuse and/or neglect reports for children in child care	584	621	726	*	*	248	248
Investigations for children in care that found credible evidence of abuse or neglect (%)	15.1%	16.4%	14.1%	*	*	14.2%	16.9%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Total admissions to detention	2,528	2,126	1,754	↓	↓	615	463
★ Average daily population (ADP), detention	156.6	119.4	84.9	↓	↓	97.5	61.1
Secure detention - ADP	91.7	69.9	49.6	*	*	58.3	36.9
Non-secure detention - ADP	64.9	49.6	35.3	*	*	39.2	24.2
★ Average length of stay, detention (days)	21	24	19	↓	↓	20	20
★ 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)	0.03	0.08	0.04	0.05	0.05	0.02	0.00
★ Youth on youth assaults and altercations with injury rate (per 100 total ADP), detention	0.39	0.38	0.32	0.35	0.35	0.29	0.38
★ Youth on staff assault w/injury rate (per 100 total ADP), detention	0.08	0.11	0.07	0.15	0.15	0.04	0.26
★ Weapon recovery rate (average per 100 total ADP), detention	0.07	0.06	0.07	↓	↓	0.11	0.03

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Illegal substance/prescription or OTC medication recovery rate (average per 100 total ADP), detention	0.07	0.06	0.07	↓	↓	0.08	0.03
★ Child abuse and/or neglect allegation rate (internal) (average per 100 total ADP), detention	0.11	0.14	0.15	0.10	0.10	0.13	0.15
Investigations for children in detention that found credible evidence of abuse or neglect	17	18	7	*	*	4	1
★ Average daily cost per youth per day, detention (\$)	\$1,431	\$1,684	\$1,688	*	*	NA	NA
Admissions to Close to Home placement	238	227	136	*	*	61	37
★ Number in Close to Home placement	151	156	139	↓	↓	143	114
★ Number in Close to Home aftercare (average)	121	97	69	*	*	76	56
Absent without consent (AWOC) rate, Close to Home placement	0.3	0.3	0.2	0.4	0.4	0.3	0.2
Discharges from Close to Home placement (dispositional order complete)	227.0	182.0	173.0	*	*	62.0	45.0
Number of releases from Close to Home placement to aftercare	201	194	151	*	*	27	31
Youth on staff assault with injury rate, Close to home placement	0.07	0.13	0.06	0.05	0.05	0.08	0.12
Youth on youth assault with injury rate, Close to home placement	0.10	0.13	0.13	0.09	0.09	0.14	0.16
★ Critical 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			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ In-care youth who were referred for mental health services, detention (%)	50%	59%	40%	*	*	43%	28%
★ In-Care Youth who received mental health services (%)	46%	46%	36%	*	*	34%	37%
★ Residents seen within 24 hours of sick call report (%)	100%	100%	100%	100%	100%	100%	NA
★ General health care cost per youth per day, detention (\$)	\$121	\$163	\$241	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

Goal 3c

Provide services to prevent youth from returning to the juvenile justice system.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Youth admitted to detention with previous admission(s) to detention (%)	61.0%	64.0%	58.5%	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Collisions involving City vehicles	34	30	33	*	*	14	7
Workplace injuries reported	226	214	215	*	*	65	93
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience							
Completed requests for interpretation	87,775	94,860	135,252	*	*	35,199	NA
Letters responded to in 14 days (%)	97.1%	88.4%	80.9%	*	*	88.4%	71.0%
E-mails responded to in 14 days (%)	97.8%	97.3%	82.8%	*	*	92.7%	76.5%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$2,875.1	\$2,974.1	\$2,976.8	\$2,971.7	\$3,256.4	\$2,672.2	\$1,605.3	\$1,596.0
Revenues (\$000,000)	\$7.2	\$8.5	\$9.5	\$3.4	\$3.4	\$3.4	\$4.4	\$3.5
Personnel	6,000	6,362	6,629	7,075	7,223	7,405	6,435	6,666
Overtime paid (\$000,000)	\$33.9	\$49.1	\$61.1	\$17.2	\$17.2	\$17.2	\$16.9	\$17.0
Capital commitments (\$000,000)	\$10.2	\$10.0	\$111.7	\$161.3	\$132.9	\$135.1	\$14.4	\$14.7
Human services contract budget (\$000,000)	\$1,710.3	\$1,742.9	\$1,729.6	\$1,676.1	\$1,900.1	\$1,360.2	\$594.1	\$632.1
¹ February 2019 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 FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$500.0	\$509.8	
001 - Child Welfare	\$349.8	\$359.1	1a, 1b, 1c, 1d, 1e, 2a
003 - Head Start/Day Care	\$18.7	\$25.4	2a
005 - Administration	\$97.3	\$73.1	All
007 - Juvenile Justice	\$34.2	\$52.2	3a, 3b, 3c

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

Unit of Appropriation	Expenditures FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)	Applicable MMR Goals ³
Other Than Personal Services - Total	\$2,476.7	\$2,746.7	
002 - Other Than Personal Services	\$85.4	\$82.5	All
004 - Head Start/Day Care	\$1,038.3	\$1,135.6	2a
006 - Child Welfare	\$1,220.6	\$1,339.1	1a, 1b, 1c, 1d, 1e
008 - Juvenile Justice	\$132.4	\$189.4	3a, 3b, 3c
Agency Total	\$2,976.8	\$3,256.4	

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- ACS revised Fiscal 2019 targets for the following indicators: ‘Children placed in foster care in their community’ and ‘Youth on Staff Assaults and Altercations with Injury Rate (per 100 Total ADP), detention’ to reflect agency performance in these areas.
- Data for the customer service indicator ‘Completed requests for interpretation’ is now available on an annual basis only and will be reported in the Fiscal 2019 Mayor’s Management Report.
- October 2018 figures are not available for the indicator ‘Residents seen within 24 hours of sick call report (%)’.
- The indicator name ‘AWOL rate, Close to Home placement’ was revised to ‘Absent without consent (AWOC) rate, Close to Home placement’ to reflect NYS Office of Children and Family Services requirements.

ADDITIONAL RESOURCES

For additional information go to:

- Statistics:
<http://www1.nyc.gov/site/acs/about/data-policy.page>
- Monthly flash report:
<https://www1.nyc.gov/site/acs/about/flashindicators.page>

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



WHAT WE DO

The Department of Homeless Services (DHS) works to prevent homelessness before it occurs, address street homelessness, and assist homeless New Yorkers in transitioning from shelter and the street to permanent housing. DHS collaborates with not-for-profit partners to provide temporary shelter and services that homeless New Yorkers need to achieve and maintain housing permanency. In April 2016, Mayor de Blasio announced a major restructuring of homeless services in New York City, followed by the release of a comprehensive plan in February 2017 to turn the tide on homelessness, neighborhood by neighborhood. The plan's guiding principle is community and people first; giving homeless New Yorkers, who come from every community across the five boroughs, the opportunity to be sheltered closer to their support networks and anchors of life in the communities they called home in order to more quickly stabilize their lives.

FOCUS ON EQUITY

In New York City and throughout the United States, homelessness is driven by income inequality, lack of affordable and supportive housing and stagnant wages combined with social factors including domestic violence, de-institutionalization of persons with mental illness without sufficient community-based services and discharges from a range of institutions. DHS addresses homelessness by connecting New Yorkers to preventive services that help them remain in their homes and, when prevention is not an option, by providing safe and appropriate transitional shelter including placement into permanent subsidized and supportive housing. In partnership with the Human Resources Administration (HRA) and other agencies, DHS administers subsidized housing programs, including targeted rental assistance to help eligible families and individuals avoid or exit shelter.

In Fiscal 2016, Mayor de Blasio announced a comprehensive plan to reform the delivery of homeless services in New York City. The plan includes enhancement and expansion of homeless prevention, and greater street outreach through Homeless Outreach and Mobile Engagement Street Action Teams (HOME-STAT), a program to engage homeless individuals and connect them to support services. Management improvements are also in progress for shelter safety and operations. "Turning the Tide," a report issued in February 2017, laid out a blueprint for moving forward with the reforms, providing borough-based services and shrinking the footprint of the shelter system by closing 360 facilities and eliminating the 19-year old "cluster" apartment program.

Learn more about how DHS is turning the tide on homelessness, neighborhood by neighborhood at nyc.gov/tide.

OUR SERVICES AND GOALS

SERVICE 1 Provide temporary emergency housing to homeless individuals and families.

- Goal 1a Ensure that individuals and families have access to emergency shelter and are immediately connected to appropriate mainstream resources.
- Goal 1b Ensure that all temporary shelters for homeless individuals and families are clean, safe and well-run.

SERVICE 2 Coordinate and/or provide support services to help individuals and families who are homeless exit shelter as quickly as possible.

- Goal 2a Facilitate exits and minimize clients' length of stay in shelters.
- Goal 2b Minimize re-entries into the shelter services system.

SERVICE 3 Help chronically unsheltered homeless individuals find stable, safe living situations.

- Goal 3a Reduce the number of unsheltered homeless individuals.

HOW WE PERFORMED

- During the first four months of Fiscal 2019, the average number of single adults in shelters per day rose from 14,216 to 15,596, despite more permanent housing placements which did not keep pace with the increase in entrants. In the case of single adults, discharges from other systems such as correctional and mental health facilities also played a role in the census growth. At the same time, the average number of adult families and families with children in shelter per day decreased by 1.0 percent and 0.7 percent, respectively, compared to the same period of Fiscal 2018. This reflects a sustained increase in the number and quality of housing placements, especially for the families with children, since the inception of the City's rental assistance programs in 2014. While the average number of adult families entering shelter declined during the first four months of Fiscal 2019, the numbers of families with children and single adults entering shelter each increased by 5.3 percent compared to the prior period. These increases in shelter entrants can be attributed in part to the lack of affordable housing in New York City, as well as an influx of more than 550 evacuees from Puerto Rico in the wake of Hurricane Maria and the federal government's termination of FEMA assistance.
- During the first four months of Fiscal 2019, 50.5 percent of families with children entering shelter received an initial placement according to the youngest school-aged child's school address, a 1.8 percentage point increase compared to the first four months of Fiscal 2018. Borough-based shelter development, an integral component of the "Turning the Tide" plan, enables DHS to offer ongoing shelter placements of homeless families and individuals in their home borough. In addition to efforts impacting initial shelter placement, DHS makes every effort to offer to transfer families in shelter who are not already in the borough of choice for school proximity into that borough. The added focus on school proximity is yielding results. In September 2018, while 50.5 percent of families with children entering shelter received an initial placement in the same borough as their youngest school-aged child's school, 72 percent of families in shelter with school-aged children were living in the borough of their youngest school-aged child's school.
- In late spring of 2018, DHS submitted a new shelter incident reporting plan to the NYS Office of Temporary and Disability Assistance (OTDA) to further modify DHS agency procedures and definitions for reporting incidents in the shelter system. This reform redefined the reporting methodology and types of incident indicators for the single adult, adult family, and families with children systems that are reported to OTDA. A new DHS unit oversees the notification and response process to improve communication between OTDA, DHS and its shelter services providers. A streamlined Client Assistance and Re-housing Enterprise System (CARES) module and staff training were also implemented in late June 2018. These new methodologies and incident types are reflected in Fiscal 2019 data. For total serious incidents, the new incident types differ significantly from those used in previous reporting periods and impact the rate of reportable incidents occurring in DHS shelters; making the Fiscal 2019 numbers not comparable to those in the previous reporting periods.
- Single adult exits to permanent housing from shelter increased by 2.1 percent during the first four months of Fiscal 2019 compared to the same period last year. Families with children exits to permanent housing from shelter also increased by 1.5 percent during the first four months of Fiscal 2019. Adult family exits to permanent housing declined by 8.4 percent compared to the prior period. However, subsidized placements for all populations increased significantly—by 24.6 percent, 20.4 percent and 7.8 percent for the single adults, families with children and adult families systems respectively. This reflects the City's continued commitment to housing strategies that support and promote permanency in the lives of adults and families exiting the shelter system.
- During the reporting period, the average length of stay increased by 3.0 percent for families with children, by 2.0 percent for single adults, and by 4.3 percent for adult families. Despite record high subsidized housing placements, length of stay has increased due to the scarcity of affordable housing in New York City, which limits the housing that is available for all the households in shelter that need it. The Mayor's commitment to provide 15,000 units of permanent supportive housing as well as the creation of City Family Homelessness Eviction Prevention Supplement (CityFHEPS), a streamlined rental assistance program implemented in October 2018, are designed to help address this need.
- During the first four months of Fiscal 2019, the percentage of clients who exited to permanent housing and returned to the DHS shelter service system within one year remained stable for families with children and single adults and improved by one percentage point for adult families. The low return rates for subsidized placements, two percent for adult families, 1.9 percent for families with children, and 7.3 percent for single adults, reflect the City's continued investment in subsidized housing that generates sustained and permanent placements within communities.

- The number of HOME-STAT clients placed into permanent housing, transitional housing, and other settings was 906 clients in the first four months of Fiscal 2019, consistent with the number placed in the prior period. This is the result of the maturation of the HOME-STAT model and inroads developed by the outreach staff with clients living on the street through sustained engagement.
- The percentage of emails responded to within 14 days increased by more than 76 percentage points in the first four months of Fiscal 2019 compared to the same period of Fiscal 2018. During Fiscal 2019 correspondence was integrated into the Department of Social Services' Office of Constituent Services (OCS) leveraging shared technology, processes and staffing designed to streamline administration under an integrated model.

SERVICE 1 Provide temporary emergency housing to homeless individuals and families.

Goal 1a Ensure that individuals and families have access to emergency shelter and are immediately connected to appropriate mainstream resources.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Average number of adult families in shelters per day	2,212	2,461	2,475	↓	↓	2,501	2,477
★ Average number of families with children in shelters per day	12,089	12,818	12,619	↓	↓	12,629	12,538
★ Average number of single adults in shelters per day	12,727	13,626	14,847	↓	↓	14,216	15,596
★ Adult families entering the DHS shelter services system	1,476	1,583	1,469	↓	↓	528	509
★ Families with children entering the DHS shelter services system	13,311	12,595	12,151	↓	↓	4,386	4,618
★ Single adults entering the DHS shelter services system	19,139	19,800	21,177	↓	↓	7,005	7,373
Families with children receiving public assistance (average) (%)	81.6%	81.5%	80.9%	85.0%	85.0%	81.6%	79.9%
Average school attendance rate for children in the DHS shelter services system (%)	82.0%	82.7%	82.3%	*	*	84.2%	85.4%
Families placed in the shelter services system according to their youngest school-aged child's school address (%)	51.8%	48.9%	49.8%	85.0%	85.0%	48.7%	50.5%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

Goal 1b Ensure that all temporary shelters for homeless individuals and families are clean, safe and well-run.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Adult shelter inspections with safety, maintenance or cleanliness deficiencies per 1,000 beds	0.00	0.00	0.00	↓	↓	NA	NA
★ Serious incidents in the adult shelter system, per 1,000 residents	NA	NA	NA	↓	↓	NA	22.5
Serious violent incidents in the adult shelter system, per 1,000 residents	NA	1.6	1.6	*	*	2.2	2.5
★ Serious incidents in the adult family shelter system, per 1,000 residents	NA	NA	NA	↓	↓	NA	10.8
Serious violent incidents in the adult family shelter system, per 1,000 residents	NA	1.6	1.6	*	*	2.0	1.8
★ Serious incidents in the families with children shelter system, per 1,000 residents	NA	NA	NA	↓	↓	NA	5.2
Serious violent incidents in the families with children shelter system, per 1,000 residents	NA	0.6	0.3	*	*	0.4	0.9
Cost per day for shelter facilities - Single adult facilities (\$) (annual)	\$94.57	\$99.46	\$117.43	*	*	NA	NA
Cost per day for shelter facilities - Family facilities (\$) (annual)	\$120.22	\$167.84	\$187.46	*	*	NA	NA
- Adult families	\$110.69	\$138.13	\$147.49	*	*	NA	NA
- Families with children	\$121.40	\$171.21	\$192.10	*	*	NA	NA
Evaluations for human services contracts completed on time, as compared to the goal (%)	97.5%	55.1%	NA	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

SERVICE 2 Coordinate and/or provide support services to help individuals and families who are homeless exit shelter as quickly as possible.

Goal 2a Facilitate exits and minimize clients' length of stay in shelters.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Single adults exiting to permanent housing	8,521	8,043	8,593	9,000	9,000	2,682	2,739
– subsidized	3,885	3,633	4,157	*	*	1,133	1,412
– unsubsidized	4,636	4,410	4,436	*	*	1,549	1,327
Adult families exiting to permanent housing	628	570	513	*	*	166	152
– subsidized	310	313	331	*	*	93	112
– unsubsidized	318	257	182	*	*	73	40
Families with children exiting to permanent housing	8,294	8,571	8,933	*	*	2,896	2,939
– subsidized	5,365	5,421	6,446	*	*	1,933	2,084
– unsubsidized	2,929	3,150	2,487	*	*	963	855
★ Average length of stay for single adults in shelter (days)	355	383	401	↓	↓	397	405
★ Average length of stay for adult families in shelter (days)	563	550	561	↓	↓	555	579
★ Average length of stay for families with children in shelter (days)	431	414	438	↓	↓	433	446
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

Goal 2b Minimize re-entries into the shelter services system.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Single adults who exited to permanent housing and returned to the DHS shelter services system within one year (%)	18.9%	18.3%	17.5%	20.0%	20.0%	18.3%	18.7%
★ – subsidized exits (%)	8.3%	7.9%	6.9%	↓	↓	7.8%	7.3%
★ – unsubsidized exits (%)	24.5%	24.9%	24.5%	↓	↓	24.5%	26.9%
★ Adult families who exited to permanent housing and returned to the DHS shelter services system within one year (%)	8.7%	11.5%	8.0%	12.5%	12.5%	8.3%	7.3%
★ – subsidized exits (%)	1.6%	0.6%	1.4%	↓	↓	0.7%	2.0%
★ – unsubsidized exits (%)	11.9%	21.6%	16.0%	↓	↓	15.8%	13.6%
★ Families with children who exited to permanent housing and returned to the DHS shelter services system within one year (%)	10.0%	8.1%	8.3%	12.5%	12.5%	8.1%	8.3%
★ – subsidized exits (%)	1.4%	1.3%	1.5%	↓	↓	1.3%	1.9%
★ – unsubsidized exits (%)	19.9%	20.9%	20.4%	↓	↓	19.9%	21.2%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

SERVICE 3 Help chronically unsheltered homeless individuals find stable, safe living situations.

Goal 3a

Reduce the number of unsheltered homeless individuals.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Unsheltered individuals who are estimated to be living on the streets, in parks, under highways, on subways, and in the public transportation stations in New York City	2,794	3,892	3,675	↓	↓	NA	NA
★ HOME-STAT clients placed into permanent housing, transitional housing and other settings	NA	2,146	2,849	↑	↑	909	906
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Collisions involving City vehicles	60	46	41	*	*	9	12
Workplace injuries reported	147	189	198	*	*	69	75
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience							
Completed requests for interpretation	8,164	13,357	16,644	*	*	NA	NA
Letters responded to in 14 days (%)	65%	NA	82%	*	*	NA	84%
E-mails responded to in 14 days (%)	61%	NA	65%	*	*	23%	99%
Average wait time to speak with a customer service agent (minutes)	10	6	5	*	*	NA	NA
CORE facility rating	100	92	100	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$1,400.6	\$1,823.7	\$2,146.0	\$2,061.8	\$2,110.8	\$2,106.0	\$1,182.8	\$1,421.4
Personnel	2,404	2,349	2,370	2,578	2,661	2,624	2,414	2,384
Overtime paid (\$000,000)	\$13.6	\$13.8	\$16.9	\$5.5	\$5.5	\$5.5	\$4.6	\$5.4
Capital commitments (\$000,000)	\$11.6	\$28.5	\$53.1	\$192.8	\$73.6	\$133.2	\$8.0	\$1.5
Human services contract budget (\$000,000)	\$1,120.6	\$1,468.1	\$1,762.0	\$1,731.3	\$1,752.7	\$1,759.7	\$579.9	\$661.4
¹ February 2019 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 FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)	Applicable MMR Goals ³
100 - Personal Services	\$153.6	\$167.3	All
200 - Other Than Personal Services	\$1,992.4	\$1,943.4	All
Agency Total	\$2,146.0	\$2,110.8	

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The critical incidents indicators in goal 1b "Ensure that all temporary shelters for homeless individuals and families are clean, safe and well-run" have been revised for the single adult, adult family, and families with children systems and renamed as serious incidents. The categories comprising serious incidents are based on NYS Office of Temporary and Disability Assistance (OTDA) reporting requirements. The new categories significantly differ from previous reporting periods and are not comparable.
- The violent critical incidents indicators in goal 1b "Ensure that all temporary shelters for homeless individuals and families are clean, safe and well-run" have been renamed "serious violent incidents" for the single adults, adult family, and families with children systems.
- A review of exits to permanent housing data for single adults resulted in some exits being recategorized from "subsidized" to "unsubsidized" in fiscal years 2017 and 2018. Exits subtotals and return to shelter rate subtotals have been revised for fiscal years 2017 and 2018.

ADDITIONAL RESOURCES

For additional information go to:

- Stats & Reports:
<http://www1.nyc.gov/site/dhs/about/stats-and-reports.page>
- Homeless Outreach Population Estimate (HOPE) count results:
<https://a071-hope.nyc.gov/hope/statistics.aspx>
- DHS daily report, including census & intake statistics:
<http://www1.nyc.gov/assets/dhs/downloads/pdf/dailyreport.pdf>
- Turning the Tide on Homelessness in New York City:
<http://www1.nyc.gov/site/dhs/about/tide.page>

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

DEPARTMENT FOR THE AGING

Caryn Resnick, Acting Commissioner



WHAT WE DO

The Department for the Aging (DFTA) promotes, administers and coordinates the development and provision of services for older New Yorkers to help them maintain their independence and participation in their communities. In Fiscal 2018, DFTA served 227,553 older New Yorkers through its in-house and contracted programs, and provided 11.7 million meals (both home-delivered and at senior centers). The Department supports a broad range of services, both directly and through over 500 direct service contracts, which includes discretionary funds with community-based organizations.

FOCUS ON EQUITY

DFTA aims to serve the full range of older people in the City based on demographics, immigrant status and other factors, in order to connect interested seniors to services and activities that promote their health and well-being. To achieve this, DFTA offers programs that are tailored to the diverse cultures, ethnicities and backgrounds of older New Yorkers. Innovative Senior Centers and Neighborhood Centers offer culturally relevant programming such as varied health, education, and case assistance activities. In addition to senior centers, DFTA's core programs include services provided on site at Naturally Occurring Retirement Communities, home care, caregiver supports, and case management and home delivered meals for the largely homebound. The Department also offers a variety of supports to assist older people, such as elder abuse programs for victims of abuse and crime, employment services, and a resource center for grandparents and other relatives caring for children. DFTA's Advisory Board is made up of an ethnically and culturally diverse group of individuals with varied educational and professional backgrounds. The Department contracts with over 500 direct service providers and works to ensure their diversity and excellence in meeting the needs of older New Yorkers from all backgrounds.

OUR SERVICES AND GOALS

SERVICE 1 Provide health and nutrition opportunities to older New Yorkers.

- Goal 1a Increase utilization of nutrition programs.
- Goal 1b Increase utilization of senior centers.

SERVICE 2 Provide supportive services for seniors.

- Goal 2a Increase supportive services to caregivers.
- Goal 2b Increase supportive services to the homebound.

HOW WE PERFORMED

- The Department's senior centers provide meals at no cost to older New Yorkers, and home delivered meal programs help vulnerable seniors who are homebound and unable to prepare meals to maintain or improve their nutritional health by providing them home delivered hot or frozen meals. During the first four months of Fiscal 2019, the number of congregate meals (breakfast, lunch, and dinner) served at senior centers remained stable at approximately 2.5 million. Homebound seniors received approximately 1.55 million home delivered meals, an increase of 2.8 percent compared to the same period last year.
- During the first four months of Fiscal 2019, each day an average of 30,457 older New Yorkers participated in activities and/or received meals at DFTA's 249 senior centers (233 Neighborhood Centers and 16 Innovative Senior Centers) and 38 affiliated sites, a slight increase compared to the prior year. In addition to offering meals at no cost, senior centers provide places where older New Yorkers can participate in a variety of recreational, wellness and cultural activities as well as receive counseling on social services and information on and assistance with benefits.
- DFTA's caregiver services assist and support New Yorkers who provide care for an older person, and to grandparents or other older adults caring for children. Caregivers and grandparents seeking services can receive them through DFTA's Alzheimer's and Caregiver Resource Center (ACRC), Grandparent Resource Center (GRC) and borough-based contracted caregiver providers. During the first four months of Fiscal 2019, 4,829 persons received information and/or supportive services through DFTA's in-house and contracted caregiver programs, an increase of 6.5 percent compared to the same period last year.
- In addition to its home delivered meal program, DFTA continues to support homebound older New Yorkers through its case management and home care programs. During the reporting period, the number of case management clients increased by 3.4 percent to 26,058 homebound older New Yorkers receiving 181,371 hours of service, a slight decrease in hours compared to the same period last year. At the same time, the number of home care clients increased by 19 percent to 3,226, while the number of hours of home care services remained stable at 471,573.

SERVICE 1 Provide health and nutrition opportunities to older New Yorkers.

Goal 1a Increase utilization of nutrition programs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Total meals served (000)	12,104	11,719	11,738	*	*	4,022	4,043
- Home delivered meals served	4,476,454	4,499,127	4,551,394	4,390,494	4,390,494	1,504,592	1,546,411
- Congregate meals served	7,627,922	7,219,969	7,186,486	*	*	2,517,735	2,496,807
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

Goal 1b Increase utilization of senior centers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Average daily attendance at senior centers	29,118	29,492	29,201	26,342	26,342	30,255	30,457
★ Senior center services utilization (%)	NA	99%	97%	↑	↑	NA	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

SERVICE 2 Provide supportive services for seniors.

Goal 2a Increase supportive services to caregivers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Persons who received information and/or supportive services through DFTA's in-house and contracted caregiver programs	11,342	10,201	10,676	*	*	4,536	4,829
★ Critical Indicator	"NA" Not Available	⇅ Directional Target					* None

Goal 2b Increase supportive services to the homebound.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Hours of home care services provided	1,102,019	1,207,529	1,183,813	961,500	961,500	376,542	471,573
★ Total recipients of home care services	3,831	3,087	3,645	2,900	2,900	2,706	3,226
Hours of case management services provided	534,459	537,235	543,914	462,112	462,112	182,099	181,371
Total recipients of case management services	32,737	33,041	33,894	*	*	25,211	26,058
★ Critical Indicator	"NA" Not Available	⇅ Directional Target					* None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience							
Completed requests for interpretation	892	873	1,242	*	*	330	517
Letters responded to in 14 days (%)	86.5%	80.2%	79.0%	*	*	84.6%	73.0%
E-mails responded to in 14 days (%)	81.4%	86.0%	99.0%	*	*	76.0%	94.0%
CORE facility rating	96	92	98	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	⇅ Directional Target					* None

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - Housing Options (14 days)	90%	93%	84%	*	*	93%	85%
Percent meeting time to first action - Home Delivered Meals for Seniors - Missed Delivery (14 days)	100%	100%	99%	*	*	95%	100%
Percent meeting time to first action - Elder Abuse (5 days)	67%	92%	97%	*	*	97%	97%
Percent meeting time to first action - Alzheimers Care Information (14 days)	85%	90%	77%	*	*	79%	81%
Percent meeting time to first action - Senior Center Complaint (14 days)	99%	99%	96%	*	*	95%	94%
★ Critical Indicator	"NA" Not Available	⇅ Directional Target					* None

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$305.4	\$333.5	\$366.1	\$385.7	\$396.7	\$355.6	\$216.4	\$271.5
Revenues (\$000,000)	\$0.3	\$0.5	\$0.5	\$1.0	\$1.0	\$1.0	\$0.0	\$0.1
Personnel	731	725	658	661	696	705	683	613
Overtime paid (\$000)	\$17	\$14	\$21	\$0	\$17	\$0	\$3	\$5
Capital commitments (\$000,000)	\$1.2	\$3.1	\$2.5	\$21.0	\$14.1	\$13.5	\$1.3	\$0.1
Human services contract budget (\$000,000)	\$264.3	\$288.6	\$315.9	\$276.3	\$319.5	\$279.0	\$109.9	\$142.4
¹ February 2019 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 FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$28.3	\$31.5	
001 - Executive and Administrative Management	\$13.6	\$15.0	All
002 - Community Programs	\$14.7	\$16.5	All
Other Than Personal Services - Total	\$337.8	\$365.2	
003 - Community Programs	\$335.9	\$363.4	All
004 - Executive and Administrative Management	\$1.9	\$1.9	All
Agency Total	\$366.1	\$396.7	
¹ Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds. ² Includes all funds.			
³ Refer to agency goals listed at front of chapter. "NA" Not Available * None			

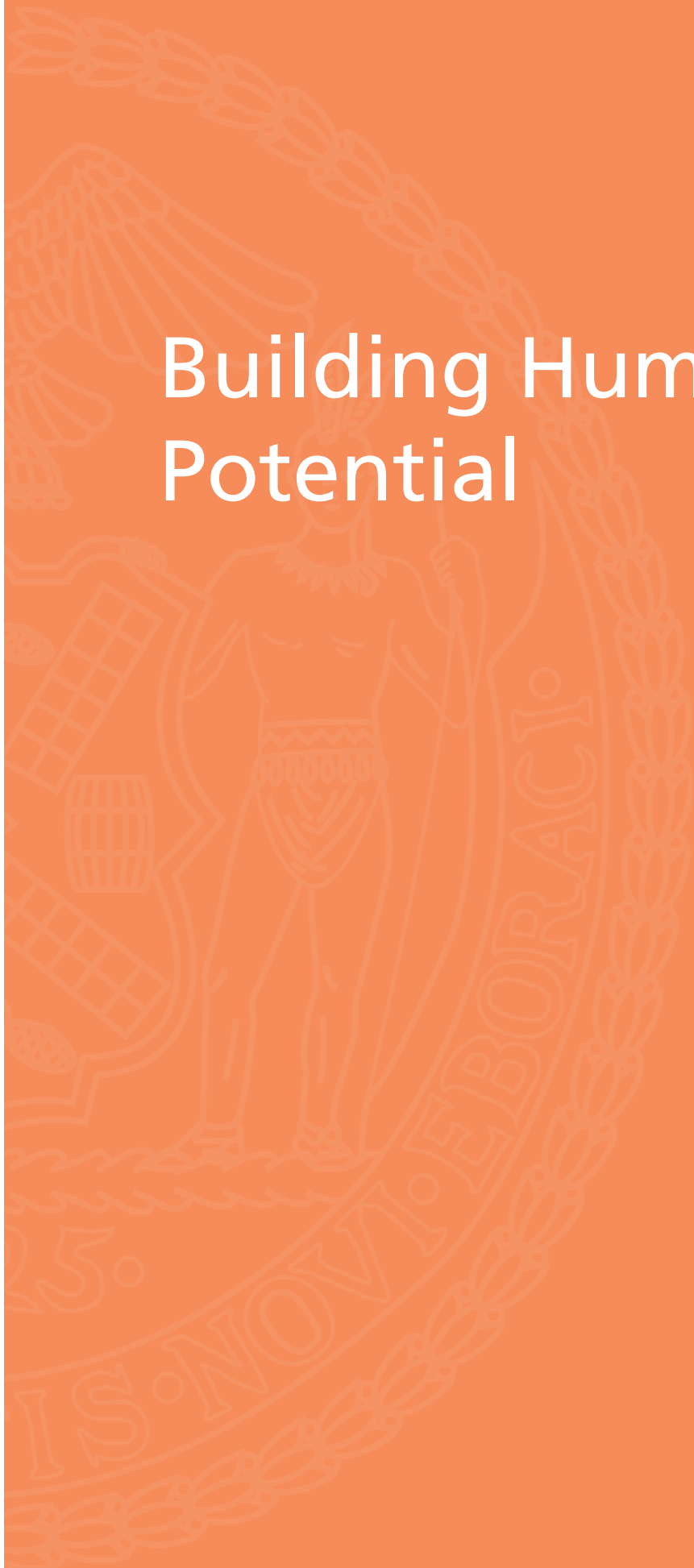
NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- In March 2018 coordination of the Department's correspondence function was centralized in the Planning, Policy and Analysis Unit (PPAU); PPAU designed a new Correspondence Tracking System (CTS), and the system was built by the Department's Office of Information and Technology. As of July 2018, DFTA is now using the system to ensure timely response to email correspondence to the Commissioner's Office, and from 311 and the Mayor's Office. By the end of March of 2019, letters and telephone calls will also be tracked in the CTS.
- DFTA will introduce a new nutrition services utilization measure in the Fiscal 2019 Mayor's Management Report.

ADDITIONAL RESOURCES

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

Building Human Potential



Building Human Potential



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School Construction Authority

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WHAT WE DO

The Department of Education (DOE) provides primary and secondary education to over one million students, from 3-K to grade 12, in 32 school districts in over 1,800 schools, and employs approximately 79,000 teachers. DOE prepares students to meet grade level standards in reading, writing and math, and prepares high school students to graduate ready for college and careers. The School Construction Authority (SCA), reported separately, coordinates the development of DOE's Five-Year Capital Plan, selects and acquires sites for new schools, leases buildings for schools and supervises conversion of administrative space for classroom use.

FOCUS ON EQUITY

DOE is committed to putting every student on a path to college and a meaningful career. Equity and Excellence for All is an ambitious agenda and set of goals for New York City schools: by 2026, 80 percent of students will graduate high school on time, and two-thirds of graduates will be college ready. To reach these goals, DOE is focused on ensuring a strong foundation for students through its 3-K, Pre-K for All and Universal Literacy programs; increasing student access to the courses they need to succeed through initiatives such as Computer Science for All and AP for All; engaging students and families; and giving students and families additional support through College Access for All, Single Shepherd and investments in Community Schools. Efforts to create more diverse and inclusive classrooms are also central to this work. Together, the Equity and Excellence for All initiatives are creating a pathway for every student to receive a world-class education and reach their full potential.

OUR SERVICES AND GOALS

SERVICE 1 Educate New York City's children.

- Goal 1a Improve academic achievement.
- Goal 1b Promote parental involvement in education.

SERVICE 2 Support children with special needs.

- Goal 2a Improve the ability of English Language Learners to learn English and improve academic progress.
- Goal 2b Improve the ability of students with disabilities to progress academically and socially.

SERVICE 3 Prepare children to become productive, engaged adults.

- Goal 3a Increase the percentage of high school graduates enrolling in post-secondary education or training.
- Goal 3b Increase the percentage of elementary, middle and high school students taking coursework that prepares them for future success.

SERVICE 4 Maintain and enhance the City's educational facilities.

- Goal 4a Work with SCA to design, construct, modernize and repair durable, functional and attractive educational facilities, on schedule and within budget.

HOW WE PERFORMED

- Standardized test results from the 2017-18 School Year are now available. In 2018, the New York State Education Department (NYSED) rescaled the Math and ELA exams to account for a change in test administration from 3 days to 2 days. Student progress in grades 3 to 8 improved in both English Language Arts and Math. The percentage of students in grades 3 to 8 meeting or exceeding standards in English Language Arts increased from 40.6 percent in the 2016-17 School Year to 46.7 percent in the 2017-18 School Year while math results improved from 37.8 percent to 42.7 percent. More students made progress from scoring below standards to scoring in a higher level in both English Language Arts and Math and more students progressed from below standards to meeting standards in both areas.
- Graduation rates for the 2017-2018 School Year are now available. The New York City four-year graduation rate is a record high of 75.9 percent and the dropout rate is at a record low of 7.5 percent. For students with disabilities, the four-year graduation rate improved to 50.4 percent and the dropout rate declined to 12.8 percent.
- During the first four months of Fiscal 2019, several parent engagement indicators increased. Phone calls responded to by parent coordinators or parent engagement designees increased by 12 percent, which can be attributed to more comprehensive and widely advertised parent coordinator training through workshops and conferences. In-person consultations and number of workshops offered to parents remained relatively stable, while the number of parents attending workshops increased by five percent. DOE's creative and proactive promotion of these workshops through email newsletters and its newly launched DOE website contributed to this increase. The number of parents attending Fall/Spring Parent-Teacher conferences decreased by 12 percent, which can be attributed to the increased level of regular, ongoing engagement between schools and families resulting from the family engagement time set aside for teachers and schools on Tuesdays, and the prevalence of school-based mobile engagement apps. The Department continues to promote parent engagement through parent-teacher conferences and other means, particularly on the aforementioned newly launched DOE website.
- During the 2017-2018 School Year, more students graduated ready for college and careers as measured by New York City's College Readiness Index. Among all students in the ninth grade cohort, the percentage of students meeting the standard increased from 47.5 percent to 50.8 percent. Changes to City University of New York (CUNY) remediation requirements in 2017 continue to have an impact on the City's College Readiness Index. DOE estimates that 2 percentage points of the 3-percentage point increase in college readiness can be attributed to improved student achievement.
- For the 2016-2017 School Year, the percentage of students who graduated from high school and enrolled in a college or other post-secondary program within six months increased two percentage points to 58.9 percent, compared to 56.7 percent for the 2015-2016 School Year. Data for the class of 2018 will be reported in the Preliminary Fiscal 2020 Mayor's Management Report.
- Through October 2018 NYPD reported a 7.9 percent increase in major felony crime in schools, from 126 to 136 incidents. At the same time, incidents in other criminal categories and other incidents declined 23.5 percent, from 489 to 374 and 5.4 percent, from 1,117 to 1,057 incidents, respectively. The Department has a long-established collaborative partnership with the New York City Police Department (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 DOE'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.

SERVICE 1 Educate New York City's children.

Goal 1a

Improve academic achievement.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Student enrollment as of October 31 in grades pre-kindergarten to 12 (000)	1,134.0	1,141.2	1,135.3	*	*	1,140.0	1,135.0
Student Enrollment as of October 31 in full day pre-kindergarten	68,547	69,510	67,881	*	*	NA	NA
★ Average daily attendance (%)	91.9%	91.7%	91.4%	93.4%	93.4%	93.7%	92.8%
– Elementary/middle (%)	93.8%	93.5%	93.2%	95.2%	95.2%	95.1%	94.7%
– High school (%)	87.4%	87.5%	87.3%	89.3%	89.3%	89.5%	88.8%
Students with 90% or better attendance rate (%)	75.5%	74.7%	73.2%	75.2%	75.2%	80.6%	78.4%
★ Students in grades 3 to 8 meeting or exceeding standards - English language arts (%)	38.0%	40.6%	46.7%	42.6%	48.7%	NA	NA
★ – Math (%)	36.4%	37.8%	42.7%	39.8%	44.7%	NA	NA
Students in grades 3 to 8 scoring below standards progressing into a higher level - English language arts (%)	38.3%	34.7%	36.6%	*	*	NA	NA
– Math (%)	24.0%	22.3%	23.7%	*	*	NA	NA
Students in grades 3 to 8 progressing from below standards to meeting standards - English language arts (%)	18.4%	16.9%	22.8%	*	*	NA	NA
– Math (%)	9.9%	9.7%	14.0%	*	*	NA	NA
Students in grades 1 to 9 promoted (%)	96.3%	96.7%	97.0%	98.0%	98.0%	NA	NA
Students in the graduating class taking required Regents examinations (%)	76.5%	76.9%	79.5%	78.9%	81.5%	NA	NA
Students passing required Regents examinations (%)	69.8%	69.7%	71.5%	71.7%	73.5%	NA	NA
Students in graduating class with a 65 to 100 passing score on the Regents Examination - English (%)	79.1%	80.1%	82.9%	82.1%	84.9%	NA	NA
– Math (%)	79.1%	78.1%	78.9%	80.1%	80.9%	NA	NA
– United States history and government (%)	71.4%	71.5%	72.8%	73.5%	74.8%	NA	NA
– Global history (%)	67.9%	67.5%	70.2%	69.5%	72.2%	NA	NA
– Science (%)	74.7%	74.9%	76.6%	76.9%	78.6%	NA	NA
★ Students in cohort graduating from high school in 4 years (%) (NYSED)	73.0%	74.3%	75.9%	76.4%	76.9%	NA	NA
★ Students in cohort graduating from high school in 6 years (%) (NYSED)	79.5%	NA	NA	↑	↑	NA	NA
★ Students in cohort dropping out from high school in 4 years (%) (NYSED)	8.5%	7.8%	7.5%	6.8%	65.0%	NA	NA
Students in cohort dropping out from high school in 6 years (%) (NYSED)	13.0%	NA	NA	*	*	NA	NA
★ Average class size - Kindergarten	22.6	22.0	21.8	20.8	20.8	21.9	21.6
★ – Grade 1	24.9	24.5	24.2	23.2	23.2	24.3	24.4
★ – Grade 2	25.2	25.1	24.6	23.6	23.6	24.7	24.7
★ – Grade 3	25.7	25.4	25.1	24.1	24.1	25.2	25.1
★ – Grade 4	26.1	26.1	25.6	24.6	24.6	25.6	25.6
★ – Grade 5	26.3	26.1	26.1	25.1	25.1	26.1	25.8
★ – Grade 6	26.7	26.8	26.6	25.6	25.6	26.7	27.0
★ – Grade 7	27.1	27.0	27.2	26.2	26.2	27.3	27.3
★ – Grade 8	27.4	27.4	27.4	26.4	26.4	27.6	27.6
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target	* None				

Goal 1b Promote parental involvement in education.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Phone calls responded to by parent coordinator or parent engagement designee (000)	6,060	6,473	7,911	5,000	5,000	1,702	1,912
In-person consultations with parents by PC or parent engagement designee (000)	1,593	1,637	1,750	1,400	1,400	459	450
School-based workshops offered to parents (000)	41	41	43	37	37	9	9
Parents attending school-based workshops (000)	1,036	1,102	1,139	1,037	1,037	301	317
Parents attending Fall and Spring Parent-Teacher Conferences (000)	1,983	2,021	1,894	1,984	1,984	344	302
★ Critical Indicator	“NA” Not Available	↕↔ Directional Target	* None				

SERVICE 2 Support children with special needs.

Goal 2a Improve the ability of English Language Learners to learn English and improve academic progress.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Students enrolled as English Language Learners (000)	151	160	159	*	*	NA	NA
English Language Learners testing out of ELL Programs (%)	12.8%	15.6%	18.1%	19.1%	19.1%	NA	NA
★ English Language Learners testing out of ELL programs within 3 years (%)	57.7%	55.5%	50.9%	51.9%	51.9%	NA	NA
★ Critical 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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Students with disabilities in cohort graduating from high school in 4 years (%) (NYSED)	45.3%	46.7%	50.4%	48.7%	52.4%	NA	NA
★ Students with disabilities in cohort graduating from high school in 6 years (%) (NYSED)	54.5%	NA	NA	↕	↕	NA	NA
★ Students with disabilities in cohort dropping out from high school in 4 years (%) (NYSED)	14.4%	13.8%	12.8%	12.8%	11.8%	NA	NA
Students with disabilities in cohort dropping out from high school in 6 years (%) (NYSED)	21.7%	NA	NA	*	*	NA	NA
Students receiving special education services (preliminary unaudited)	283,017	292,065	297,314	*	*	288,742	293,068
Special education enrollment - School-age	251,755	260,482	265,769	*	*	265,370	269,539
– Public school	206,839	212,121	216,105	*	*	214,965	217,593
– Non-public school	44,916	48,361	49,664	*	*	50,405	51,946
Special education enrollment - Pre-school	31,262	31,583	31,545	*	*	23,372	23,529
– Public school	2,124	2,524	2,812	*	*	2,020	2,425
– Non-public school	29,138	29,059	28,733	*	*	21,352	21,104
Students recommended for special education services	29,179	29,410	29,899	*	*	4,454	4,050
Students no longer in need of special education services	5,864	7,276	7,238	*	*	2,650	2,540
★ Students in special education scoring below standards progressing into a higher level - English Language Arts (%)	21.7%	23.6%	26.1%	28.1%	28.1%	NA	NA
★ – Math (%)	14.7%	14.3%	14.8%	16.8%	16.8%	NA	NA
★ Critical 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Percent of high school cohort taking the SAT at least once in 4 years of high school	60.7%	65.9%	NA	80.0%	80.0%	NA	NA
Percent of high school cohort who graduate ready for college and careers	37.2%	47.5%	50.8%	51.1%	51.1%	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	56.6%	58.9%	NA	59.7%	61.9%	NA	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

Goal 3b

Increase the percentage of elementary, middle and high school students taking coursework that prepares them for future success.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Percent of high school cohort taking at least 1 AP exam in 4 years of high school	31.1%	33.4%	NA	36.4%	36.4%	NA	NA
Percent of high school cohort passing at least 1 AP exam in 4 years of high school	17.1%	18.1%	NA	21.1%	21.1%	NA	NA
Percent of students who successfully completed approved rigorous courses or assessments	47.4%	48.9%	48.9%	50.9%	50.9%	NA	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

SERVICE 4 Maintain and enhance the City's educational facilities.

Goal 4a

Work with SCA to design, construct, modernize and repair durable, functional and attractive educational facilities, on schedule and within budget.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Schools that exceed capacity - Elementary schools (%)	59.0%	57.0%	54.0%	*	*	NA	NA
– Middle schools (%)	22.0%	22.0%	25.0%	*	*	NA	NA
– High schools (%)	36.0%	36.0%	35.0%	*	*	NA	NA
Students in schools that exceed capacity - Elementary/middle schools (%)	54.0%	53.0%	52.0%	*	*	NA	NA
– High schools (%)	47.0%	46.0%	46.0%	*	*	NA	NA
Total new seats created	6,241	8,676	5,032	3,362	5,640	0	0
Hazardous building violations total backlog	94	88	138	*	*	106	127
★ School building ratings - Good condition (%)	1.1%	1.3%	2.9%	↑	↑	NA	NA
★ – Fair to good condition (%)	50.5%	49.6%	48.2%	↑	↑	NA	NA
★ – Fair condition (%)	48.3%	49.0%	48.7%	*	*	NA	NA
★ – Fair to poor condition (%)	0.1%	0.0%	0.2%	↓	↓	NA	NA
– Poor condition (%)	0.0%	0.1%	0.0%	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ School safety - Seven major felony crimes	532	504	466	↓	↓	126	136
★ – Other criminal categories	2,219	2,007	2,026	↓	↓	489	374
★ – Other incidents	4,092	4,361	5,112	↓	↓	1,117	1,057
Average lunches served daily	599,920	584,439	610,138	*	*	NA	NA
Average breakfasts served daily	244,666	268,286	271,601	*	*	NA	NA
Average expenditure per student (\$)	\$23,560	\$24,533	NA	*	*	NA	NA
– Elementary school (\$)	\$23,332	\$24,402	NA	*	*	NA	NA
– Middle school (\$)	\$22,718	\$23,614	NA	*	*	NA	NA
– High school (\$)	\$20,685	\$21,362	NA	*	*	NA	NA
– Full-time special education (District 75) (\$)	\$96,607	\$99,737	NA	*	*	NA	NA
Average direct services to schools expenditure per student (\$)	\$19,840	\$20,724	NA	*	*	NA	NA
Teachers	76,351	77,446	78,598	*	*	78,598	78,761
Teachers with 5 or more years teaching experience (%)	68.5%	66.9%	66.5%	*	*	66.5%	67.3%
Teachers hired to fill projected vacancies (%)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Principals with 4 or more years experience as principal (%)	59.9%	63.2%	66.5%	*	*	NA	NA
Teachers absent 11 or more days (%)	13.6%	13.0%	14.8%	*	*	NA	NA
Collisions involving City vehicles	52	54	54	*	*	14	9
Workplace injuries reported	3,136	3,229	3,161	*	*	791	780
Accidents in schools - students	42,314	40,005	45,081	*	*	10,419	9,943
Accidents in schools - public	730	725	733	*	*	207	246
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target	* None				

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience							
Completed requests for interpretation	54,626	87,795	115,769	*	*	NA	NA
Letters responded to in 14 days (%)	72.5%	71.3%	72%	72.3%	72.3%	NA	NA
E-mails responded to in 14 days (%)	60.4%	60.1%	69.5%	61.1%	61.1%	NA	NA
CORE facility rating	94	91	94	90	90	NA	NA
Parents completing the NYC School Survey	497,331	506,778	507,180	*	*	NA	NA
Customers rating service good or better (%) (as applicable)	95%	95%	95%	90%	90%	NA	NA
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target	* None				

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$22,421.6	\$23,508.0	\$25,144.0	\$25,593.2	\$26,509.7	\$26,893.6	\$9,882.0	\$10,088.4
Revenues (\$000,000)	\$75.6	\$148.0	\$54.9	\$52.7	\$52.7	\$52.7	\$17.0	\$20.2
Personnel	141,311	144,740	146,134	146,748	146,704	147,174	145,222	145,712
Overtime paid (\$000,000)	\$20.7	\$24.0	\$25.8	\$15.6	\$15.6	\$15.6	\$4.4	\$4.8
Human services contract budget (\$000,000)	\$786.6	\$742.4	\$847.3	\$1,017.3	\$861.8	\$1,318.2	\$183.2	\$193.9
¹ February 2019 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 FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$15,641.1	\$16,748.7	
401 - General Ed. Instruction and School Leadership	\$6,607.3	\$7,158.7	1a, 1b, 2a, 2b, 3a, 3b
403 - Special Ed. Instruction and School Leadership	\$1,868.3	\$1,962.7	1a, 1b, 2a, 2b, 3a, 3b
407 - Universal Pre-K	\$490.2	\$476.7	1a, 1b, 2a, 2b
409 - Early Childhood Programs ⁴	\$7.7	\$76.9	1a, 1b, 2a, 2b
415 - School Support Organization	\$308.8	\$291.0	1a, 1b, 2b
421 - Citywide Special Ed. Instr. and School Leadership	\$1,114.7	\$1,177.0	1a, 2b
423 - Special Education Instructional Support	\$330.3	\$351.6	1a, 2b
435 - School Facilities	\$169.3	\$197.0	1a, 2b, 4a
439 - School Food Services	\$235.4	\$238.4	1a, 2b
453 - Central Administration	\$202.5	\$219.1	All
461 - Fringe Benefits	\$3,302.0	\$3,560.4	All
481 - Categorical Programs	\$1,004.4	\$1,027.3	All
491 - Collective Bargaining ⁴	NA	\$11.9	All
Other Than Personal Services - Total	\$9,503.0	\$9,761.0	
402 - General Ed. Instruction and School Leadership	\$823.9	\$857.0	1a, 1b, 2a, 2b, 3a, 3b
404 - Special Ed. Instruction and School Leadership	\$5.1	\$5.3	1a, 1b, 2a, 2b, 3a, 3b
406 - Charter Schools	\$1,880.7	\$2,094.9	All
408 - Universal Pre-K	\$409.8	\$444.6	1a, 1b, 2a, 2b
410 - Early Childhood Programs	\$3.2	\$25.2	1a, 1b, 2a, 2b
416 - School Support Organization	\$32.1	\$35.9	1a, 1b, 2b
422 - Citywide Special Ed. Instr. and School Leadership	\$17.8	\$23.4	1a, 2b
424 - Special Education Instructional Support	\$293.7	\$269.3	1a, 2b
436 - School Facilities	\$1,070.1	\$997.7	1a, 2b, 4a
438 - Pupil Transportation	\$1,206.6	\$1,221.4	1a, 2b
440 - School Food Services	\$265.7	\$314.2	1a, 2b
442 - School Safety	\$378.1	\$403.1	1a, 2b
444 - Energy and Leases	\$517.7	\$513.9	All
454 - Central Administration	\$175.4	\$144.9	All
470 - Special Education Pre-K Contract Payments	\$743.7	\$859.0	1a, 2b
472 - Charter & Contract Schools and Foster Care Placements	\$859.0	\$732.5	All
474 - NPS and FIT Payments	\$77.4	\$78.7	All
482 - Categorical Programs	\$743.0	\$740.0	All
Agency Total	\$25,144.0	\$26,509.7	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds. ²Includes all funds.
³Refer to agency goals listed at front of chapter. ⁴This UA originated in Fiscal 2019. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Department revised Fiscal 2019 targets for the following indicators: 'Students in cohort graduating from high school in 4 years (%) (NYSED),' 'English Language Learners testing out of ELL Programs (%)', 'English Language Learners testing out of ELL programs within 3 years (%)', 'Students in special education scoring below standards progressing into a higher level - English Language Arts (%)', ' - Math.' and 'Percent of high school cohort who graduate ready for college and careers.'
- The Department revised previously published annual figures for the indicator 'Workplace injuries reported' for fiscal years 2016, 2017 and 2018.

ADDITIONAL RESOURCES

For additional information, go to:

- Performance data:
<http://schools.nyc.gov/Accountability>
- School Quality report data:
<http://schools.nyc.gov/Accountability/tools/report>
- School survey information and results:
<http://schools.nyc.gov/Accountability/tools/survey>
- School quality review information and reports:
<http://schools.nyc.gov/Accountability/tools/review>

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



WHAT WE DO

The School Construction Authority (SCA) is the agency accountable for new school construction and major renovations to older schools. SCA is responsible for all capital planning, budgeting, design and operations. SCA coordinates the development of the Department of Education's Five-Year Capital Plan, selects and acquires sites for new schools, leases buildings for schools and supervises conversion of administrative space for classroom use.

FOCUS ON EQUITY

SCA is committed to designing and constructing safe, attractive and environmentally sound public schools for children throughout all of the City's communities. SCA has set its priorities, including reducing overcrowding, upgrading schools and improving access to technology to reflect this commitment. The Fiscal 2015-2019 Capital Plan creates tens of thousands of new seats in areas projected for enrollment growth, directly addressing overcrowding and the goal of creating additional high-quality, full-day pre-kindergarten seats for neighborhoods throughout the City. Furthermore, the Capital Plan calls for much-needed improvements to aging infrastructure throughout the five boroughs.

OUR SERVICES AND GOALS

SERVICE 1 Design and construct new schools, additions and capital improvement projects authorized by the Department of Education's Five-Year Capital Plan.

- Goal 1a Produce the number of new school seats authorized by the Department of Education's Five-Year Capital Plan.
- Goal 1b Achieve cost efficiencies in construction.
- Goal 1c Increase the number of capital improvement projects completed on schedule and within budget.
- Goal 1d Ensure project safety and quality.

HOW WE PERFORMED

- During the first four months of Fiscal 2019, the percentage of capital improvement projects constructed within budget increased 4 percentage points to 88 percent. The percentage of projects constructed on-time declined by 10 percentage points to 56 percent.

SERVICE 1 Design and construct new schools, additions and capital improvement projects authorized by the Department of Education's Five-Year Capital Plan.

Goal 1a Produce the number of new school seats authorized by the Department of Education's Five-Year Capital Plan.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Total new seats created	6,241	8,676	5,032	3,362	5,640	0	0
★ New schools and additions constructed	29	25	15	12	12	NA	NA
★ Critical Indicator	"NA" Not Available	⇅ Directional Target					* None

Goal 1b Achieve cost efficiencies in construction.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Construction bid price for school capacity projects per square foot (\$)	\$752	\$753	\$745	\$700	\$700	NA	NA
Average new school construction cost per square foot - Early childhood (\$)	NA	NA	NA	*	*	NA	NA
- Elementary (\$)	\$657	\$732	\$737	*	*	NA	NA
- Intermediate (\$)	\$573	\$777	NA	*	*	NA	NA
- High school (\$)	NA	\$817	NA	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	⇅ Directional Target					* None

Goal 1c Increase the number of capital improvement projects completed on schedule and within budget.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
New schools and additions - construction funds committed as a percent of initial authorized budget (%)	93.0%	91.6%	92.1%	100.0%	100.0%	NA	NA
★ Scheduled new seats constructed on time (%)	96%	100%	100%	100%	100%	NA	NA
★ Capital improvement projects constructed on time or early (%)	86%	72%	65%	80%	80%	66%	56%
★ Capital improvement projects constructed within budget (%)	73%	85%	76%	80%	80%	85%	88%
★ Critical Indicator	"NA" Not Available	⇅ Directional Target					* None

Goal 1d Ensure project safety and quality.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Ultimate cost of insurance losses as % of construction value (per calendar year)	3.47%	5.67%	NA	*	*	NA	NA
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None			

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Personnel	741	796	809	909	909	909	808	816
Capital commitments (\$000,000)	\$2,568.0	\$3,061.7	\$3,544.3	\$3,786.1	\$5,301.1	\$3,506.8	\$762.6	\$403.0
¹ February 2019 Financial Plan	"NA" - Not Available							

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- SCA set new Fiscal 2019 targets for two indicators: 'New schools and additions constructed' and 'Total new seats created'.

ADDITIONAL RESOURCES

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

DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT

Bill Chong, Commissioner



WHAT WE DO

The Department of Youth and Community Development (DYCD) sponsors a network of community based programs to alleviate the effects of poverty and provide opportunities for New Yorkers and communities. DYCD's diverse range of programs includes services to help low-income individuals and families become more self-sufficient, literacy programs that help adults and adolescents further their education and advance their careers, and programs that assist immigrants. DYCD's afterschool programs, known as COMPASS NYC (Comprehensive After-School System of NYC), offer school-age youth a mix of academic support, sports/recreational activities, and arts and cultural experiences when school is out. As part of the City's broader commitment to providing free afterschool programs to all middle school students, SONYC (School's Out NYC), a component of COMPASS, provides opportunities for more than 70,000 young people in grades six to eight, including justice involved youth and young people living in Department of Homeless Services' family shelters. DYCD also oversees the City's youth workforce development system, known as Workforce Connect, providing summer employment and year-round services to introduce youth and young adults to the job market and help them develop the skills to succeed, and the City's portfolio of services for runaway and homeless youth. The Department supports 91 Beacon community centers, housed in public schools, which serve youth, adults and families, as well as 94 Cornerstone community center programs in New York City Housing Authority (NYCHA) facilities.

FOCUS ON EQUITY

Prioritizing investments to help eliminate disparities and improve the quality of life of all New Yorkers is among the key principles that guide the development and implementation of DYCD programs. DYCD achievements include significant expansions in programs for young people, NYCHA residents, and runaway and homeless youth, including those who identify as transgender. To continue to broaden access and heighten awareness of services, DYCD is improving protocols and systems used to assess community needs, enroll participants, and track results, as well as supporting the expansion of provider networks and partnerships with sister agencies to offer individuals and families pathways to holistic services. Going forward, DYCD will add a focus on gender equity, joining in the City's efforts to identify and remove barriers for women, girls, and transgender and gender nonconforming individuals.

OUR SERVICES AND GOALS

SERVICE 1 Support youth development throughout New York City through the implementation, funding and management of contracts with nonprofit service providers.

- Goal 1a Maximize resources to support the involvement of young people in DYCD-funded programs and direct them toward positive outcomes.
- Goal 1b Runaway and homeless youth will reunite with their families or live independently.

SERVICE 2 Increase youth capacity for economic independence through programs that provide work-related education, skills training and employment opportunities.

- Goal 2a Young people will complete DYCD-funded training and employment programs at high levels.
- Goal 2b Young people engaged in DYCD-funded training and employment programs will achieve success targeted by these programs.

SERVICE 3 Support programs that provide participants with the services needed to increase and tap their capacity to strengthen and revitalize the communities of New York City.

- Goal 3a Maximize participation in and effectiveness of community anti-poverty initiatives for youth, adults and seniors in lower income neighborhoods, including Neighborhood Development Area (NDA) and Mayor's Office for Economic Opportunity (NYC Opportunity) programs.
- Goal 3b Maximize participation and success in programs improving English literacy skills among adults, adolescents, children and recent immigrants.
- Goal 3c Maximize the number of New York City immigrants receiving services that improve language and employment skills that help families successfully integrate into their new communities.

HOW WE PERFORMED

- DYCD’s Runaway and Homeless Youth (RHY) programs continue to demonstrate upward trends in several areas. The number of youth served through Transitional Independent Living (TIL) programs rose to 521 at the end of the Fiscal 2019 four-month period, an increase of 16.8 percent from the 446 youth served over the corresponding period last year. The number of youth served through crisis services programs rose to 999, an increase of two percent. These trends reflect an increase in certified residential beds, from 525 to 606 in the first four months of Fiscal 2019 compared to the same period of Fiscal 2018. Additionally, the utilization rates for both crisis services programs (92 percent) and TIL programs (93 percent) during the four-month period of Fiscal 2019 exceeded the 90 percent target.
- Key program outcomes for RHY programs remain steady. The percent of youth reunited with family or placed in a suitable environment from TIL programs remained at 84 percent, just below the target of 85 percent. The percentage of youth reunited with family or placed in a suitable environment from crisis services programs experienced a slight decline to 72 percent, compared to 73 percent in the previous year.
- Participation in DYCD’s Summer Youth Employment Program (SYEP) reached a new high of 74,354 in the summer of Fiscal 2019, representing an increase of almost seven percent over the previous summer. The growth in enrollment reflects increased funding, which rose to \$149.8 million in summer 2018 from \$126.9 million in summer 2017. The number of work sites for participants rose by 13.6 percent from 12,064 worksites in summer of 2017 to 13,701 worksites in summer of 2018.

SERVICE 1 Support youth development throughout New York City through the implementation, funding and management of contracts with nonprofit service providers.

Goal 1a Maximize resources to support the involvement of young people in DYCD-funded programs and direct them toward positive outcomes.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Number of young people involved in DYCD-funded programs	317,341	324,667	337,199	*	*	NA	NA
Comprehensive After School System of NYC (COMPASS NYC) enrollment	122,792	124,258	126,203	110,000	110,000	108,763	101,826
★ COMPASS NYC programs meeting target enrollment (school year) (%)	94%	96%	96%	85%	85%	86%	81%
★ COMPASS NYC programs meeting target enrollment - SONYC/middle school (school year) (%)	91%	95%	95%	85%	85%	83%	79%
★ COMPASS NYC programs meeting target enrollment - elementary (school year) (%)	99%	99%	99%	90%	90%	95%	90%
★ COMPASS NYC programs meeting target enrollment (summer) (%)	80%	81%	73%	80%	80%	78%	65%
Beacon programs’ enrollment as a percentage of the minimum annual target (%)	100%	100%	100%	100%	100%	42%	47%
Beacon programs active	80	80	91	*	*	NA	NA
Youth served in Beacon programs	72,346	75,107	76,872	*	*	NA	NA
Adults served in Beacon programs	68,757	72,995	63,273	*	*	NA	NA
Cornerstone programs’ enrollment as a percentage of the minimum annual target (%)	194%	191%	144%	100%	100%	88%	52%
Cornerstone programs active	94	94	94	*	*	94	NA
Youth served in Cornerstone programs	27,432	27,012	20,856	*	*	12,751	NA
Adults served in Cornerstone programs	7,402	8,128	5,253	*	*	2,485	NA
Calls to Youth Connect	55,538	55,306	69,304	60,000	60,000	17,588	19,461
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target	* None				

Goal 1b

Runaway and homeless youth will reunite with their families or live independently.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Youth reunited with family or placed in a suitable environment from crisis services (%)	76%	77%	73%	75%	75%	73%	72%
★ Youth reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) centers (%)	88%	87%	84%	85%	85%	85%	84%
Certified residential beds for runaway or homeless youth	441	465	557	*	*	525	606
Runaway and homeless youth served - crisis beds	2,539	2,340	2,267	2,400	2,400	980	999
Runaway and homeless youth served - transitional independent living beds	519	659	837	600	600	446	521
★ Utilization rate for crisis beds (%)	96%	92%	90%	90%	90%	89%	92%
★ Utilization rate for transitional independent living beds (%)	91%	93%	89%	90%	90%	85%	93%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

SERVICE 2 Increase youth capacity for economic independence through programs that provide work related education, skills training and employment opportunities.

Goal 2a

Young people will complete DYCD-funded training and employment programs at high levels.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Summer Youth Employment Program (SYEP) participants	54,263	60,113	69,716	70,000	70,000	69,716	74,354
Number of Summer Youth Employment Program contracts	100	100	98	*	*	NA	NA
Value of Summer Youth Employment Program contracts (\$000)	\$18,563	\$21,712	\$24,903	*	*	NA	NA
Participants in Workforce Innovation and Opportunity Act (WIOA) funded Out-of-School Youth program	2,265	2,132	1,687	*	*	NA	NA
Participants in WIOA-funded In-School Youth program	2,766	2,980	1,638	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

Goal 2b

Young people engaged in DYCD-funded training and employment programs will achieve success targeted by these programs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Youth who are out-of-school, attend a DYCD-funded training or employment program, and are placed in post-secondary education, employment, or advanced training in the 2nd quarter after exiting the program (%)	NA	NA	48%	↑	↑	NA	NA
Youth who attend a training program while in school and are placed in post-secondary education, employment, or advanced training during the 2nd quarter after exiting the program (%)	NA	NA	75%	*	*	NA	NA
Youth who are out-of-school, attend a DYCD-funded training or employment program, and attain a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year after exiting from the program (%)	NA	NA	69%	*	*	NA	NA
Youth who attend a DYCD-funded training program while in school, and attain a recognized post-secondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year after exiting the program (%)	NA	NA	74%	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

SERVICE 3 Support programs that provide participants with the services needed to increase and tap their capacity to strengthen and revitalize the communities of New York City.

Goal 3a Maximize participation in and effectiveness of community anti-poverty initiatives for youth, adults and seniors in lower income neighborhoods, including Neighborhood Development Area (NDA) and Mayor's Office for Economic Opportunity (NYC Opportunity) programs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Community anti-poverty program participants achieving target outcomes designated for clients in each program area (%)	64%	64%	58%	60%	60%	24%	20%
Participants in community anti-poverty programs	19,480	18,928	16,721	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↕ Directional Target	* None				

Goal 3b Maximize participation and success in programs improving English literacy skills among adults, adolescents, children and recent immigrants.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Participants in DYCD-funded English literacy programs	6,003	8,664	10,792	6,600	6,600	5,966	4,573
★ Participants in DYCD-funded English literacy programs meeting federal standards of improvement in their ability to read, write, and speak English (%)	54%	59%	54%	55%	55%	NA	NA
★ Critical Indicator	"NA" Not Available	↕ Directional Target	* None				

Goal 3c Maximize the number of New York City immigrants receiving services that improve language and employment skills that help families successfully integrate into their new communities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Participants achieving positive outcomes in immigrant services programs (%)	58%	64%	63%	60%	60%	21%	NA
Participants in immigrant services programs	3,505	3,351	3,111	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↕ Directional Target	* None				

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Contracts terminated	13	3	8	0	0	4	0
★ Agency assessments completed as a percent of total agency contracts (%)	90%	22%	NA	70%	70%	NA	NA
Fiscal audits conducted	344	345	343	345	345	0	0
Expenditure report reviews	25,433	23,369	24,078	*	*	NA	NA
★ Programmatic reviews/contract monitoring	16,832	17,003	18,609	*	*	NA	NA
Agency assessments completed	1,356	244	NA	*	*	NA	NA
Contracts funded	2,502	2,995	3,007	*	*	NA	NA
Value of agency contracts (\$000)	\$548,747	\$585,339	\$647,923	*	*	NA	NA
Value of intracity agreements (\$000)	\$6,945	\$6,940	\$7,115	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↕ Directional Target	* None				

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience							
Completed customer requests for interpretation	2,380	1,705	1,222	*	*	484	308
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
Calls answered in 30 seconds (%)	48%	43%	51%	*	*	69%	68%
★ Critical Indicator "NA" Not Available ⇅ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$664.7	\$719.2	\$809.3	\$872.1	\$902.9	\$755.2	\$500.9	\$599.7
Personnel	525	526	532	517	546	524	530	509
Overtime paid (\$000)	\$111	\$118	\$83	\$154	\$154	\$154	\$23	\$16
Human services contract budget (\$000,000)	\$523.2	\$561.1	\$618.2	\$714.4	\$649.6	\$571.7	\$191.0	\$214.0
¹ February 2019 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 FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$41.1	\$41.5	
002 - Executive and Administrative	\$18.7	\$19.2	All
311 - Program Services	\$22.4	\$22.4	All
Other Than Personal Services - Total	\$768.2	\$861.3	
005 - Community Development	\$72.7	\$82.8	3a, 3b, 3c
312 - Other than Personal Services	\$695.6	\$778.5	All
Agency Total	\$809.3	\$902.9	
¹ Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. 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

- Due to data collection challenges, DYCD will report on the number of participants achieving positive outcomes in immigrant services programs at the end of the fiscal year.
- The following indicators were added and are annual: 'Youth who are out-of-school, attend a DYCD-funded training or employment program, and are placed in post-secondary education, employment, or advanced training in the 2nd quarter after exiting the program (%)', 'Youth who attend a training program while in school and are placed in post-secondary education, employment, or advanced training during the 2nd quarter after exiting the program (%)', 'Youth who are out-of-school, attend a DYCD-funded training or employment program, and attain a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year after exiting from the program (%)', 'Youth who attend a DYCD-funded training program while in school, and attain a recognized post-secondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year after exiting from the program (%).'
- The number of participants in DYCD-funded English Literacy programs is preliminary due to data collection challenges.

ADDITIONAL RESOURCES

For additional information, go to:

- Reports and Plans: <http://www1.nyc.gov/site/dycd/about/news-and-media/publications.page>

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

PUBLIC LIBRARIES

Susan Marcinek, Chair – Brooklyn Public Library System

Evan R. Chesler, Chair – New York Public Library System

Haeda Mihaltses, Chair – Queens Borough Public Library System



WHAT WE DO

Library services are provided through three independent systems: the Brooklyn Public Library, the New York Public Library and the Queens Borough Public Library. These systems operate 216 local library branches throughout the City and four research library centers in Manhattan. The libraries offer free and open access to books, periodicals, electronic resources, mobile and streaming technology and non-print materials. Reference and career services, internet access, and educational, cultural and recreational programming for adults, young adults and children are also provided. The libraries' collections include 377 electronic databases and more than 65 million books, periodicals and other circulating and reference items.

FOCUS ON EQUITY

New York City's public libraries (Brooklyn Public Library, New York Public Library and Queens Borough Public Library) focus on equitable service delivery by ensuring that all New Yorkers have fair and unfettered access to information, resources and programs at over 200 community-based locations throughout the five boroughs. A strong investment of City capital funds recently has allowed the three systems to address some of the critical capital needs facing many local branches, for which the average age is 61 years (Manhattan's average library age is 84). The three systems maintain robust and diverse collections in multiple languages and provide computers and other technology for the public, serving as a critical link for disconnected or low-income households. In response to the changing technology needs of their patrons, the three library systems promote equitable access to mobile technology with widespread Wi-Fi and lending of tablets and laptops. They have also expanded their offerings of educational programs and services in nearly every branch, with early child literacy development and after school initiatives, English for Speakers of Other Language classes, High School Equivalency test preparation, computer skills training, workforce development and job seeker services. The libraries also provided offerings aligned with the Mayor and Chancellor's Equity and Excellence initiatives, including collections that support Pre-K for All and literacy provider training. As part of the City's vision to serve communities most in need of the valuable services libraries provide, the City's public libraries continued to expand their services offered to incarcerated New Yorkers and to the homeless in each borough. Services expanded include Video Visitation, allowing incarcerated people to communicate with their loved ones at the library through video conferencing, and the opening of a second permanent library space with the Department of Correction. The libraries have expanded literacy programs in shelters and continue to partner with the Department of Homeless Services to better serve the homeless community. The three systems also collaborated to launch Culture Pass, a citywide initiative that eliminates financial barriers and provides library cardholders with free access to myriad cultural institutions across the five boroughs.

BROOKLYN PUBLIC LIBRARY

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Average weekly scheduled hours	49.3	49.3	49.3	49.3	49.3	49.3	49.3
Libraries open seven days per week (%)	8%	8%	8%	8%	8%	8%	8%
★ Libraries open six days per week (%)	100%	100%	100%	100%	100%	100%	100%
★ Circulation (000)	14,585	14,109	13,733	13,870	13,870	4,793	4,485
Reference queries (000)	4,008	4,106	3,801	3,880	3,880	1,054	990
Electronic visits to website (000)	11,161	10,567	9,346	9,534	9,534	3,472	3,886
Computers for public use	1,633	1,772	2,602	2,991	2,991	1,772	2,602
Computer sessions (000)	2,164	1,920	1,763	1,764	1,764	641	590
Wireless sessions	NA	NA	NA	1,525,000	1,525,000	NA	508,868
Program sessions	60,532	63,246	69,248	71,346	71,346	21,819	24,350
★ Program attendance	991,199	977,147	1,097,001	1,206,701	1,206,701	358,018	383,148
★ Library card holders (000)	1,523	1,631	1,687	1,721	1,721	NA	NA
Active library cards (000)	630	646	638	*	*	643	652
New library card registrations	126,082	122,670	127,222	*	*	49,243	53,908
★ Total library attendance (000)	8,686	8,382	7,943	8,022	8,022	2,840	2,804
★ Critical Indicator	"NA" Not Available	⇅ Directional Target		* None			

NEW YORK PUBLIC LIBRARY - BRANCH

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Average weekly scheduled hours	50.0	50.0	50.0	49.0	49.0	50.0	49.9
Libraries open seven days per week (%)	8%	8%	8%	8%	8%	8%	8%
★ Libraries open six days per week (%)	100%	100%	100%	100%	100%	100%	100%
★ Circulation (000)	22,723	23,778	23,984	19,900	19,900	8,361	7,516
Reference queries (000)	9,141	9,023	8,661	7,850	7,850	3,265	3,094
Electronic visits to website (000)	29,849	28,015	26,948	26,000	26,000	9,040	9,919
Computers for public use	4,647	4,660	4,875	4,900	4,900	5,152	5,027
Computer sessions (000)	3,214	3,141	2,862	2,600	2,600	1,026	955
Wireless sessions	2,650,115	3,045,409	3,248,300	3,090,000	3,090,000	1,190,500	1,034,256
Program sessions	91,281	108,291	110,390	95,000	95,000	34,697	32,427
★ Program attendance	1,713,362	1,983,369	1,976,390	1,700,000	1,700,000	635,491	606,011
★ Library card holders (000)	2,060	2,031	2,229	2,000	2,000	NA	NA
Active library cards (000)	729	706	1,289	*	*	864	908
New library card registrations	277,641	315,137	296,419	*	*	103,684	154,251
★ Total library attendance (000)	13,867	13,666	12,736	11,400	11,400	4,519	4,267
★ Critical Indicator	"NA" Not Available	⇅ Directional Target		* None			

NEW YORK PUBLIC LIBRARY - RESEARCH

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Average weekly scheduled hours	51.3	51.3	53.3	53.3	53.3	53.3	53.3
Libraries open seven days per week (%)	25%	25%	25%	25%	25%	25%	25%
★ Libraries open six days per week (%)	100%	100%	100%	100%	100%	100%	100%
Reference queries (000)	514	517	521	490	490	99	146
★ Program attendance	100,330	101,554	102,481	92,000	92,000	23,611	31,287
★ Total library attendance (000)	3,744	3,637	4,146	4,150	4,150	1,427	1,629
Program sessions	2,060	2,209	2,885	2,850	2,850	879	987
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target		* None			

QUEENS BOROUGH PUBLIC LIBRARY

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Average weekly scheduled hours	46.3	44.8	46.0	44.8	44.8	47.0	45.4
Libraries open seven days per week (%)	3%	3%	3%	3%	3%	3%	3%
★ Libraries open six days per week (%)	100%	100%	100%	100%	100%	100%	100%
★ Circulation (000)	13,091	12,784	12,413	13,500	13,500	4,416	4,118
Reference queries (000)	3,443	2,808	2,894	4,900	4,900	1,080	948
Electronic visits to website (000)	7,725	7,297	7,347	8,500	8,500	2,558	2,287
Computers for public use	1,967	9,494	7,741	12,100	12,100	9,753	6,713
Computer sessions (000)	3,040	2,957	2,908	3,500	3,500	1,046	973
Wireless sessions	477,230	NA	480,078	555,000	555,000	184,706	142,179
Program sessions	68,364	80,881	87,532	90,000	90,000	28,534	29,285
★ Program attendance	1,110,842	1,401,497	1,516,283	1,600,000	1,600,000	524,489	609,881
★ Library card holders (000)	841	1,400	1,484	1,500	1,500	NA	NA
Active library cards (000)	841	806	795	*	*	845	793
New library card registrations	103,457	101,914	110,070	*	*	39,031	38,221
★ Total library attendance (000)	11,247	11,223	11,411	12,360	12,360	4,159	3,901
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target		* None			

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$364.3	\$374.7	\$382.4	\$387.7	\$398.8	\$388.8	\$252.9	\$269.4
Personnel	4,142	4,141	4,002	4,228	4,166	4,193	4,068	3,957
Capital commitments (\$000,000)	\$42.4	\$18.5	\$236.0	\$506.8	\$246.6	\$244.2	\$0.9	\$9.1
¹ February 2019 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 FY18 ² (\$000,000)	February 2019 Financial Plan FY19 ³ (\$000,000)
Brooklyn Public Library, 001 - Lump Sum Appropriation (OTPS) ¹	\$105.9	\$110.3
New York Public Library - Branch, Agency Total ¹	\$139.9	\$146.0
003 - Lump Sum - Borough of Manhattan (OTPS)	\$25.8	\$26.0
004 - Lump Sum - Borough of the Bronx (OTPS)	\$24.3	\$24.4
005 - Lump Sum - Borough of Staten Island (OTPS)	\$10.2	\$10.2
006 - Systemwide Services (OTPS)	\$78.3	\$84.1
007 - Consultant and Advisory Services (OTPS)	\$1.4	\$1.4
New York Public Library - Research, 001 - Lump Sum Appropriation (OTPS) ¹	\$28.1	\$28.7
Queens Public Library, 001 - Lump Sum Appropriation (OTPS) ¹	\$108.6	\$113.8

¹These figures are limited to the City's contribution and planned contribution respectively, to these agencies.
²Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds. ³ Includes all funds.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Brooklyn Public Library (BPL) has revised the method used to calculate its 'Wireless sessions' indicator, effective Fiscal 2019. Previously, BPL calculated this indicator counting the number of unique devices connected to its system per month. Now, it counts the number of unique devices affixed to its system per day. The values produced by this revised method are not comparable to previously reported ones. BPL cannot recalculate its wireless session values from previous periods.
- New York Public Library (NYPL) reduced the Fiscal 2019 targets of four indicators for 'Program sessions' and 'Program attendance' at NYPL Branch and Research libraries due to temporary closures of programming space in the Mid-Manhattan Library and other expected temporary closures during capital work throughout Fiscal 2019.
- NYPL reduced the Fiscal 2019 target for 'Total library attendance' at all branch libraries, as it expected the largest amount of its Fiscal 2019 capital closures to take place in the remainder of the year after a reduction in attendance during the four-month period.
- NYPL reduced the Fiscal 2019 target for 'Reference queries' in research libraries due to ongoing capital work in the Stephen A. Schwarzman Building and Science, Industry and Business Library locations.
- NYPL increased the Fiscal 2019 target for 'Total library attendance' at research libraries to reflect traffic diverted from the closed Mid-Manhattan Library building and from increased tourism.

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

Vita C. Rabinowitz, Interim Chancellor



WHAT WE DO

The City University of New York (CUNY) provides higher education to more than 274,000 degree and non-degree seeking students and about 270,000 adult and continuing education students. CUNY consists of 25 institutions: eleven senior colleges, seven community colleges, the CUNY Graduate Center, the CUNY Graduate School of Journalism, the CUNY School of Public Health and Health Policy, the CUNY School of Law, the CUNY School of Professional Studies, the Macaulay Honors College, and the newly opened CUNY School of Labor and Urban Studies. These graduate, honors and professional schools offer more than 30 doctoral programs. CUNY enrolls students in over 1,700 academic programs, as well as adult and continuing education programs. Courses are taught by approximately 7,200 full-time faculty and 11,600 part-time faculty. In the academic year 2017-2018, CUNY granted an estimated 8,800 graduate and professional degrees, 24,500 baccalaureate degrees, 17,400 associate degrees, 170 certificates and 740 advanced certificates.

FOCUS ON EQUITY

The City University of New York is of vital importance for the upward mobility of the people of New York City. Six CUNY colleges are among the top 10 nationwide in promoting social mobility, moving lower-income students into the middle class and beyond with excellent jobs. CUNY offers all levels of training, from certificate programs to doctoral degrees, and an unprecedented number of students currently take advantage of this opportunity to obtain an excellent and affordable education. CUNY serves the diverse people of New York City; 35 percent of CUNY students were born outside the US mainland, over 50 percent report an annual household income of less than \$30,000 and seven in ten attend CUNY for free. Last spring, over 50,000 new CUNY graduates entered the workforce or began work on more advanced degrees. In the key areas of Science, Technology, Engineering and Mathematics (STEM), the Mayor's new and critical multi-year investment in CUNY's community colleges will enable thousands of students to earn STEM degrees and enter New York City's vibrant high-tech sector.

With funding from the City, CUNY is expanding its highly successful Accelerated Study in Associate Programs (ASAP) initiative from 4,000 students in academic year 2014-2015, to 25,000 students by the academic year 2018-2019. Since its inception in 2007, ASAP has more than doubled associate degree completion rates for participating students, graduating at least 50 percent of students in three years, and is now considered a national model. In academic year 2017- 2018, CUNY ASAP enrolled 21,514 (11,790 new) students and is on track to enroll 25,000 (12,420 new) students in 2018- 2019. Consistent with the Mayor's investment in STEM success, ASAP expansion has an explicit focus on serving more STEM majors and a campus-wide expansion at Bronx Community College that will guide most incoming first-time, full-time freshmen into ASAP by 2018-2019.

ASAP students are diverse and representative of the larger population of CUNY associate degree seeking students with 44 percent Hispanic, 33 percent Black, 12 percent Asian/Pacific Islander and 11 percent White. Over three-quarters of ASAP students receive federal Pell grants. ASAP students in all of these groups have three-year graduation rates of close to or above 50 percent. In addition, ASAP serves as an important entry point to CUNY's senior colleges with close to 60 percent of students transferring to a baccalaureate program within six years of entering ASAP.

HOW WE PERFORMED

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ CUNY courses offered partly or totally online (%)	6.8%	8.0%	9.2%	8.0%	8.0%	NA	NA
Instructional full-time equivalents (FTEs) taught by full-time faculty (%) - Senior Colleges	42.4%	40.8%	39.2%	*	*	NA	NA
Instructional full-time equivalents (FTEs) taught by full-time faculty (%) - Community Colleges	53.6%	52.8%	52.8%	*	*	NA	NA
Student/faculty ratio - Overall	27:1	28:1	29:1	*	*	NA	NA
Student/faculty ratio - Community Colleges	32:1	32:1	32:1	*	*	NA	NA
Student/faculty ratio - Senior Colleges	26:1	27:1	28:1	*	*	NA	NA
Number of full-time faculty employed by CUNY community colleges	2,165	2,182	2,284	*	*	NA	NA
Number of associate degrees awarded at community colleges	13,529	14,108	14,675	*	*	NA	NA
Students earning Grade C or better in Freshman Composition Courses (%)	84.1%	84.1%	83.8%	*	*	NA	NA
Students earning Grade C or better in Math Gateway Courses (%)	68.4%	67.4%	69.3%	*	*	NA	NA
★ One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY associate degree programs	66.3%	66.0%	66.4%	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	86.8%	86.9%	86.5%	88.0%	88.0%	NA	NA
★ Three-year systemwide graduation rate (%) - CUNY Accelerated Study in Associate Programs (ASAP) students	55.4%	57.6%	54.6%	50.0%	50.0%	NA	NA
★ Six-year systemwide graduation rate (%) - community college students in STEM disciplines	28.7%	30.7%	31.2%	30.0%	30.0%	NA	NA
★ Six-year systemwide graduation rate (%) - CUNY associate degree students	31.8%	32.2%	33.1%	33.0%	33.0%	NA	NA
★ Six-year systemwide graduation rate (%) - CUNY baccalaureate students	53.9%	54.8%	56.6%	55.0%	55.0%	NA	NA
Students passing the National Council Licensure Examination for Registered Nurse (%)	80.1%	86.3%	86.5%	*	*	NA	NA
★ CUNY associate degree recipients who transfer to a CUNY baccalaureate program within one year (%)	54.8%	54.9%	54.9%	56.0%	56.0%	NA	NA
CUNY community college graduates from career and technical education programs who are employed within six months of graduation (%)	74.4%	77.1%	78.6%	*	*	NA	NA
CUNY associate degree recipients who continue their education or are working (%)	92.3%	94.2%	92.2%	*	*	NA	NA
High school students participating in college preparation program (College Now)	31,855	31,445	33,623	*	*	NA	NA
Total headcount enrollment	274,357	272,957	274,099	*	*	NA	NA
Total full-time equivalent enrollment (FTEs)	204,418	204,337	205,860	*	*	NA	NA
Total headcount enrollment at CUNY community colleges	99,045	96,865	95,951	*	*	NA	NA
★ Enrollment in STEM disciplines at CUNY community colleges	14,698	15,053	15,186	15,000	15,000	NA	NA
Total students served in CUNY Accelerated Study in Associate Programs (ASAP)	8,016	15,473	21,514	*	*	NA	NA
Enrollment of first-time freshmen in CUNY community colleges	19,022	18,506	18,098	*	*	NA	NA
Enrollment of first-time freshmen in CUNY senior colleges	18,413	18,397	20,064	*	*	NA	NA
Enrollment of first-time freshmen in CUNY community colleges who are recent graduates of NYC public high schools	13,769	13,589	13,344	*	*	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)	\$6,330	\$6,530	\$6,730	*	*	NA	NA
Expenditures per student (full-time equivalent) at CUNY community colleges	\$12,443	\$13,611	\$14,950	*	*	NA	NA
Percentage of CUNY community college students receiving federal financial aid (Pell) (%)	61.9%	60.8%	63.4%	*	*	NA	NA
Percentage of community college students receiving Tuition Assistance Program (TAP) grants (%)	36.4%	35.9%	36.6%	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$1,018.7	\$1,158.5	\$1,199.1	\$1,196.3	\$1,321.7	\$1,181.9	\$142.3	\$216.9
Revenues (\$000,000)	\$401.1	\$404.8	\$387.2	\$415.3	\$415.3	\$415.3	\$0.0	\$63.1
Personnel	8,979	9,184	9,414	10,102	10,102	10,286	10,579	10,662
Overtime paid (\$000,000)	\$7.3	\$8.0	\$8.0	\$1.6	\$2.2	\$1.6	\$2.4	\$2.4
¹ February 2019 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 FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)
Personal Services - Total	\$809.0	\$822.9
002 - Community College	\$789.5	\$805.2
004 - Hunter Schools	\$19.5	\$17.7
Other Than Personal Services - Total	\$390.2	\$498.8
001 - Community College	\$389.1	\$462.5
003 - Hunter Schools	\$1.0	\$1.3
012 - Senior College	\$0.0	\$35.0
Agency Total ³	\$1,199.1	\$1,321.7
¹ Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds. ² Includes all funds. ³ These figures are limited to the City's contribution and planned contribution respectively. "NA" Not Available * None		

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

ADDITIONAL RESOURCES

For additional information, go to:

- Office of Institutional Research performance management reports:
www2.cuny.edu/about/administration/offices/oira/institutional/data/current-student-data-book-by-subject/#Accountability

For more information on the agency, please visit: www.cuny.edu.

DEPARTMENT OF SMALL BUSINESS SERVICES

Gregg Bishop, Commissioner



WHAT WE DO

The Department of Small Business Services (SBS) makes it easier for businesses in New York City to start, operate and grow by providing direct assistance to business owners, fostering neighborhood development in commercial districts and linking employers to a skilled and qualified workforce. SBS runs the City's NYC Business Solutions Centers, Industrial Business Solutions Providers and Workforce1 Career Centers; provides grants and services to support the growth of local community and economic development organizations throughout the City, oversees the largest network of Business Improvements Districts (BIDs) in the country; and administers the Minority and Women-owned Business Enterprise (M/WBE) Program.

FOCUS ON EQUITY

By focusing on three key pillars—good jobs, stronger businesses and thriving neighborhoods—SBS is committed to ensuring economic security for all New Yorkers by providing a wide range of services that help businesses, jobseekers and communities throughout the five boroughs. Through business programs such as Women Entrepreneurs NYC (WENYC), the agency has committed to providing customized services to 5,000 women entrepreneurs in underserved communities. SBS, in partnership with the Mayor's Office of Operations, is also leading Small Business First, an initiative to improve the City's regulatory environment and consolidate information that small businesses need to start, grow and thrive. The agency also oversees certification and capacity building services for Minority and Women-owned Business Enterprises (M/WBE), reaching a new high in the number of certified M/WBEs in Fiscal 2018.

SBS is investing in the future of New York City's workforce and equipping jobseekers with the skills they need to build careers in the 21st century economy. Supporting the Mayor's Career Pathways plan, SBS trains New Yorkers for good-paying jobs and links jobseekers to employment in fast-growing industries with opportunities for advancement, and has developed targeted services for immigrants, out of school, out of work youth and people formerly acquainted with the criminal justice system.

OUR SERVICES AND GOALS

SERVICE 1 Help businesses start, operate and expand in New York City.

- Goal 1a Ensure that businesses and entrepreneurs have easy access to a variety of high quality support services.
- Goal 1b Retain jobs and businesses in New York City by administering incentive programs for facility renovation and promoting retention of NYC businesses and relocation of businesses to NYC.

SERVICE 2 Match businesses in need of workers with qualified applicants.

- Goal 2a Ensure that businesses have timely access to qualified job applicants.

SERVICE 3 Provide financial support and technical assistance for New York City's commercial districts throughout the five boroughs.

- Goal 3a Strengthen and expand New York City's Business Improvement District (BID) program and other local economic development organizations.

SERVICE 4 Help minority and women-owned businesses identify and compete for City contracts.

- Goal 4a Increase the number of Minority and Women-owned Business Enterprises (M/WBEs) that obtain City contracts.

HOW WE PERFORMED

- The Division of Business Services (DBS) manages the free services that help businesses start, operate, and expand in New York City. In the first four months of Fiscal 2019, DBS increased the number of unique customers across the five boroughs by more than 75 percent; almost doubled the number of unique customers served by programs that help navigate government; and increased the number of financial awards compared to the same period in Fiscal 2018. These increases were due to a more focused approach targeting businesses, new tailored marketing collateral, and proactive outreach to licensed professionals. DBS helped open 114 new businesses in this period, a 62 percent decrease from the same period in Fiscal 2018. Certain cross-agency services that contributed to this indicator were successfully streamlined and are now transitioning back to the Department of Health and Mental Hygiene and the New York City Fire Department. This has caused a decrease in the number of businesses served by SBS, since they are now being directly served by the regulatory agencies.
- In the first four months of Fiscal 2019, the Energy Cost Savings Program (ECSP) approved 19 projects for businesses with a total of 1,213 jobs—an increase of more than 60 percent compared to the same period in Fiscal 2018. This increase is due to the approval of larger businesses compared to the first four months of Fiscal 2018. The savings to businesses participating in ECSP slightly decreased (to \$338,000), compared to the same period in the prior year, due to lower energy usage by the businesses that had been approved. The Lower Manhattan Energy Program (LMEP) is currently in the phase-out period for the majority of buildings receiving benefits. The decrease in cumulative LMEP benefits reflects buildings coming off-line after completing their respective 12-year benefit schedule.
- In the first four months of Fiscal 2019 there was a 7 percent increase in average wage compared with the same period in Fiscal 2018, partly due to SBS' increased focus on quality jobs and training opportunities. While placements and promotions at Workforce 1 centers decreased compared to the same period from the previous year, SBS projects it will meet the annual target for Fiscal 2019. Job placements were temporarily impacted by the implementation of new contracts and management arrangements for the Workforce1 Centers that are expected to resume pace and increase job seeker hiring over the course of the year. While the number of customers enrolled in training was almost a third lower than the same period in the previous year, SBS expects to be on pace to achieve its annual targets, based on scheduled and planned trainings.
- The Minority and Women-owned Business Enterprises Program certified and recertified 796 M/WBEs during the first four months of Fiscal 2019, an increase of 53 percent compared to the same period in Fiscal 2018. By the end of October 2018, there were 7,312 certified M/WBEs in the program, an increase of more than a third from the same time a year ago.

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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Unique customers and businesses served	14,128	18,352	19,842	*	*	4,029	7,139
★ Unique businesses receiving financial awards (facilitated or disbursed)	432	593	825	470	470	NA	NA
★ Financial awards to businesses (facilitated or disbursed)	567	658	1,074	540	540	280	378
Value of financial awards to businesses (facilitated or disbursed) (\$000)	\$44,983	\$45,701	\$54,234	*	*	\$18,981	\$17,886
★ Businesses opened with assistance from SBS	915	867	537	↑	↑	294	114
Projected number of hires by businesses opened with assistance from SBS	12,759	10,096	5,204	*	*	2,493	904
Unique customers served by programs that help navigate government	3,861	5,484	5,230	*	*	989	1,960
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

Goal 1b

Retain jobs and businesses in New York City by administering incentive programs for facility renovation and promoting retention of NYC businesses and relocation of businesses to NYC.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Value of Energy Cost Savings Program savings for businesses (\$000)	\$878	\$2,003	\$678	*	*	\$386	\$338
Jobs created or retained by Energy Cost Savings Program	1,060	9,753	3,403	*	*	744	1,213
Value of Lower Manhattan Energy Program savings for active commercial tenants (cumulative) (\$000)	\$10,028	\$7,905	\$6,105	*	*	\$3,471	\$2,838
Commercial tenants active in Lower Manhattan Energy Program	1,007	784	463	*	*	727	336
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

SERVICE 2 Match businesses in need of workers with qualified applicants.

Goal 2a

Ensure that businesses have timely access to qualified job applicants.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Workforce1 systemwide job placements and promotions	28,455	28,170	25,534	25,000	25,000	7,839	6,570
New jobseekers registered through the Workforce1 Career Center system	55,647	54,816	52,285	*	*	18,685	16,972
Walk-in traffic at Workforce1 Centers	273,753	271,573	275,137	*	*	97,879	85,336
★ Customers enrolled in training	3,649	3,464	3,756	↑	↑	903	644
Unique customers served	104,715	104,239	102,357	*	*	45,396	40,760
★ Businesses awarded funding for employer-based training	57	54	15	*	*	3	0
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

SERVICE 3 Provide financial support and technical assistance for New York City's commercial districts throughout the five boroughs.

Goal 3a

Strengthen and expand New York City's Business Improvement District (BID) program and other local economic development organizations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ City block faces receiving supplemental sanitation services through BIDs	3,600	4,044	4,065	3,800	3,800	4,044	4,065
★ Average acceptably clean BID sidewalk ratings (%)	96.8%	97.8%	98.4%	97.0%	97.0%	97.1%	100.0%
Value of AvenueNYC local development corporations funding (\$000,000)	\$1.30	\$1.30	\$1.02	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

SERVICE 4 Help minority and women-owned businesses identify and compete for City contracts.

Goal 4a Increase the number of Minority and Women-owned Business Enterprises (M/WBEs) that obtain City contracts.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Total Minority and Women-owned Business Enterprises certified	4,516	5,122	6,829	9,000	9,000	5,305	7,312
★ Minority and Women-owned Business Enterprises awarded City contracts	1,011	1,131	1,396	1,223	1,223	NA	NA
★ M/WBEs awarded contracts after receiving procurement and capacity building assistance	723	824	976	891	891	NA	NA
★ Annual M/WBE recertification rate	53.4%	61.8%	79.6%	60.0%	60.0%	NA	NA
Newly certified and recertified businesses in M/WBE Program	1,030	1,675	2,770	*	*	520	796
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience							
CORE customer experience rating (0-100)	98	96	93	*	*	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	7,327	6,652	7,259	*	*	2,099	2,333
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$282.5	\$260.0	\$267.2	\$284.9	\$322.7	\$174.0	\$141.2	\$103.9
Revenues (\$000,000)	\$54.9	\$0.4	\$0.4	\$0.2	\$0.4	\$0.2	\$0.1	\$0.1
Personnel	302	325	304	418	406	375	314	292
Overtime paid (\$000)	\$30	\$65	\$57	\$65	\$65	\$65	\$24	\$20
Human services contract budget (\$000,000)	\$31.9	\$29.8	\$32.9	\$20.9	\$33.0	\$20.9	\$5.6	\$14.9
¹ February 2019 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 FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$23.6	\$29.7	
001 - Department of Business	\$15.9	\$18.3	All
004 - Contract Compliance and Bus. Opportunity	\$2.8	\$3.5	1a, 1b, 2a, 4a
010 - Workforce Investment Act	\$4.8	\$7.8	1a, 4a
Other Than Personal Services - Total	\$243.5	\$293.1	
002 - Department of Business	\$77.7	\$83.6	All
005 - Contract Compliance and Bus. Opportunity	\$4.7	\$6.0	1a, 1b, 2a, 4a
006 - Economic Development Corporation	\$62.6	\$85.1	Refer to table in EDC chapter
011 - Workforce Investment Act	\$58.7	\$77.9	1a, 4a
012 - Trust for Gov.'s Island and NYC & Co.	\$39.7	\$40.5	1b
Agency Total	\$267.2	\$322.7	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds. ²Includes all funds.
³Refer 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/sbs.

DEPARTMENT OF VETERANS' SERVICES

Dr. Loree Sutton, Commissioner



WHAT WE DO

The Department of Veterans' Services (DVS) works with City, State and federal agencies, as well as regional private and not-for-profit partners, to improve the lives of all New York City veterans and their families. DVS works to ensure that homeless veterans have permanent housing and access to the support services needed to find and maintain their homes; expand education and career opportunities for veterans; and provide the human and technological infrastructure for veterans and their families to gain citywide access to benefits, resources and care through the nation's leading coordinated service network.

Through the VetsThriveNYC Whole Health Program—the veteran-focused complement to the First Lady's ThriveNYC Mental Health Roadmap—DVS is committed to supporting overall mental wellness, addressing the full impact of war and military service on the mind, body and spirit.

FOCUS ON EQUITY

DVS strives to connect with New York City veterans regardless of discharge status and anyone with prior service in the U.S. Armed Forces, including the Reserves and/or National Guard. DVS also serves family members and caregivers, recognizing their essential role with respect to veteran health and wellbeing as well as honoring their service and sacrifice. Marshaling the collective resources of City government and its local partners, DVS works with veterans in need and their families to find affordable housing and access the support services they require to maintain their stability; creates access to programs that foster physical, mental and spiritual wellbeing; provides information about education and career opportunities; and offers one-on-one assistance to navigate benefits and resources. This fall, DVS launched VetConnectNYC, a coordinated care network that connects New York City veterans, service members and their families to a network of more than 80 public, private and non-profit service providers to meet a variety of needs, from housing and education to healthcare and employment. Through VetConnectNYC, veterans are connected with the care coordination team at Northwell Health, a group of trained social workers and client specialists who assess their needs and make appropriate referrals.

OUR SERVICES AND GOALS

SERVICE 1 Provide supportive services to veterans and their families.

Goal 1a Mitigate and prevent homelessness for veterans.

SERVICE 2 Assist veterans and their families with accessing eligible resources.

Goal 2a Ensure veterans have information about and are connected with appropriate resources.

HOW WE PERFORMED

- During the first four months of Fiscal 2019 DVS housed 59 homeless veterans through the Veteran Peer Coordinator (VPC) program, an innovative model for veterans helping fellow veterans navigate the challenging process of finding and securing housing in New York City. The VPC program is DVS' contribution to a network of local, state and federal agencies and nonprofit partners working together to end veteran homelessness.
- The DVS Housing and Support Services (HSS) team administered homelessness prevention assistance to 152 veterans during the reporting period. This included a combination of veterans calling and visiting DVS for assistance and proactive aftercare calls to formerly homeless veterans that were housed through the VPC program.
- DVS recently merged the former Whole Health Community Resilience and City Employment, Education, Entrepreneurship, Events and Engagement lines of action into the new Engagement and Community Service team. These outreach specialists provide vetted resources, one-on-one assistance, and information about various resources and events assisting and honoring veterans. Additionally, as part of the pioneering ThriveNYC mental health initiative, outreach coordinators engage veterans, military caregivers and their families to enhance overall mental wellness. Through this engagement-focused approach the agency estimates having reached over 8,500 members of the military/veteran community, and has engaged 2,674 veterans and their family members during the first four months of Fiscal 2019. From these interactions, the agency has coordinated over 762 assistance requests to veterans and their family members with access to resources, a 43.6 percent decrease from the same period last year. The streamlining of DVS' two outreach units temporarily limited the Engagement and Community Service team's capacity to process assistance requests, resulting in a decrease from 1,351 in the first four months of Fiscal 2018 to 762 during the same period of Fiscal 2019. This temporary dip was due to the time required for cross-training and capacity-building to manage an expanded portfolio of responsibilities and additional training necessary to successfully implement the agency-wide coordinated care network, VetConnectNYC. With the merger now complete and hiring underway to ensure the outreach team is fully staffed, DVS expects to quickly regain its former capacity to process assistance requests.

SERVICE 1 Provide supportive services to veterans and their families.

Goal 1a Mitigate and prevent homelessness for veterans.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Homeless veterans who received housing through DVS Vet Peer Coordinator program	NA	NA	169	*	*	59	59
★ Veterans receiving homelessness prevention assistance from DVS	NA	NA	466	*	*	173	152
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target		* None			

SERVICE 2 Assist veterans and their families with accessing eligible resources.

Goal 2a Ensure veterans have information about and are connected with appropriate resources.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Veterans and their families engaged by DVS	NA	NA	7,521	*	*	2,612	2,674
★ Veterans and their families given assistance to access resources	NA	NA	2,791	*	*	1,351	762
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target		* None			

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	NA	\$2.5	\$3.6	\$5.1	\$5.4	\$5.2	\$1.3	\$1.8
Personnel	NA	32	35	44	47	47	33	37
Overtime paid (\$000)	NA	\$11	\$23	\$0	\$17	\$0	\$7	\$8
¹ February 2019 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 FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)	Applicable MMR Goals ³
001 - Personal Services	\$2.9	\$4.1	All
002 - Other Than Personal Services	\$0.6	\$1.3	All
Agency Total	\$3.6	\$5.4	
¹ Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.		² Includes all funds.	
³ Refer to agency goals listed at front of chapter. "NA" Not Available * None			

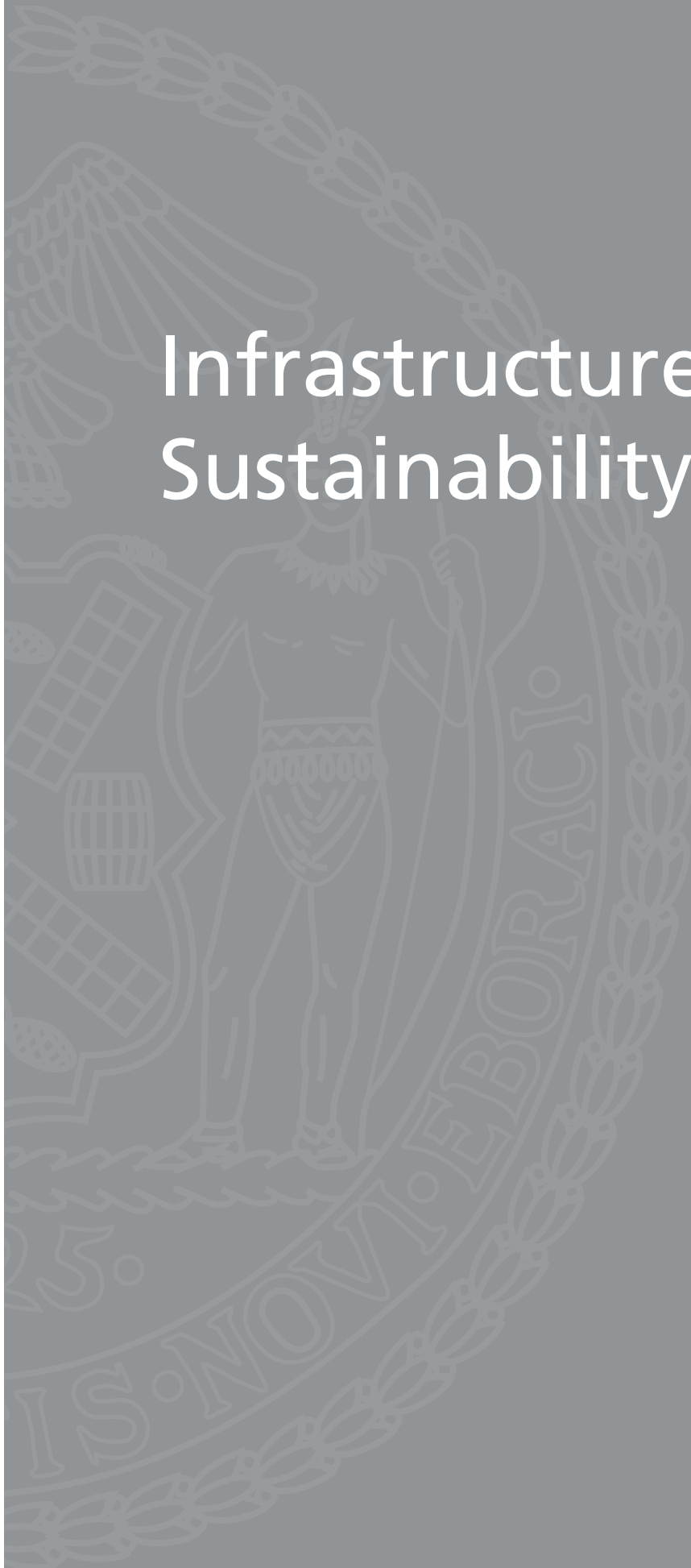
NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

ADDITIONAL RESOURCES

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

Infrastructure and Sustainability



Infrastructure and Sustainability



Department of Environmental Protection

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Department of Buildings

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Department of Transportation

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Department of Design and Construction

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DEPARTMENT OF ENVIRONMENTAL PROTECTION

Vincent Sapienza, Commissioner



WHAT WE DO

The Department of Environmental Protection (DEP) protects public health and the environment by supplying clean drinking water, collecting and treating wastewater and reducing air, noise and hazardous materials pollution. The Department manages the City's water supply, which provides more than one billion gallons of high quality drinking water daily to more than half the population of New York State; builds and maintains the City's water distribution network, fire hydrants, storm and sanitary sewage collection systems and Bluebelt and green infrastructure systems; and manages 14 in-City wastewater treatment plants as well as seven treatment plants in the upstate watershed. DEP also implements federal Clean Water Act rules and regulations, handles hazardous materials emergencies and toxic site remediation, oversees asbestos monitoring and removal, enforces the City's air and noise codes, bills and collects on approximately 836,000 water and sewer accounts and manages citywide water conservation programs.

FOCUS ON EQUITY

The Department of Environmental Protection has the critical mission to enrich the environment and protect public health for all New Yorkers by providing high quality drinking water, managing wastewater and stormwater, and reducing air, noise, and hazardous materials pollution. In July 2015 DEP announced a new series of programs to provide additional assistance to its most vulnerable customers. The City froze the minimum charge, preventing any increase in water and sewer charges for 25 percent of single-family homeowners and, through the [Home Water Assistance Program](#) (HWAP), provided the first annual credit to low-income homeowners who qualify for the federal Home Energy Assistance Program. In 2016 the Department expanded HWAP to include low-income senior and disabled homeowners who receive a New York City Department of Finance property tax exemption. In Fiscal 2018 DEP implemented the Multifamily Water Assistance Program (MWAP), which provides a credit to eligible multifamily buildings that conserve water and enter into an agreement to keep rents affordable. In Fiscal 2019, DEP has continued both the freeze of the minimum charge and other affordability bill credits, including a credit benefiting senior homeowners and MWAP.

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

- During the first four months of Fiscal 2019, the Department performed over 10 percent more security checks, compared to the same period in the prior year. The graduation of a new class of officers on June 29, 2018 increased the number of officers on patrol to perform these checks.
- Complaints concerning sewer backups as well as those for clogged catch basins both increased compared to the prior reporting period due to near record rainfall. Rainfall during July and August was 16.04 inches at Central Park, the highest level since 1972. The resolution time for sewer backup complaints, while increasing by approximately 48 minutes on average, remained below the annual target. The increase in street cave-in complaints can also be attributed to the heavy rainfall in July and August which contributes to the deterioration of street cave-ins.
- The number of complaints received about clogged catch basins increased by 48 percent during the reporting period due to increased rainfall. At the same time, the Department was able to resolve those complaints over 12 percent faster. Many of the complaints received during heavy rainfalls are able to be resolved through inspection as the rain subsides which has the result of reducing the average time to resolve these complaints.
- The Department cleaned over 5,200 more catch basins during the reporting period due to greater efficiency in operations, including adding an additional location for unloading the collected catch basin debris.
- The number of water main breaks per 100 miles in the last twelve months increased due to a 43 percent increase in the number of freeze/thaw cycles this past winter. During the reporting period, the average time to restore water to customers was reduced by 17 percent compared to the same period last year.
- A number of factors led to the almost 20 percent improvement in the time that it took the department to close noise complaints. The department has instituted procedural changes that have inspectors starting their shift in the field at their first assigned stop. This change was enabled through the use of handheld tablet computers that allow the department to send and receive information to/from field staff. Since the Fiscal 2017 PMMR period the department moved from introducing staff to the tablets to full implementation. In addition, the department has been using a “heat map” to show complaint location as complaints are made allowing inspectors to be routed to these locations within hours.

SERVICE 1 Ensure the sufficiency, quality and security of the City’s drinking water supply.

Goal 1a Comply with all federal and State drinking water quality standards.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Samples testing positive for coliform bacteria (%)	0.5%	0.3%	0.4%	*	*	0.6%	0.5%
★ In-City samples meeting water quality standards for coliform bacteria (%)	100%	100%	100%	100%	100%	100%	100%
Acres of land solicited in watershed area	45,569	34,475	20,613	*	*	7,819	8,261
★ Critical Indicator	“NA” Not Available	↕↔ Directional Target		* None			

Goal 1b Assure the integrity of the drinking water supply and distribution systems.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Water supply - Critical equipment out of service (%)	1.0%	0.9%	0.7%	*	*	0.7%	0.4%
★ Facility security checks	293,199	286,589	270,831	275,000	275,000	89,606	98,921
Overall enforcement activity	1,658	1,893	1,377	*	*	818	638
★ Critical Indicator	“NA” Not Available	↕↔ Directional Target		* None			

SERVICE 2 Maintain the City's water delivery and sewer collection systems.

Goal 2a

Resolve emergencies and perform preventive maintenance and required repairs to the water distribution and wastewater collection systems in a timely manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Sewer backup complaints received	10,469	12,133	11,303	*	*	3,381	4,529
Sewer backup complaints resolved - Confirmed (on City infrastructure)	2,503	2,649	2,389	*	*	549	720
- Unconfirmed (not on City infrastructure or unfounded)	7,960	9,489	8,904	*	*	2,831	3,819
★ Sewer backup resolution time (hours)	3.7	3.8	3.7	7.0	7.0	3.3	4.1
Street segments with confirmed sewer backup in the last 12 months (% of total segments)	1.1%	1.2%	1.0%	*	*	1.1%	1.1%
★ Street segments with recurring confirmed sewer backups in the last 12 months (% of total segments)	0.3%	0.3%	0.3%	0.6%	0.6%	0.3%	0.3%
Street cave-in complaints received	4,174	3,847	3,769	*	*	1,440	1,712
Average time to respond to street cave-in complaints and make safe (days)	4.6	1.9	1.9	*	*	1.9	2.1
Water main breaks	397	428	521	*	*	94	102
Water main breaks per 100 miles of main in the last 12 months	5.7	6.1	7.4	*	*	6.1	7.6
★ Average time to restore water to customers after confirming breaks (hours)	4.2	4.4	4.5	6.0	6.0	6.2	5.1
★ Broken and inoperative hydrants (%)	0.52%	0.54%	0.40%	1.00%	1.00%	0.36%	0.46%
★ Average time to repair or replace high-priority broken or inoperative hydrants (days)	2.9	2.5	2.9	7.0	7.0	2.9	2.5
Catch basin complaints received	8,020	8,942	7,673	*	*	2,685	3,968
★ Catch basin backup resolution time (days)	4.0	5.0	6.9	9.0	9.0	8.4	7.4
Catch basins surveyed/inspected (%)	31.7%	98.3%	99.3%	100.0%	100.0%	25.1%	26.4%
Catch basins cleaned	30,778	52,057	39,098	*	*	13,841	19,085
★ Backlog of catch basin repairs (% of system)	0.7%	1.8%	3.8%	1.0%	1.0%	3.1%	4.8%
Leak complaints received	3,642	3,673	4,367	*	*	1,104	1,127
★ Leak resolution time (days) (City infrastructure only)	10.2	10.0	10.2	12.0	12.0	10.3	11.1
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

SERVICE 3 Treat wastewater and sewage to protect water quality in the receiving waters surrounding the City.

Goal 3a

Maintain high levels of compliance with federal and State treatment standards for wastewater and sewage entering receiving waters.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Wastewater treatment plant (WWTP) effluent meeting federal standards (%)	99.5%	99.8%	99.7%	100.0%	100.0%	99.9%	99.7%
Harbor survey stations meeting applicable waterbody standards for dissolved oxygen (%)	90%	91%	92%	89%	89%	80%	72%
★ WWTPs - Critical equipment out-of-service (% below minimum)	2.1%	1.8%	1.5%	5.0%	5.0%	1.4%	1.1%
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

SERVICE 4 Bill and collect revenue for water and sewer usage.

Goal 4a Ensure that customer billing is accurate, transparent and fair.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Estimated bills (%)	3.0%	2.8%	3.0%	4.0%	4.0%	3.0%	3.2%
★ Critical Indicator	"NA" Not Available	⇅ Directional Target					* None

Goal 4b Meet revenue targets established by the NYC Water Board.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Total revenue collected (\$000,000)	\$3,852.6	\$3,852.0	\$3,602.3	\$3,773.8	\$3,837.7	\$1,677.0	\$1,823.1
★ Total revenue as percent of target (%)	104.5%	104.3%	99.8%	100.0%	100.0%	101.3%	100.4%
Accounts receivable - Total balance (\$000,000)	\$1,666	\$1,633	\$1,709	*	*	\$930	\$882
Billed amount collected in 30 days (%)	63.1%	60.8%	60.5%	*	*	64.1%	59.8%
★ Critical Indicator	"NA" Not Available	⇅ Directional Target					* None

SERVICE 5 Enforce City laws relating to air pollution, noise pollution and hazardous materials.

Goal 5a Investigate complaints in a timely manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Air complaints received	9,858	8,807	8,276	*	*	2,958	2,751
★ Average days to close air quality complaints	4.0	2.5	4.2	9.0	9.0	4.0	4.5
Air complaints responded to within seven days (%)	95%	96%	97%	85%	85%	98%	98%
Noise complaints received	61,784	58,892	61,342	*	*	20,592	19,594
★ Average days to close noise complaints	5.6	4.3	4.8	9.0	9.0	5.2	4.1
Noise complaints not requiring access to premises responded to within seven days (%)	97%	98%	99%	85%	85%	98%	99%
Asbestos complaints received	1,855	1,425	1,338	*	*	489	727
★ Average days to close asbestos complaints	0.34	0.34	0.74	1.00	1.00	0.78	1.01
Asbestos complaints responded to within three hours (%)	100%	100%	100%	100%	100%	100%	100%
★ Critical Indicator	"NA" Not Available	⇅ Directional Target					* None

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Total violations issued	14,753	16,149	12,851	*	*	5,046	6,866
Violations admitted to or upheld at the Environmental Control Board (%)	93.8%	92.8%	91.5%	*	*	91.0%	90.4%
Collisions involving City vehicles	380	413	398	*	*	131	143
Workplace injuries reported	352	359	238	*	*	101	61
★ Critical Indicator	"NA" Not Available	⇅ Directional Target					* None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience							
E-mails responded to in 14 days (%)	93%	100%	100%	95%	95%	100%	100%
Letters responded to in 14 days (%)	99%	99%	99%	95%	95%	99%	99%
Calls answered in 30 seconds (%)	73%	79%	72%	76%	76%	78%	78%
Average customer in-person wait time (minutes)	5	4	4	5	5	NA	NA
Completed customer requests for interpretation	13,685	13,783	13,848	*	*	NA	NA
Visitors rating customer service at borough centers as good or better (%)	95.0%	93.0%	95.0%	90.0%	90.0%	NA	NA
CORE customer experience rating (0-100)	100	97	95	90	90	NA	NA
★ Critical Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - Sewer Maintenance - Catch Basin Clogged/ Flooding (6 days)	91%	89%	86%	85%	85%	82%	81%
Percent meeting time to first action - Sewer Maintenance - Sewer Backup (0.25 days)	90%	88%	89%	85%	85%	93%	89%
Percent meeting time to first action - Water Maintenance - Hydrant Running (2 days)	85%	86%	82%	85%	85%	84%	69%
Percent meeting time to first action - Water Maintenance - Hydrant Running Full (1 day)	88%	89%	86%	85%	85%	84%	73%
Percent meeting time to first action - Water Maintenance - Leak (0.7 days)	79%	81%	77%	85%	85%	80%	81%
★ Critical Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$1,267.2	\$1,435.9	\$1,432.1	\$1,387.9	\$1,459.3	\$1,316.7	\$696.2	\$706.6
Revenues (\$000,000) ³	\$27.3	\$26.3	\$29.3	\$24.7	\$25.5	\$25.5	\$8.4	\$7.5
Personnel	5,946	6,011	6,099	6,505	6,530	6,378	5,903	6,034
Overtime paid (\$000,000)	\$40.6	\$49.9	\$44.5	\$21.4	\$22.7	\$22.5	\$13.4	\$14.7
Capital commitments (\$000,000)	\$1,590.1	\$2,490.6	\$1,925.2	\$2,845.4	\$2,395.4	\$2,925.7	\$221.2	\$385.0
¹ February 2019 Financial Plan ² Expenditures include all funds "NA" - Not Available								
³ DEP 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.								

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$551.2	\$565.8	
001 - Executive and Support	\$38.8	\$38.0	All
002 - Environmental Management	\$30.0	\$31.4	5a
003 - Water Supply and Wastewater Collection	\$211.2	\$211.6	1a, 1b, 2a, 3a, 5a
007 - Central Utility	\$76.8	\$83.1	1a, 4a, 4b
008 - Wastewater Treatment	\$194.5	\$201.8	2a, 3a
Other Than Personal Services - Total	\$880.9	\$893.5	
004 - Utility	\$617.3	\$674.4	1a, 1b, 2a, 3a, 5a
005 - Environmental Management	\$202.3	\$152.5	1a, 1b, 2a, 3a, 5a
006 - Executive and Support	\$61.2	\$66.6	All
Agency Total	\$1,432.1	\$1,459.3	

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

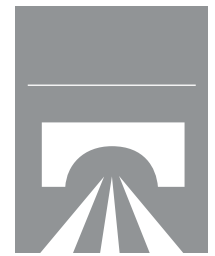
NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The indicator "Percent of harbor survey stations meeting the fishable standard of 5mg/L for dissolved oxygen" has been changed to "Percent of harbor survey stations meeting applicable waterbody standards for dissolved oxygen" to reflect varied State requirements for different waterbody types.

ADDITIONAL RESOURCES

- Home Water Assistance Program:
http://www.nyc.gov/html/dep/html/customer_assistance/home_water_assistance_program.shtml

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



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, 793 bridge structures and nine boats for the Staten Island Ferry program. DOT operates over 13,100 signalized intersections and over 315,000 street lights, and maintains over 200 million linear feet of markings on City streets and highways. Safety for everyone using the City's roads, bridges, and ferries is the agency's top concern. To increase mobility, DOT manages the City's Bus Rapid Transit program, Select Bus Service, in partnership with the MTA; oversees the City's bike share system; and maintains over 1,195 miles of the cycling network, including over 108 miles of on-street protected bicycle lanes. DOT's infrastructure programs include bridge capital investment and life-cycle maintenance; roadway resurfacing and pothole repair; ferry boat and terminal upgrades and maintenance; and street and sidewalk reconstruction. DOT focuses on delivering quality projects on time and under budget by developing and monitoring project plans and schedules. DOT also manages the Joint Traffic Management Center, pedestrian ramp and sidewalk repair, and oversees the on-street parking meters system. DOT's alternative fuel program promotes cleaner vehicles using biodiesel, ethanol, and electricity in both the public and private sectors.

FOCUS ON EQUITY

DOT focuses on equitable service delivery through its maintenance of critical transportation infrastructure and its commitments to safety and mobility for all New Yorkers. This focus ensures DOT provides all its services, including roadway, bridge, and sidewalk maintenance, traffic planning and management, and ferry operations in an equitable manner. DOT's Vision Zero Borough Safety Action Plans, which establish the Department's Vision Zero street safety engineering priorities, were developed by combining statistical data collected from the scenes of traffic crashes with neighborhood input gathered at Vision Zero workshops and town halls and comments received through the Vision Zero website. To date, 112.5 miles of Select Bus Service (SBS) routes have been installed citywide, bringing fast and reliable service to residents living in transit-dependent neighborhoods, such as Tremont, the Bronx; Bedford–Stuyvesant, Brooklyn; Jamaica, Queens; and East Harlem, Manhattan. From project inception through implementation, each route is developed via a comprehensive community-based planning process that includes extensive public input and feedback. SBS routes improve the quality and performance of transit and, in turn, improve mobility and access in the neighborhoods that they serve.

OUR SERVICES AND GOALS

SERVICE 1 Maintain the City's transportation infrastructure.

- Goal 1a Manage the City's bridge inventory to achieve a high state of good repair.
- Goal 1b Maintain a state of good repair for the City's streets, sidewalks and highways.
- Goal 1c Ensure timely repairs of the City's street lights, traffic signs and signals.

SERVICE 2 Provide a safe transportation network.

- Goal 2a Improve safety for pedestrians, motorists and bus and bike riders.
- Goal 2b Ensure passenger safety on the Staten Island Ferry.

SERVICE 3 Design and build transportation alternatives.

- Goal 3a Increase mobility and accessibility throughout the City.

SERVICE 4 Design public space to facilitate livability.

- Goal 4a Enhance quality of life through streetscape improvements.

SERVICE 5 Deliver projects on time.

- Goal 5a Complete capital bridge projects on schedule.

HOW WE PERFORMED

- DOT repaired 47,535 potholes (arterials and local streets), 14 percent fewer than in the same period last year, with repairs on arterials increasing and repairs on local streets decreasing. The average time to close a pothole work order more than doubled from 1.8 to 4.0 days, mainly due to the increase in travel distance between pothole locations which are now more dispersed throughout the boroughs. DOT resurfaced 704 lane miles, a 12 percent increase and on track to achieve the internal goal of 1,300 lane miles for the third year in a row. By replacing the top layer of asphalt, resurfacing prevents potholes, addresses existing potholes and frees crews to address locations in need of general roadway repairs.
- Average response time to high priority traffic signal defects improved by 13 minutes, remaining faster than the performance target. At 1.8 days, the average repair time for priority regulatory signs surpassed its target of three business days. The overall average repair time for street lights (both ConEd and DOT) was 16.1 days, about one day slower than the previous year.
- Citywide traffic fatalities declined from 86 to 73. Traffic fatalities among motorists and passengers decreased from 39 to 35, as well as among bicyclists and pedestrians from 47 to 38. DOT continued to implement safety improvements throughout the City. In addition to installing 155 speed humps and accessible pedestrian signals at 27 intersections, the Department completed 74 street improvement projects, 47 of which were at Vision Zero priority geographies and installed 394 leading pedestrian intervals and 11.5 miles of protected bike paths. In September 2018 DOT released [Cycling at a Crossroads: The Design Future of New York City Intersections](#), a study evaluating both new and traditional design treatments used to manage turning conflicts at intersections with Protected Bike Lanes (PBLs). The study found that traditional treatments (Mixing Zones and Fully Split Phasing) reduced bicycle crashes at intersections by 30 percent following their installation as part of a PBL project. In response to this finding, DOT will continue to upgrade 20 key cycling intersections as outlined in the Vision Zero Year Three Report, update educational resources for people bicycling and driving and install and evaluate pilot treatments, including offset crossing which sets the bicycle facility back from the travel lane to improve bicyclist visibility and slow down drivers .
- The number of Citi Bike annual memberships activated during the first four months of Fiscal 2019 saw a marginal decline of 1.5 percent to 76,566 compared to the same period last year. Citi Bike trips by all users (annual and short-term) rose five percent to almost 7.7 million.
- By the end of October the citywide bicycle network expanded to 1,215 lane miles. DOT added 34.2 lane miles to the City's bicycle network during the reporting period and is on schedule to install 50 lane miles by the end of June 2019.
- Private ferry ridership surpassed 6.1 million riders, increasing 10 percent from last year. In August 2018 the Soundview and Lower East Side ferry routes began service, expanding NYC Ferry's reach into the Bronx and creating more transit options on Manhattan's hard-to-access east side. The six ferry routes (including Astoria, South Brooklyn, Rockaway, and East River) help reduce overcrowding on subways and buses, offer reliable transportation to underserved communities and expand the use of our waterways as an essential component of the City's transportation network.
- The percent of calls answered in 30 seconds declined to 38 percent. The average wait time to speak to a customer service representative increased to almost three minutes. The majority of calls relate to parking permits for people with disabilities. The decline in performance is directly correlated to the loss of customer service representatives who accounted for 40 percent of total call center hours. To help alleviate this issue DOT expects to hire and fully train new call center staff in early 2019.

SERVICE 1 Maintain the City's transportation infrastructure.

Goal 1a

Manage the City's bridge inventory to achieve a high state of good repair.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Bridges rated - Good or very good (%) (calendar year)	41.9%	41.8%	41.9%	40.7%	40.7%	NA	NA
- Fair (%)	58.1%	58.2%	57.8%	*	*	NA	NA
- Poor (%)	0.0%	0.0%	0.3%	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	⇅ Directional Target		* None			

Goal 1b

Maintain a state of good repair for the City's streets, sidewalks and highways.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Streets maintained with a pavement rating of - Good (%)	68.8%	69.8%	71.5%	71.0%	71.0%	NA	NA
- Fair (%)	30.4%	29.6%	28.0%	*	*	NA	NA
- Poor (%)	0.8%	0.6%	0.6%	*	*	NA	NA
★ Average time to close a pothole work order where repair was done (calendar days)	3.2	3.0	3.5	5.0	5.0	1.8	4.0
Pothole work orders	50,085	49,687	51,833	*	*	11,607	10,210
Potholes repaired - Arterial highway system	33,889	30,922	39,815	*	*	2,772	3,607
- Local streets	269,329	229,160	239,426	*	*	53,228	43,928
Lane miles resurfaced citywide (in-house)	1,239.4	1,321.2	1,321.9	*	*	631.1	703.9
Average cost per lane mile resurfaced citywide (\$)	\$149,102	\$152,192	\$161,406	*	*	NA	NA
Average in-house cost of asphalt per ton (\$)	\$51.77	\$44.91	\$43.39	*	*	NA	NA
Average vendor cost of asphalt per ton (\$)	\$55.43	\$57.25	\$62.86	*	*	NA	NA
Construction permits issued	549,495	597,358	646,079	*	*	215,183	236,628
Inspections of permitted street work	708,276	707,330	595,665	*	*	206,184	183,862
- Street work rated satisfactory (%)	76%	78%	70%	75%	75%	68%	68%
Post-audit inspections for completed street work	374,075	375,133	316,572	*	*	126,458	99,429
- Completed street work that passed inspection (%)	77%	79%	70%	*	*	70%	71%
Adopt-A-Highway adoption rate (%)	80.7%	83.9%	84.8%	75.0%	75.0%	84.3%	84.5%
Adopted highway miles that receive a service rating of good (%)	95.1%	100.0%	98.7%	*	*	99.8%	85.4%
★ Muni-meters that are operable (%)	99.2%	99.1%	99.1%	98.0%	98.0%	99.2%	99.3%
Total violations issued	67,065	46,285	48,937	*	*	17,561	20,964
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	92.0%	92.0%	91.0%	*	*	93.0%	92.0%
★ Critical 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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Average time to respond to high priority traffic signal defect and make safe (hours:minutes)	1:50	1:47	1:57	2:00	2:00	1:37	1:24
★ Average time to repair priority regulatory signs after notification (business days)	1.8	1.7	1.8	3.0	3.0	1.8	1.8
Average time to repair street lights - by DOT (calendar days)	2.9	3.0	2.7	*	*	2.4	2.6
Average time to repair street lights - by ConEd (calendar days)	14.4	14.3	13.7	*	*	12.5	13.4
★ Critical Indicator	"NA" Not Available		⬆️⬆️ Directional Target	* None			

SERVICE 2 Provide a safe transportation network.

Goal 2a

Improve safety for pedestrians, motorists and bus and bike riders.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Overall traffic crashes	225,318	228,283	227,766	⬇️	⬇️	NA	NA
★ Citywide traffic fatalities	236	211	209	⬇️	⬇️	86	73
– Bicyclists/pedestrians	152	148	128	*	*	47	38
– Motorists/passengers	84	63	81	*	*	39	35
Collisions involving DOT vehicles	370	497	480	*	*	159	135
★ Speed humps installed	395	365	409	250	250	197	155
★ Pavement safety markings installed (000,000) (linear feet)	45.2	45.0	29.1	⬆️	⬆️	15.3	18.6
Intersections with accessible pedestrian signals installed	52	116	54	75	75	17	27
★ Critical Indicator	"NA" Not Available		⬆️⬆️ Directional Target	* None			

Goal 2b

Ensure passenger safety on the Staten Island Ferry.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Staten Island Ferry - Customer accident injury rate (per million passengers)	0.81	1.54	0.99	1.34	1.34	1.11	0.54
★ Critical Indicator	"NA" Not Available		⬆️⬆️ Directional Target	* None			

SERVICE 3 Design and build transportation alternatives.

Goal 3a

Increase mobility and accessibility throughout the City.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Staten Island Ferry - Trips that are on time (%)	92.3%	92.8%	92.4%	90.0%	90.0%	91.9%	91.1%
– Ridership (000)	23,067	23,920	24,497	*	*	9,155	9,103
– Average cost per passenger per trip (\$)	\$5.87	\$5.16	\$5.37	*	*	NA	NA
Private ferry service - Total ridership (000)	10,883	11,202	13,827	*	*	5,542	6,103
★ Critical Indicator	"NA" Not Available		⬆️⬆️ Directional Target	* None			

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
– Number of permanent routes	21	23	22	*	*	24	26
Citi Bike annual membership	112,415	134,583	150,493	*	*	77,758	76,566
– Trips (000)	12,234	14,981	17,176	*	*	7,327	7,688
Bicycle lane miles installed	53.9	82.9	70.5	50.0	50.0	32.7	34.2
Bicycle racks installed	1,300	2,018	804	1,500	1,500	NA	NA
★ NYC adults who bike regularly (annual) (calendar year)	NA	828,000	793,000	↑	↑	NA	NA
Select Bus Service ridership (000) (annual)	65,433	77,902	88,148	*	*	NA	NA
– Route miles (cumulative)	73	89	113	*	*	NA	NA
Average travel speed (miles per hour) - Manhattan Central Business District	7.4	7.1	7.1	*	*	NA	NA
Crossing points with pedestrian ramps installed (%)	96.8%	97.2%	98.1%	*	*	NA	NA
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target		* None			

SERVICE 4 Design public space to facilitate livability.

Goal 4a Enhance quality of life through streetscape improvements.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Pedestrian volume index	118.3	113.7	110.9	*	*	NA	NA
Pedestrian space installed (square feet)	353,439	499,025	353,968	*	*	NA	NA
Existing newsstands converted to new model (%)	95.9%	97.4%	97.5%	*	*	97.5%	97.6%
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target		* None			

SERVICE 5 Deliver projects on time.

Goal 5a Complete capital bridge projects on schedule.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Bridge projects (structural work) substantially completed on schedule (%)	100%	100%	100%	100%	100%	NA	NA
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target		* None			

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Cases commenced against the City in state and federal court	2,209	2,234	2,237	*	*	715	734
Payout (\$000)	\$62,940	\$95,495	\$89,300	*	*	\$20,655	\$25,196
Workplace injuries reported	427	456	474	*	*	160	179
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target		* None			

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience							
E-mails responded to in 14 days (%)	98%	97%	99%	95%	95%	99%	99%
Letters responded to in 14 days (%)	98%	97%	94%	95%	95%	94%	97%
Calls answered in 30 seconds (%)	21%	12%	68%	*	*	69%	38%
Average customer in-person wait time (minutes)	4:11	3:07	3:32	*	*	3:26	3:04
Completed customer requests for interpretation	1,415	2,209	1,890	*	*	NA	NA
CORE customer experience rating (0-100)	98	100	99	95	95	NA	NA
★ Critical Indicator "NA" Not Available ↑↓ Directional Target * None							

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Response to 311 Service Requests (SRs)							
Percent meeting time to close - Street Condition - Pothole (30 days)	100%	100%	100%	98%	98%	100%	100%
Percent meeting time to first action - Street Light Condition - Street Light Out (10 days)	98%	98%	99%	98%	98%	99%	99%
Percent meeting time to first action - Traffic Signal Condition - Controller (0.1 days)	74%	75%	71%	80%	80%	78%	74%
Percent meeting time to first action - Street Condition - Failed Street Repair (10 days)	92%	89%	91%	85%	85%	91%	93%
Percent meeting time to close - Broken Muni Meter - No Receipt (14 days)	68%	92%	90%	90%	90%	90%	100%
★ Critical Indicator "NA" Not Available ↑↓ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$910.3	\$957.9	\$983.7	\$1,042.7	\$1,069.0	\$1,010.9	\$508.8	\$520.8
Revenues (\$000,000)	\$381.5	\$388.2	\$410.4	\$389.2	\$414.1	\$420.8	\$124.6	\$117.1
Personnel	5,315	5,502	5,549	5,615	5,785	5,840	5,460	5,489
Overtime paid (\$000,000)	\$62.1	\$62.3	\$64.8	\$48.7	\$48.9	\$43.9	\$21.7	\$21.9
Capital commitments (\$000,000)	\$1,151.7	\$1,602.9	\$2,163.4	\$2,367.0	\$2,005.9	\$2,078.7	\$327.2	\$154.6
¹ February 2019 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 FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$486.3	\$504.2	
001 - Exec. Admin. and Planning Management	\$60.4	\$59.9	All
002 - Highway Operations	\$178.5	\$188.3	1b, 2a, 3a, 4a
003 - Transit Operations	\$62.4	\$63.0	2a, 2b, 3a, 4a
004 - Traffic Operations	\$109.5	\$113.1	1b, 1c, 3a, 4a
006 - Bureau of Bridges	\$75.3	\$80.0	1a, 5a
Other Than Personal Services - Total	\$497.4	\$564.8	
007 - Bureau of Bridges	\$20.5	\$29.6	1a, 5a
011 - Executive and Administration	\$67.2	\$66.2	All
012 - Highway Operations	\$113.7	\$123.8	1b, 2a, 3a, 4a
013 - Transit Operations	\$41.1	\$47.4	2a, 2b, 3a, 4a
014 - Traffic Operations	\$254.9	\$297.8	1b, 1c, 3a, 4a
Agency Total	\$983.7	\$1,069.0	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds. ²Includes all funds.
³Refer 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 2018 Mayor's Management Report was published, has been added.
- DOT recalculated previously reported data for fiscal year 2018 for the indicator 'Staten Island Ferry; average cost per passenger per trip.'
- The indicator 'Overtime paid' by DOT in Fiscal 2017 was revised to correct a reporting error.

ADDITIONAL RESOURCES

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

- 2017 NYC DOT Bridges & Tunnels Annual Condition Report
http://www.nyc.gov/html/dot/downloads/pdf/dot_bridgereport17.pdf

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

DEPARTMENT OF BUILDINGS

Rick D. Chandler, Commissioner



WHAT WE DO

The Department of Buildings (DOB) regulates the safe and lawful use of more than 1,000,000 buildings and 45,000 active construction sites under its jurisdiction by enforcing laws, including the City's Construction Codes, Zoning Resolution and Energy Code, as well as the New York State Multiple Dwelling Law. The Department enforces compliance with these regulations and promotes public safety through its review and approval of building plans, permitting and licensing functions and inspections.

FOCUS ON EQUITY

The Department of Buildings promotes the safety of all people who build, live and work in New York City. The Department's motto, 'Build Safe | Live Safe,' underscores the importance of safe construction and the safe and lawful occupancy and use of buildings, even after the construction work is completed and/or a Certificate of Occupancy is issued.

In addition to code and zoning compliance review, the Department provides emergency response and performs regulatory investigations of accidents, with the goal of preventing future incidents. The Department has strengthened its educational outreach efforts to remind construction professionals, property owners and tenants that safety must always come first.

The Department is committed to operating efficiently and equitably distributing its resources to meet the safety and service needs of residents in all five boroughs. As part of its transformative Building One City plan, the Department continued the public rollout of DOB NOW, a program to enable the public to do all business with the agency online. The program's goals are to increase the transparency of the agency's operations, improve the consistency of determinations, promote the highest standards of integrity among staff and in the real estate and construction industries and develop a data-driven approach to disciplining bad actors. When fully implemented, DOB NOW will replace an over 30 year old mainframe system, numerous disparate databases, and paper processes. In the 12 months leading up to October 2018, some of the work types and functionality added to DOB NOW included Certificate of Occupancy inspection sign-offs for electrical and plumbing work, electrical permits, elevator compliance filings, elevator permits, limited Alteration Applications and Emergency Work Notifications.

In September 2018, DOB opened a new Customer Service Atrium at its headquarters in Manhattan that consolidated six central units into one location. It is projected that this facility will host more than 150,000 in-person transactions each year.

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 2019, total job filings increased from 30,942 to 35,660, including 27,928 BIS filings and 7,732 DOB NOW filings. The number of completed plan reviews for total BIS and DOB NOW filings decreased by 3.9 percent to 28,226, including 26,206 BIS completed plan reviews, and 2,020 DOB NOW completed plan reviews.
- The average time to complete first plan reviews for new buildings at the Borough Offices decreased by more than a half day to 4.7 days, and for major renovations dipped from 5.5 to 5.3 days. For jobs filed through the Hub, average plan review times for new buildings remained at 5.1 days, and for major renovations increased from 4.2 to 5.0 days. Average plan review times for minor renovations at the Borough Offices increased from 1.0 to 1.2 days, and remained at 0.1 days for the Hub. For DOB NOW, the average time to complete first plan reviews was 0.4 days. As part of its ongoing implementation of Building One City, the agency's action plan, the Department has continued to hire additional plan examiners, contributing to the faster review times. In addition to staffing, the agency has created project tools, which provide plan examiners with guidance on focus areas, has standardized objection language and has also tailored mandatory training to address staff's needs.
- The average wait time for a construction inspection fell from 2.4 days to 2.3, while average wait times for plumbing and electrical inspections also decreased, from 2.7 to 2.3 days and 4.6 to 2.6 days, respectively, despite increases in the number of inspection requests. Additional staffing resources and the efficiencies gained from the implementation of the DOB NOW inspections module have contributed to the faster turnaround times.
- The Department responded to nearly seven percent fewer Priority B complaints during the reporting period. At the same time, the average time to respond to Priority B complaints decreased by nearly 40 percent to 10.9 days, as DOB had allocated resources to address a backlog of older complaints. The Department expects average response times to B complaints to remain below its 40-day target.
- The Department completed 61,288 construction inspections compared to 61,274 last period, and issued 29,011 OATH/ Environmental Control Board violations (9.7 percent more than a year ago). Of the violations heard, 80 percent were upheld, a slight increase from 78 percent last year.
- Despite hiring additional enforcement inspectors, as well as continuing to strengthen its education and outreach programs by working with industry professionals to raise awareness about best safety practices, construction accidents causing serious or fatal injuries still occur. Compared to the same four-month period last year, construction-related accidents rose from 253 to 265 and construction-related injuries increased from 257 to 270. Fatalities decreased from seven to five.

SERVICE 1 Facilitate safe and compliant development.

Goal 1a Improve processing efficiency.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Filings (DOB NOW)	3	19	13,244	*	*	NA	7,732
Jobs filed (BIS)	93,130	92,569	82,286	*	*	30,942	27,928
★ Average customer in-person transaction time (minutes)	NA	7	5	↓	↓	5	5
Average customer in-person wait time (minutes)	NA	27	21	*	*	23	19
Work permits issued - Initial (DOB NOW)	NA	NA	11,239	*	*	NA	6,995
Work permits issued - Renewals (DOB NOW)	NA	NA	3,439	*	*	NA	3,013
Building permits issued - Initial (BIS)	109,277	109,724	99,946	*	*	38,144	33,472
Building permits issued - Renewals (BIS)	52,244	56,183	58,858	*	*	19,445	19,188
Certificates of Occupancy issued	5,893	6,427	6,032	*	*	1,965	1,948
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

Goal 1b Promptly review initial construction plans.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
First plan reviews completed	88,542	86,878	77,391	*	*	29,397	26,206
★ Average days to complete first plan review (Borough offices) - New buildings	11.1	5.6	5.7	12.0	12.0	5.5	4.7
★ Average days to complete first plan review (Borough offices) - Major renovation (Alteration I)	12.2	5.8	5.5	10.0	10.0	5.5	5.3
Average days to complete first plan review (Borough offices) - Minor renovation (Alterations II and III)	3.2	1.5	1.7	4.0	4.0	1.0	1.2
Average days to complete first plan review (Hub projects) - New buildings	9.9	4.9	4.2	*	*	5.1	5.1
Average days to complete first plan review (Hub projects) - Major renovation (Alteration I)	9.0	5.1	4.3	*	*	4.2	5.0
Average days to complete first plan review (Hub projects) - Minor renovation (Alterations II and III)	2.7	0.1	0.1	*	*	0.1	0.1
Jobs professionally certified (%)	61.9%	64.1%	61.2%	*	*	64.5%	66.4%
Jobs professionally certified that were audited (%)	20.3%	23.0%	19.1%	*	*	22.1%	9.9%
Of eligible audited jobs, the percent of audits that resulted in revocation notices (%)	34.3%	42.0%	37.9%	*	*	36.8%	37.5%
★ Average days to complete first review (DOB NOW)	NA	NA	NA	↓	↓	NA	0.4
Average days from filing to approval (DOB NOW)	NA	NA	NA	*	*	NA	1.5
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None			

Goal 1c Promptly schedule development inspections.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Average days between construction inspection request and inspection	3.8	2.7	2.4	↓	↓	2.4	2.3
★ Average days between electrical inspection request and inspection	6.4	6.5	3.9	↓	↓	4.6	2.6
★ Average days between plumbing inspection request and inspection	3.8	3.4	2.1	↓	↓	2.7	2.3
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None			

SERVICE 2 Ensure the safe and lawful use of buildings and properties by enforcing the Building Code and the Zoning Resolution.

Goal 2a Promptly address complaints.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Priority A (emergency) complaints received	17,629	16,591	16,989	*	*	5,974	6,299
Priority B (nonemergency) complaints received	70,661	74,240	78,526	*	*	28,293	28,027
Priority A complaints responded to	16,927	15,981	16,463	*	*	5,787	6,116
Priority B complaints responded to	60,716	72,848	75,326	*	*	27,910	25,858
★ Average time to respond to Priority A complaints (days)	0.8	0.6	0.4	1.0	1.0	0.4	0.4
★ Average time to respond to Priority B complaints (days)	42.8	38.2	13.2	40.0	40.0	18.1	10.9
★ Residential illegal conversion complaints where access was obtained (%)	38.4%	36.4%	38.2%	44.0%	44.0%	38.2%	38.2%

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
– Access obtained and violations were written (%)	40.4%	39.8%	42.3%	*	*	41.4%	41.6%
Work without a permit complaints where access was obtained and violations were written (%)	29.5%	29.9%	29.6%	*	*	31.3%	26.1%
★ Critical Indicator	“NA” Not Available	⇅ Directional Target	* None				

Goal 2b Rigorously enforce building and zoning laws.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Construction inspections completed	148,162	156,508	188,221	140,000	140,000	61,274	61,288
Construction inspections resulting in violations (%)	24.9%	24.6%	26.0%	*	*	24.6%	26.2%
DOB violations issued	61,393	89,430	79,422	*	*	21,305	11,122
Office of Administrative Trials and Hearings violations issued	55,121	66,399	82,228	*	*	26,440	29,011
★ Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	85.2%	81.7%	79.1%	80.0%	80.0%	77.6%	79.7%
★ Critical Indicator	“NA” Not Available	⇅ Directional Target	* None				

Goal 2c Prevent construction-related fatalities and injuries.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Construction-related incidents	979	1,170	1,052	*	*	362	347
– Construction-related accidents	500	611	729	*	*	253	265
★ Construction-related injuries	526	622	744	⇓	⇓	257	270
★ – Construction-related fatalities	11	9	16	⇓	⇓	7	5
Incident inspections resulting in violations (%)	63.1%	64.3%	72.7%	*	*	76.4%	62.6%
★ Critical Indicator	“NA” Not Available	⇅ Directional Target	* None				

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Collisions involving City vehicles	44	98	81	*	*	29	26
Workplace injuries reported	10	21	20	*	*	5	4
★ Critical Indicator	“NA” Not Available	⇅ Directional Target	* None				

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience							
E-mails responded to in 14 days (%)	60%	63%	50%	57%	57%	49%	56%
Letters responded to in 14 days (%)	30%	60%	47%	57%	57%	40%	47%
Calls answered in 30 seconds (%)	NA	NA	70%	*	*	73%	71%
Completed customer requests for interpretation	68	63	100	*	*	NA	NA
CORE customer experience rating (0-100)	91	90	90	85	85	NA	NA
★ Critical Indicator "NA" Not Available ⇅ Directional Target * None							

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - Elevator - Defective/Not Working (60 days)	57%	92%	100%	50%	50%	100%	0%
Percent meeting time to first action - General Construction/Plumbing - Contrary/Beyond Approved Plans/Permits (60 days)	78%	62%	88%	72%	72%	75%	99%
Percent meeting time to first action - General Construction/Plumbing - Failure to Maintain (60 days)	93%	80%	63%	77%	77%	89%	54%
Percent meeting time to first action - Illegal Conversion of Residential Building/Space (60 days)	56%	53%	91%	57%	57%	80%	100%
Percent meeting time to first action - No Permit - Construction, Plumbing, Cranes & Derricks, Building/Use, Elevator (60 days)	85%	93%	98%	77%	77%	98%	98%
★ Critical Indicator "NA" Not Available ⇅ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$134.7	\$150.4	\$159.7	\$204.8	\$205.0	\$193.8	\$60.1	\$68.3
Revenues (\$000,000)	\$301.9	\$303.3	\$329.7	\$301.2	\$319.3	\$327.1	\$140.6	\$119.9
Personnel	1,361	1,551	1,633	1,880	1,903	1,958	1,568	1,597
Overtime paid (\$000,000)	\$8.3	\$7.9	\$7.4	\$3.0	\$3.5	\$3.0	\$2.4	\$2.3
¹ February 2019 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 FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)	Applicable MMR Goals ³
001 - Personal Services	\$123.6	\$146.3	All
002 - Other Than Personal Services	\$36.1	\$58.7	All
Agency Total	\$159.7	\$205.0	
¹ Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. 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 has included two new metrics for its DOB NOW interface: 'Average days to complete first review (DOB NOW)' and 'Average days from filing to approval (DOB NOW)'. The latter measures time the application is with the agency only and is not inclusive of time that the applicant has the file.

ADDITIONAL RESOURCES

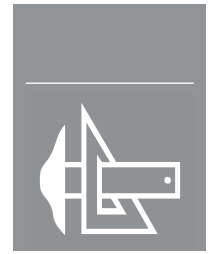
For additional information go to:

- Building One City:
http://www1.nyc.gov/assets/buildings/pdf/building_one_city.pdf
- Data and Reporting:
<http://www1.nyc.gov/site/buildings/about/metrics-reports.page>

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

DEPARTMENT OF DESIGN AND CONSTRUCTION

Lorraine Grillo, Commissioner



WHAT WE DO

The Department of Design and Construction (DDC) works with 20 City agencies, plus the non-profit institutions they provide funding to, to deliver high-quality public buildings and infrastructure for New York City in an expeditious and cost-effective manner while meeting stringent standards for environmental sustainability and resiliency. DDC supplies a full range of design and construction management services for public buildings projects such as new and upgraded libraries, firehouses and police precincts, and infrastructure projects including water mains, sewers, roads and public plazas. In Fiscal 2018, DDC had more than 800 active projects (not including projects in the planning or close-out phases) valued at approximately \$14 billion.

FOCUS ON EQUITY

DDC has an extensive and diverse portfolio of projects that support neighborhoods, promote economic growth and advance the Mayor's commitment to enhance the well-being of New Yorkers in every part of the City. Whether it is a new comfort station in Brighton Beach or improved streets and sewers in Southeast Queens, the agency develops world-class projects that benefit every New York City resident.

DDC is committed to fostering an equitable and competitive business environment while ensuring procurements reflect the diversity of New York City. DDC's Office of Diversity and Industry Relations implements policies and programs focused on four core principles—accessibility, capacity building, accountability and sustainability—and has engaged over 5,500 Minority and Women-owned Business Enterprises (M/WBEs) through its own or external workshops and seminars that enhance M/WBEs technical and business capacity. DDC has also restructured procurements to create opportunities for small M/WBEs. This work has established DDC as a leading agency in contract awards and payments to M/WBE firms.

DDC's commitment to equity is also exemplified through its work to help the City meet its long-term environmental goals. In every neighborhood, DDC ensures that its projects are built to higher standards for resiliency and sustainability. One such example is the new Roosevelt Island Library, which began construction in October 2018. The new branch is designed to meet LEED Silver standards for sustainability with high-efficiency environmental controls plus automated LED lighting to help comply with the City's "80 x 50" initiative.

To help neighborhoods manage the impacts of construction, DDC's Office of Community Outreach and Notification reaches out to local businesses and individuals in every community to share information and respond to concerns. Most infrastructure projects have full-time community construction liaisons assigned to them, many of whom are multilingual, working daily at job sites to proactively address community issues.

DDC also educates students about careers in science, technology, engineering, architecture/art and mathematics through its STEAM program, providing workforce development, mentorship and internship programs for students from middle school through high school and college. Through STEAM, DDC has provided over 2,800 students in targeted Title 1 high schools and middle schools with the guidance and skills to carve out careers in the design and construction industries.

OUR SERVICES AND GOALS

SERVICE 1 Design and build quality public buildings and infrastructure.

- Goal 1a Complete projects on time and within budget.
- Goal 1b Meet quality assurance and site safety standards for all active projects.
- Goal 1c Improve customer satisfaction ratings.

HOW WE PERFORMED

- The Department completed 24 design projects and 34 construction projects during the first four months of Fiscal 2019 and is on track to meet the annual targets of 97 and 103 projects, respectively. Completed construction projects include the Staten Island Zoo Aquarium, a \$9 million project that was completed on-budget and six months ahead of schedule. DDC also completed work to upgrade the City's sewer and water main infrastructure and to alleviate chronic flooding, adding a total of about 8.8 miles of new and rebuilt sewers and over 28.3 miles of new and replacement water mains, as well as the reconstruction of about 9.3 lane miles of roadway. This work includes ten projects already completed under the \$1.9 Billion Southeast Queens Initiative, with ten projects in progress, and an additional twenty-five projects in the planning and design phase.
- On-time performance for active design projects was 84 percent, two percentage points less than the comparable Fiscal 2018 period and four percentage points less than the Fiscal 2019 target; while on-time performance for active construction projects was 80 percent, five percentage points less than the comparable Fiscal 2018 period and two percentage points less than the Fiscal 2019 target. The department closely monitors active projects to ensure on-time targets for completed projects are met by the end of the fiscal year.
- To improve safety at construction sites and to align with established industry safety metrics, DDC continues reporting on the number of accidents, injuries and fatalities that occur at or involve DDC-managed construction sites. All reported accidents are investigated to determine root causes and to identify necessary corrective actions to prevent further reoccurrences. From July 1st through October 31st, 2018, there were ten accidents, with nine individuals injured and one contractor fatality. Contractors are required to immediately report all safety related accidents/incidents to DDC, where established protocols dictate follow up and reporting requirements. A completed construction accident report must be submitted to the agency's Quality Assurance and Construction Safety Unit by project staff within 24 hours of the time of an accident/incident. However, notification of any accident and/or incident needs to be reported within two hours of occurrence.

SERVICE 1 Design and build quality public buildings and infrastructure.

Goal 1a Complete projects on time and within budget.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Design projects completed	181	138	136	97	97	32	24
Total design projects completed early/on time (%)	87%	90%	93%	88%	88%	NA	NA
★ – Completed early/on time: Infrastructure (%)	87%	100%	96%	88%	88%	NA	NA
★ – Completed early/on time: Public buildings (%)	87%	88%	89%	88%	88%	NA	NA
Construction projects completed	135	147	132	103	103	34	34
Total construction projects completed early/on time (%)	87%	87%	88%	82%	82%	NA	NA
★ – Completed early/on time: Infrastructure (%)	87%	90%	87%	82%	82%	NA	NA
★ – Completed early/on time: Public buildings (%)	85%	86%	88%	82%	82%	NA	NA
★ Construction projects completed within budget (%)	NA	83%	83%	↑	↑	83%	88%
Lane miles reconstructed	16.7	52.0	25.0	20.0	20.0	12.2	9.3
– Construction completed on schedule (%)	89%	88%	82%	82%	82%	75%	100%
Sewers constructed (miles)	11.4	10.6	18.2	4.0	4.0	6.6	6.7
– Construction completed on schedule (%)	84%	94%	100%	82%	82%	67%	100%
Sewers reconstructed (miles)	4.6	12.0	7.4	8.0	8.0	3.9	2.1
– Construction completed on schedule (%)	89%	99%	100%	82%	82%	100%	100%
Water mains (new and replaced) (miles)	34.3	62.5	92.6	30.0	30.0	27.9	28.3
– Construction completed on schedule (%)	91%	85%	100%	82%	82%	67%	89%
★ Active design projects: Early/on time (%)	84%	83%	85%	88%	88%	86%	84%
★ Active construction projects: Early/on time (%)	90%	88%	87%	82%	82%	85%	80%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

Goal 1b

Meet quality assurance and site safety standards for all active projects.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Projects audited (%)	100%	100%	100%	95%	95%	57%	57%
Construction-related accidents on DDC-managed construction sites	NA	NA	32	*	*	7	10
★ Construction-related injuries on DDC-managed construction sites	NA	NA	32	↓	↓	7	9
★ Construction-related fatalities on DDC-managed construction sites*	NA	NA	0	↓	↓	0	1
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None			

Goal 1c

Improve customer satisfaction ratings.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Eligible projects with completed post-construction surveys (%)	56%	53%	39%	*	*	32%	NA
Post-construction satisfaction - Surveys returned	54	41	51	*	*	18	NA
★ Respondents rating a completed project as adequate or better (%)	91%	91%	90%	90%	90%	89%	NA
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None			

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience							
E-mails responded to in 14 days (%)	86%	90%	99%	90%	90%	99%	100%
Letters responded to in 14 days (%)	88%	86%	98%	90%	90%	98%	99%
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None			

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$399.3	\$505.6	\$550.9	\$162.3	\$288.9	\$182.3	\$277.2	\$118.3
Revenues (\$000)	\$49	\$106	\$20	\$150	\$150	\$150	\$3	\$2
Personnel	1,437	1,396	1,389	1,505	1,591	1,501	1,387	1,316
Overtime paid (\$000,000)	\$2.7	\$3.0	\$2.7	\$2.1	\$2.1	\$1.1	\$0.8	\$0.9
Capital commitments (capital projects managed for client agencies) (\$000,000)	\$1,584.7	\$2,224.5	\$2,170.2	\$2,054.0	\$1,515.7	*	NA	NA
¹ February 2019 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 FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)	Applicable MMR Goals ³
001 - Personal Services	\$116.7	\$133.9	All
002 - Other Than Personal Services	\$434.2	\$155.0	All
Agency Total	\$550.9	\$288.9	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds.

²Includes all funds.

³Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Due to technical issues, the agency is temporarily unable to report data for the indicators related to goal 1c, "Improve customer satisfaction ratings".

ADDITIONAL RESOURCES

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



Promoting Viable Communities & Neighborhoods

Promoting Viable Communities & Neighborhoods



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Planning

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DEPARTMENT OF CITY PLANNING

Marisa Lago, Director/Chair



WHAT WE DO

The Department of City Planning (DCP) plans for New York City's overall strategic growth and development. It works with communities and elected officials to build healthier and more equitable neighborhoods, develops land use policies and zoning regulations, and shares perspectives on growth and community needs with its sister agencies and in collaboration with the Office of Management and Budget (OMB). The agency's work builds New York City's greatest strength, its unparalleled diversity, and works to ensure investments, including private investments, benefit the city as a whole.

DCP's six strategic objectives include: (a) catalyzing long-term neighborhood improvement through integrated planning and targeted public investments; (b) encouraging housing production, affordability and quality; (c) promoting economic development and job growth; (d) enhancing resiliency and sustainability of neighborhoods; (e) ensuring integrity, timeliness and responsiveness in land use reviews; and (f) supplying objective data and expertise to a broad range of planning functions and stakeholders.

Central to its mission, DCP supports the City Planning Commission in its annual review of approximately 450 land use applications. DCP also works closely with OMB in developing the Ten-Year Capital Strategy and helping administer the \$1 billion Neighborhood Development Fund, geared toward ensuring growing neighborhoods undergoing rezoning have accompanying infrastructure investments.

FOCUS ON EQUITY

DCP works to create a more equitable City by promoting housing production and affordability, fostering economic development that enhances New York's status as a global city, maintaining neighborhood livability and ensuring a high quality of life. DCP has advanced the goals of [Housing New York 2.0](#) through significant regulatory changes, including the introduction of [Mandatory Inclusionary Housing](#) (MIH) in newly rezoned areas and the citywide [Zoning for Quality and Affordability](#) (ZQA). These initiatives promote affordable housing production, encourage better quality buildings, make it easier to build affordable senior housing and reduce parking requirements. Through inclusive community development initiatives with public and private stakeholders—such as the [Jerome Avenue Neighborhood Plan](#) adopted in March 2018 and the [Inwood Neighborhood Plan](#) adopted in August 2018 as part of the Mayor's Housing New York Plan—DCP stimulates housing production and expands access to quality jobs and services in traditionally underserved neighborhoods. In order to meaningfully engage communities on planning and budgeting decisions, DCP works with OMB and all 59 community boards to produce annual Community District Needs Statements and Budget Requests reports. These documents outline top issues, needs and requests for City services and investments, providing useful information for residents, City agencies and other stakeholders. In addition, DCP is committed to expanding public access to land use, housing and population data, as well as planning resources and policy expertise, through its website, reports and public presentations. These resources help members of the public to be better informed participants in neighborhood planning and land use review processes, which, in turn, improves planning outcomes.

OUR SERVICES AND GOALS

SERVICE 1 Shape the use and development of land in the City's neighborhoods, business districts and waterfront through participatory planning and zoning changes.

Goal 1a Advance land use projects and proposals for public review that promote housing and affordability, economic development, sustainability and neighborhood quality of life.

SERVICE 2 Prepare information and policy analysis for the public, other government agencies and elected officials.

Goal 2a Provide quality technical and strategic planning expertise to the public, other City agencies and elected officials to support decision making.

SERVICE 3 Manage land use and environmental review processes to facilitate public and private development citywide.

Goal 3a Conduct timely and thorough review of land use and environmental review projects subject to City Planning Commission review to ensure project submissions are technically complete and adhere to all applicable requirements and procedures.

HOW WE PERFORMED

- In total, DCP completed and presented 11 housing, economic development and neighborhood enhancement proposals during the reporting period compared to 29 during the same four-month period a year ago. This decrease is largely due to extensive outreach during the summer and fall of Fiscal 18 related to [Zoning for Flood Resiliency](#) and the [Gowanus Neighborhood Planning Study](#).
- During the reporting period, DCP contributed to interagency collaboration on housing and neighborhood enhancement proposals across the City, including advancement of the [Bay Street Corridor Neighborhood Plan](#), which began public review in November 2018. Additional highlights include the official launch of the [Bronx Metro-North Study](#), two open houses for the [Staten Island/Bronx Special Districts Zoning Text Amendment](#), and the release of the community outreach summary for [Zoning for Flood Resiliency](#), a future citywide text amendment to create permanent rules for development in the floodplain.
- In July 2018 DCP published the [2018 Zoning Handbook](#), updated from the last publication in 2011. The newest addition includes easy-to-understand descriptions of zoning rules that guide physical development in the City. The goal of the Zoning Handbook is to help the public understand zoning rules that govern the City and support informed public participation in the land use process.
- DCP presented or publicly released 138 planning information and policy analysis initiatives during the reporting period, a significant increase from the 64 released during the comparable reporting period in Fiscal 2018, due to the release of 64 new 3D model datasets. These datasets comprise the [NYC 3D Model by Community District](#), a publicly available model consisting of every building in New York City present in 2014, based on DOITT's aerial survey. DCP also submitted addresses for more than 122,000 housing units that the Federal Census Bureau did not have on its address list for the 2020 Census. The addresses added under the Census Bureau's [Local Update of Census Addresses](#) (LUCA) program are part of the City's effort to ensure a complete and accurate count of its population.
- Additional planning information presented to the public includes the publication of the [Geography of Jobs](#) report, which analyzes recent employment, industry, labor force and housing development trends in the NYC Metro Region; the launch of the [Waterfront Access Map](#), to help New Yorkers find and enjoy more than 200 waterfront parks and open spaces along our 520 miles of shorelines; and the launch of an interactive map of [Privately Owned Public Spaces](#) (POPS), to provide an overview of all POPS in the City including information on location, size, hours of operation, and amenities.
- In July 2018, DCP began livestreaming all formal City Planning Commission (CPC) meetings held at 120 Broadway to increase public participation and provide an added level of transparency in the land use process. CPC hearings are also available for viewing [online](#) after a hearing has concluded
- In total, 71 percent of the 89 projects that DCP advanced to the land use review process met their target timeframes during the July to October 2018 (Fiscal 19) reporting period compared to 79 percent of 87 projects during the same four months a year ago. The baseline target is 70 percent.
- Certification or referral of simple zoning actions, City projects, renewals and South Richmond actions all exceed targets during the four-month reporting period, while the majority of zoning actions with CEQR failed to certify within their 15-month target due to a significant increase in applications pertaining to complex projects.

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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Economic development and housing proposals completed and presented to the public	42	45	74	*	*	14	3
Neighborhood enhancement proposals completed and presented to the public	14	28	25	*	*	15	8
★ Critical Indicator	"NA" Not Available	↕ Directional Target		* None			

SERVICE 2 Prepare information and policy analysis for the public, other government agencies and elected officials.

Goal 2a

Provide quality technical and strategic planning expertise to the public, other City agencies and elected officials to support decision making.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Planning information and policy analysis initiatives presented to the public	222	262	267	*	*	64	138
★ Critical 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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Simple zoning actions certified/referred	59	68	63	*	*	21	15
★ – Certified/referred within 12 months (%)	71%	62%	68%	70%	70%	62%	80%
Zoning actions with CEQR certified/referred	57	78	78	*	*	21	26
★ – Certified/referred within 15 months (%)	42%	56%	54%	70%	70%	62%	31%
City projects (non-zoning) certified/referred	50	70	60	*	*	17	16
★ – Certified/referred within 6 months (%)	96%	96%	97%	70%	70%	94%	88%
Renewals and South Richmond actions certified/referred	57	58	63	*	*	28	32
★ – Certified/referred within 6 months (%)	86%	88%	92%	70%	70%	96%	91%
★ Critical Indicator	"NA" Not Available	↕ Directional Target		* None			

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience							
E-mails responded to in 14 days (%)	85%	83%	45%	85%	85%	37%	94%
Letters responded to in 14 days (%)	72%	71%	51%	50%	50%	59%	76%
Completed customer requests for interpretation	6	12	14	*	*	NA	NA
CORE customer experience rating (0 - 100)	100	99	99	90	90	NA	NA
★ Critical Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$31.2	\$36.3	\$36.1	\$52.0	\$55.0	\$45.8	\$20.0	\$17.8
Revenues (\$000,000)	\$3.0	\$2.9	\$5.4	\$2.0	\$2.8	\$2.0	\$1.1	\$0.4
Personnel	296	333	348	386	427	409	317	319
Overtime paid (\$000)	\$66	\$38	\$25	\$32	\$32	\$32	\$11	\$7
¹ February 2019 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 FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$25.5	\$31.7	
001 - Personal Services	\$23.5	\$29.2	All
003 - Geographic Systems	\$2.1	\$2.5	2a
Other Than Personal Services - Total	\$10.6	\$23.2	
002 - Other Than Personal Services	\$10.3	\$22.9	All
004 - Geographic Systems	\$0.2	\$0.3	2a
Agency Total	\$36.1	\$55.0	
¹ Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. 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:

- Housing New York 2.0
<https://www1.nyc.gov/site/hpd/about/housing-new-york-2-0.page>
- Zoning for Quality and Affordability:
<http://www1.nyc.gov/site/planning/plans/zqa/zoning-for-quality-and-affordability.page>
- Mandatory Inclusionary Housing:
<http://www1.nyc.gov/site/planning/plans/mih/mandatory-inclusionary-housing.page>
- Jerome Avenue Neighborhood Plan
<http://www1.nyc.gov/site/planning/plans/jerome-ave/jerome-ave.page>
- Gowanus Neighborhood Planning Study
<http://www1.nyc.gov/site/planning/plans/gowanus/gowanus.page>
- Bay Street Corridor Neighborhood Planning Study
<https://www1.nyc.gov/site/planning/plans/bay-street-corridor/bay-street-corridor.page>
- Bronx Metro-North Station Area Study
<https://www1.nyc.gov/site/planning/plans/bronx-metro-north/bronx-metro-north.page>
- Zoning for Flood Resiliency
<https://www1.nyc.gov/site/planning/plans/flood-resilience-zoning-text-update/flood-resilience-zoning-text-update.page>
- Staten Island/Bronx Special Districts Zoning Text Amendment
<https://www1.nyc.gov/site/planning/plans/bronx.page>
- 2018 Zoning Handbook
<https://www1.nyc.gov/site/planning/zoning/zh.page>
- NYC 3D Model by Community District
<https://www1.nyc.gov/site/planning/data-maps/open-data/dwn-nyc-3d-model-download.page>
- Local Update of Census Addresses (LUCA) Program
<https://www.census.gov/programs-surveys/decennial-census/about/luca.html>
- The Geography of Jobs
<https://www1.nyc.gov/assets/planning/download/pdf/about/dcp-priorities/data-expertise/nyc-geography-jobs-0718.pdf>
- Waterfront Access Map
<https://waterfrontaccess.planning.nyc.gov/>
- Publicly Owned Private Space (POPS) Map
<https://www1.nyc.gov/site/planning/plans/pops/pops.page>
- Commission Meetings
<https://www1.nyc.gov/site/planning/about/commission-meetings.page>

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

NEW YORK CITY ECONOMIC DEVELOPMENT CORPORATION

James Patchett, President



WHAT WE DO

New York City Economic Development Corporation (NYCEDC), a not-for-profit corporation operating under contract with the City of New York, is the City's primary engine for economic development, encouraging shared prosperity across New York City's five boroughs by strengthening neighborhoods and growing good jobs. NYCEDC invests in major infrastructure upgrades, capital projects and real estate development; manages City-owned properties; and works to enhance the City's major business sectors. NYCEDC addresses challenges faced by traditional and emerging industries through analysis of current 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 meet financing needs for property acquisition, new equipment, renovation and working capital through low-cost tax-exempt bonds, exemptions and abatements of selected City and State taxes, and New Markets Tax Credits.

FOCUS ON EQUITY

NYCEDC fosters inclusive economic development across all five boroughs by helping to lay the foundations of growth, advancing quality jobs across sectors and promoting access to opportunity. Through large investments in community facilities, parks, streetscapes, infrastructure, resiliency upgrades and affordable housing, NYCEDC creates dynamic and accessible neighborhoods across the City.

The NYC Neighborhood Capital Corporation is a community development entity administered by NYCEDC that is leveraging a \$55 million New Market Tax Credits allocation to support health centers, community facilities, grocery stores and industrial projects in low-income communities.

Through Opportunity M/W/DBE, NYCEDC helps Minority, Women-Owned, and Disadvantaged Business Enterprises (M/W/DBEs) overcome challenges to winning contracts on public projects. The ConstructNYC program connects small-to-mid-sized M/W/DBEs in the construction sector with opportunities to work on NYCEDC projects. NYCEDC's Emerging Developer Loan Fund provides low-interest loans to emerging developers taking on real estate projects.

A strong network of innovation spaces and programs across the City provide the resources companies need to grow in areas like advanced manufacturing, cybersecurity and digital technology. In addition, NYCEDC's HireNYC Program provides job access to low-income residents by connecting communities to permanent jobs created by NYCEDC's development projects.

OUR SERVICES AND GOALS

SERVICE 1 Develop and build physical assets and infrastructure in all five boroughs.

Goal 1a Support industry growth by improving the connectivity and livability of neighborhoods and investing in infrastructure and area-wide redevelopment.

SERVICE 2 Manage, maintain and enhance City assets to attract businesses.

Goal 2a Leverage City assets to support business growth and strengthen communities' economic vitality.

SERVICE 3 Provide resources to targeted industries and businesses.

Goal 3a Grow and diversify the City's economy by enhancing the competitiveness of industries and businesses.

Goal 3b Facilitate private sector investments and make City investments where necessary to support business growth and secure a positive return to the City.

SERVICE 4 Leverage City investments to support inclusive economic development.

Goal 4a Create economic opportunity for New Yorkers through real estate development.

HOW WE PERFORMED

- NYCEDC closed two real estate transactions in the first four months of Fiscal 2019, helping to unlock over \$100 million in private investment. Among those transactions was the amendment of the ground lease for the Battery Maritime Building to reactivate the stymied redevelopment project of the landmark building into a hotel-restaurant complex. The project, which broke ground in October of 2018, is projected to create 180 permanent jobs and 112 construction jobs. The developer will work with NYCEDC to connect residents with job opportunities through HireNYC.
- Capital expenditures for design and construction projects, with the exception of those related to Asset Management and Funding Agreements, exceeded \$15 million for this reporting period. Highlights include the Coney Island West infrastructure project, which is expected to be completed in Spring of 2019 and will provide valuable infrastructure for approximately 1,000 nearby affordable housing units. Meanwhile, NYCEDC's work for NYC Health + Hospitals continues with construction well underway on Coney Island Hospital and nearly complete for Bellevue and Coler Hospitals. Finally, for NYC Parks & Recreation, NYCEDC is involved in several projects. These projects include: advancing design for Andrew Haswell Green Park and two Midtown Greenway projects on Manhattan's East River waterfront and the final phase of the High Line in Manhattan, where construction is ongoing and is expected to be complete in 2019.
- NYC Ferry ridership continues to expand with the launch of two additional routes in August: Soundview and Lower East Side. These two new routes join four existing routes (East River, Rockaway, South Brooklyn, and Astoria) to bring the NYC Ferry system to a total of six routes. This expansion of the Ferry service gives more commuters an affordable and reliable option to get to and from work each day and enhances the use of the City's waterways as an essential component of NYC's transportation network. NYC Ferry has now served over 7.5 million passengers since its launch in 2017 and has average monthly ridership of roughly 620,000 passengers. To accommodate this growing demand, the first of several larger 350-passenger ferries went into service over the summer.
- The New York City Industrial Development Agency (NYCIDA) closed two transactions during the first four months of Fiscal 2019. Together, these projects are expected to generate over \$27 million in City tax revenue, leverage approximately \$68 million in private investment and create 100 jobs within the first three years of their respective terms. The majority of this impact stems from the development of a new 72,500 square foot building in College Point, Queens to be used as the corporate headquarters of Jetro Cash & Carry and Restaurant Depot. NYCIDA benefits also assisted Western Beef Retail, Inc. in connection with the furnishing and equipping of a 15,708 square foot full-service supermarket in the Williamsbridge section of the Bronx.
- Build NYC Resource Corporation (Build NYC) closed six transactions during the first four months of Fiscal 2019. Collectively, these projects are expected to generate nearly \$28 million in City tax revenue, leverage more than \$87 million in private investment and create approximately 60 jobs within the first three years of their respective terms. For example, Build NYC provided financial assistance through tax exempt bonds to Person Centered Care Services, a New York not-for-profit corporation that provides aid to individuals with developmental disabilities. The bond proceeds from this transaction helped to finance the acquisition, renovation, furnishing, and equipping of the organization's programmatic and administrative space.
- The value of City capital grants disbursed through capital funding agreements exceeded \$27 million. Notable funding agreements that broke ground in early Fiscal 2019 include a new YMCA community and recreational facility in the Edenwald neighborhood of the Bronx and the new three story, 22,000 square foot permanent home for the Irish Arts Center.

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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Private investment leveraged on the sale/long-term lease of City-owned property (\$000,000)	\$1,213.6	\$798.5	\$1,140.0	↑	↑	\$444.7	\$100.7
Capital expenditures (\$000,000) (excludes asset management and funding agreements)	\$303.4	\$217.6	\$233.2	*	*	\$17.4	\$16.0
Graffiti sites cleaned	9,189	9,861	11,090	*	*	5,137	6,047
Square feet of graffiti removed (000)	5,650	5,720	6,139	*	*	2,997	2,849
NYC Ferry - Average monthly ridership	NA	NA	341,672	*	*	452,291	622,551
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target		* None			

SERVICE 2 Manage, maintain and enhance City assets to attract businesses.

Goal 2a

Leverage City assets to support business growth and strengthen communities' economic vitality.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Capital expenditures on asset management (\$000,000)	\$45.8	\$106.9	\$95.0	*	*	\$19.3	\$8.8
★ Occupancy rate of NYCEDC-managed property (%)	93.7%	94.6%	95.0%	95.0%	95.0%	95.8%	95.0%
Portfolio revenue generated (\$000,000)	\$208.2	\$196.2	\$237.2	*	*	NA	NA
Square footage of assets actively managed by NYCEDC (000)	66,321.4	63,545.9	64,923.7	*	*	NA	NA
Outstanding violations at beginning of the period	64	51	17	*	*	17	44
Outstanding violations closed during the period	31	30	13	*	*	5	19
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target		* None			

SERVICE 3 Provide resources to targeted industries and businesses.

Goal 3a

Grow and diversify the City's economy by enhancing the competitiveness of industries and businesses.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Businesses served by industry-focused programmatic initiatives	2,722	2,604	1,538	↑	↑	NA	NA
Private sector jobs in innovation industries (%) (calendar year)	14.7%	14.7%	14.6%	*	*	NA	NA
New York City unemployment rate (%)	4.9%	4.9%	4.5%	*	*	4.9%	4.1%
★ Critical 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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
New York City Industrial Development Agency projects - Contracts closed	14	7	14	*	*	3	2
★ – Projected three-year job growth associated with closed contracts	3,639	252	15,201	↑	↑	7,504	100
★ – Projected net City tax revenues generated in connection with closed contracts (\$000,000)	\$312.6	\$58.3	\$2,355.1	↑	↑	\$1,125.0	\$27.3
– Private investment leveraged on closed projects (\$000,000)	\$942.2	\$104.1	\$7,412.4	*	*	\$3,953.7	\$68.0
Build NYC Resource Corporation - Contracts closed	28	15	15	*	*	4	6
★ – Projected three-year job growth associated with closed contracts	321	419	251	↑	↑	40	62
★ – Projected net City tax revenues generated in connection with closed contracts (\$000,000)	\$411.2	\$168.8	\$73.6	↑	↑	\$21.5	\$27.9
– Private investment leveraged on closed projects (\$000,000)	\$1,404.3	\$564.1	\$616.3	*	*	\$61.3	\$87.6
Value of funding disbursed pursuant to City funding agreements (\$000,000)	\$128.7	\$70.9	\$63.3	*	*	\$8.7	\$27.4
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target	* None				

SERVICE 4 Leverage City investments to support inclusive economic development.

Goal 4a

Create economic opportunity for New Yorkers through real estate development.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Project employees reported to be earning a living wage or more (%)	95%	95%	98%	95%	95%	NA	NA
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target	* None				

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Personnel	468	531	518	522	537	537	518	530
Capital commitments (\$000,000)	\$185.5	\$338.8	\$320.0	\$1,279.6	\$910.3	\$660.1	\$101.0	\$37.6
¹ February 2019 Financial Plan	“NA” - Not Available		*None					

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)	Applicable MMR Goals ⁴
006 - Economic Development Corporation (OTPS) ¹	\$62.6	\$85.1	All

¹EDC 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. ²Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds
³ Includes all funds. ⁴Refer 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 2018 data as follows:
 - 'Capital expenditures (excludes asset management and funding agreements)' from \$283.1 million to \$233.1 million
 - 'Capital expenditures on asset management' from \$98.5 million to \$95.0 million.
 - 'Value of funding disbursed pursuant to City funding agreements' from \$55.3 million to \$63.3 million
- Fiscal 2018 data for the metric 'Project employees reported to be earning a living wage or more (%)', which was not available when the Fiscal 2018 Mayor's Management Report was published, has been added.

ADDITIONAL RESOURCES

For additional information, go to:

- NYC Ferry:
<https://www.nycedc.com/project/nycferry>
<https://www.ferry.nyc/>

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

DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT

Maria Torres-Springer, Commissioner



WHAT WE DO

The New York City Department of Housing Preservation and Development (HPD) is the largest municipal housing preservation and development agency in the nation. The agency promotes the construction, rehabilitation and preservation of affordable, high-quality housing for low- and moderate-income families in thriving and diverse neighborhoods in every borough by enforcing housing quality standards, financing affordable housing development and preservation, and ensuring sound management of the City's affordable housing stock.

FOCUS ON EQUITY

Using a variety of preservation, development and enforcement strategies, HPD strives to improve the availability, affordability and quality of housing in all neighborhoods of New York City. By enforcing the Housing Maintenance Code, HPD works to ensure that all New Yorkers live in safe and habitable neighborhoods and homes. By developing affordable housing, HPD seeks to serve households of a wide range of incomes, in all neighborhoods, with special attention to those with special needs, seniors and the formerly homeless. Through the Housing Connect lottery, marketing and outreach efforts, HPD has expanded the number and diversity of households applying to live in affordable housing, and ensures that eligible applicants have an equal and fair chance of receiving housing. Using a targeted, neighborhood-based approach to preservation, HPD is working to protect the ability of low-income families to remain in their current neighborhoods even as rents increase. At the same time, the Department's development and preservation initiatives seek to open up new housing opportunities for households at a range of incomes, including the lowest income households.

OUR SERVICES AND GOALS

SERVICE 1 Enforce the Housing Maintenance Code.

Goal 1a Resolve housing maintenance complaints efficiently.

Goal 1b Improve compliance with the Housing Maintenance Code.

SERVICE 2 Preserve and create quality affordable housing.

Goal 2a Increase affordable housing opportunities through construction and preservation.

SERVICE 3 Effectively manage HPD affordable housing assets.

Goal 3a Improve financial and physical stability of existing affordable housing.

SERVICE 4 Provide affordable housing opportunities for the lowest income New Yorkers and maximize federal rent subsidies.

Goal 4a Maximize federal rent subsidies to make housing affordable for low-income New Yorkers.

Goal 4b Target HPD financed housing to the lowest income New Yorkers.

HOW WE PERFORMED

- HPD closed emergency and nonemergency complaints faster in the first four months of Fiscal 2019 compared to the same period of Fiscal 2018. Average closing times decreased by .8 and .2 days, respectively, despite a 23 percent increase in total complaints, including a 28 percent increase in emergency complaints.
- HPD issued more violations during the reporting period. The number of total violations issued increased by 13 percent to 205,809, and emergency violations increased by 16 percent to 25,892. The increase in violations is consistent with an increase in both emergency and nonemergency complaints.
- Heat and hot water violations increased by 52 percent, consistent with a 75 percent increase in heat and hot water complaints in the first four months of Fiscal 2019 compared to the same period of Fiscal 2018. The cold temperatures in October caused an increase in the number of heat complaints that HPD received.
- Total housing starts for the first four months of Fiscal 2019 were lower than during the same period of Fiscal 2018. Despite the decline, HPD is on track to meet or exceed its goal of creating or preserving 25,000 units of affordable housing in Fiscal 2019. There are marked differences in housing starts during the first four months of the fiscal year, depending on the timing of closings and the presence or absence of a few large projects that affected the affordability distribution and other attributes. Overall housing completions are behind last year's pace, but HPD is expected to meet the annual target of 18,120 units by year-end.
- HPD increased the rental buildings in its asset management portfolio by five percent, while the co-op buildings in its portfolio decreased by three percent. The overall increase in the number of buildings represents the natural growth of the portfolio over time as additional HPD housing projects are transferred to asset management. In the first four months of Fiscal 2019, 38 percent of rental buildings and 58 percent of co-op buildings were at medium or high risk of physical or financial distress, in line with previous ratings.
- HPD issued 567 more Section 8 vouchers in the first four months of Fiscal 2019 compared to the same period of Fiscal 2018 because of increased federal funding from the Department of Housing and Urban Development. HPD's voucher utilization rate for the first four months of Fiscal 2019 stands at 96.3 percent; similar to its voucher utilization rate in the same period of Fiscal 2018.

SERVICE 1 Enforce the Housing Maintenance Code.

Goal 1a Resolve housing maintenance complaints efficiently.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Total complaints reported	549,640	541,858	530,619	*	*	150,608	185,134
★ – Emergency complaints reported	337,791	334,242	327,359	*	*	80,098	102,521
Inspections completed	692,943	698,948	706,664	600,000	600,000	218,230	232,865
Inspection visits per team per day	12.6	12.3	12.4	*	*	11.8	11.9
Ratio of completed inspections to attempted inspections (%)	78%	80%	79%	*	*	78%	77%
Total complaints closed	558,417	541,216	532,571	*	*	148,055	174,007
– Emergency complaints closed	339,524	334,143	328,180	*	*	77,585	96,698
– Heat and hot water	110,007	115,262	114,641	*	*	8,997	18,145
– Lead	32,170	28,356	27,938	*	*	8,681	10,934
– Other emergency	197,347	190,525	185,601	*	*	59,907	67,619
★ Average time to close emergency complaints (days)	11.3	12.4	11.4	12.0	12.0	11.2	10.4
★ Average time to close nonemergency complaints (days)	23.3	21.0	17.5	20.0	20.0	12.8	12.6
★ Emergency complaints closed within 12 days of receipt (%)	71%	71%	71%	↑	↑	67%	68%
Nonemergency complaints closed within 20 days of receipt (%)	75%	73%	77%	*	*	86%	75%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

Goal 1b

Improve compliance with the Housing Maintenance Code.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Total violations issued	440,849	481,085	522,199	*	*	181,530	205,809
– Emergency violations issued	72,000	81,750	76,887	*	*	22,326	25,892
– Heat and hot water	8,858	10,340	11,143	*	*	1,272	1,933
– Lead	11,625	12,774	10,990	*	*	3,842	4,328
– Other emergency	51,517	58,636	54,754	*	*	17,212	19,631
– Nonemergency violations issued	368,849	399,335	445,312	*	*	159,204	179,917
★ Violations issued and removed in the same fiscal year (%)	45%	42%	43%	40%	40%	NA	NA
★ Emergency violations corrected by owner (%)	57%	55%	57%	55%	55%	NA	NA
Emergency violations corrected by HPD (%)	11%	10%	9%	*	*	NA	NA
Violations closed	489,900	485,251	510,713	*	*	176,859	164,626
Violations certified as corrected by owner	170,109	193,461	219,318	*	*	74,859	79,417
Housing Court cases initiated by HPD	5,659	6,371	7,093	*	*	1,290	1,126
Housing Court cases initiated by HPD that were disposed	5,633	6,222	6,938	*	*	1,473	1,369
– Cases settled	4,308	5,056	5,546	*	*	1,037	899
– Cases resulting in judgments	842	578	671	*	*	162	214
Total dollars spent on emergency repairs (excluding demolition and AEP) (\$)	\$10,139,937	\$10,009,946	\$10,680,843	*	*	NA	NA
Alternative Enforcement Program - Buildings currently active	609	579	553	*	*	NA	NA
– Buildings discharged (cumulative)	1,278	1,558	1,834	*	*	NA	NA
– Buildings discharged from program (%) (cumulative)	64%	73%	73%	*	*	NA	NA
Total dollars spent on emergency repairs in the Alternative Enforcement Program (\$)	\$1,935,904	\$2,499,910	\$2,314,322	*	*	NA	NA
★ Critical Indicator	“NA” Not Available	↕↔ Directional Target	* None				

SERVICE 2 Preserve and create quality affordable housing.

Goal 2a

Increase affordable housing opportunities through construction and preservation.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Total housing starts under Housing New York (HNY) (units)	23,610	24,332	32,203	25,000	25,000	3,019	2,285
– New construction starts	6,297	7,744	9,227	10,000	10,000	375	924
– Preservation starts	17,313	16,588	22,976	15,000	15,000	2,644	1,361
HNY units started for homeless individuals and families	1,907	2,625	2,264	2,400	2,400	120	386
HNY units started that serve senior households	1,365	929	1,888	2,000	2,000	268	92
★ Total housing completions (New Housing Marketplace Plan and HNY) (units)	20,702	23,673	26,189	18,120	18,787	6,092	4,449
– New construction completions	4,483	5,713	5,857	5,500	5,900	2,122	2,900
– Preservation completions	16,219	17,960	20,332	12,620	12,887	3,970	1,549
★ Critical Indicator	“NA” Not Available	↕↔ Directional Target	* None				

SERVICE 3 Effectively manage HPD affordable housing assets.

Goal 3a Improve financial and physical stability of existing affordable housing.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Asset management - Rental buildings in portfolio	3,604	3,843	3,914	*	*	3,887	4,090
– Medium/high risk rental buildings in portfolio (%)	NA	32.0%	38.0%	*	*	35.0%	38.1%
Asset management - Co-op buildings in portfolio	1,217	1,231	1,199	*	*	1,238	1,198
– Medium/high risk co-op buildings in portfolio (%)	NA	54.0%	55.0%	*	*	58.0%	57.9%
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target	* None				

SERVICE 4 Provide affordable housing opportunities for the lowest income New Yorkers and maximize federal rent subsidies.

Goal 4a Maximize federal rent subsidies to make housing affordable for low-income New Yorkers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Section 8 - Voucher utilization rate	94.5%	96.6%	96.4%	98.0%	98.0%	96.9%	96.3%
– Vouchers issued	2,999	2,334	1,679	*	*	545	1,112
– Households assisted	39,058	39,694	39,526	*	*	39,771	39,472
Section 8 subsidized units in abatement (%)	2%	3%	2%	*	*	2%	2%
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target	* None				

Goal 4b Target HPD financed housing to the lowest income New Yorkers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Housing New York units started – Extremely low income (0-30% AMI)	3,885	4,014	6,126	*	*	326	659
Housing New York units started – Very low income (31%-50% AMI)	2,979	6,444	12,240	*	*	799	531
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target	* None				

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience							
E-mails responded to in 14 days (%)	55%	67%	67%	58%	58%	64%	52%
Letters responded to in 14 days (%)	53%	45%	49%	52%	52%	48%	36%
Average customer in-person wait time (minutes)	27	19	15	29	29	NA	NA
Visitors to the Division of Tenant Resources, Client and Owner Services rating customer service as good or better (%)	83%	89%	86%	95%	95%	NA	NA
Completed customer requests for interpretation	1,202	969	860	*	*	NA	NA
CORE customer experience rating (0-100)	97	98	93	85	85	NA	NA
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target	* None				

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Response to 311 Service Requests (SRs)							
Percent meeting time to close - Heating (5 days)	82%	88%	79%	78%	78%	82%	87%
Percent meeting time to close - Pests (30 days)	59%	59%	61%	59%	59%	69%	70%
Percent meeting time to close - Paint/Plaster - Ceiling (17 days)	74%	74%	74%	71%	71%	79%	82%
Percent meeting time to close - Paint/Plaster - Walls (17 days)	66%	64%	67%	69%	69%	74%	76%
Percent meeting time to close - Plumbing - Water-Leaks (17 days)	66%	64%	66%	68%	68%	73%	76%
★ Critical Indicator	“NA” Not Available	↕↔ Directional Target	* None				

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$850.0	\$1,026.6	\$1,000.8	\$1,142.5	\$1,259.9	\$947.0	\$661.2	\$555.0
Revenues (\$000,000)	\$61.3	\$79.1	\$93.9	\$30.8	\$59.0	\$31.8	\$35.2	\$27.2
Personnel	2,246	2,278	2,295	2,582	2,634	2,628	2,282	2,327
Overtime paid (\$000,000)	\$2.2	\$2.4	\$2.9	\$2.0	\$2.0	\$2.0	\$0.8	\$0.9
Capital commitments (\$000,000)	\$634.3	\$880.0	\$1,231.4	\$1,264.2	\$1,346.2	\$1,268.1	\$72.9	\$229.4
¹ February 2019 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 FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$164.3	\$184.3	
001 - Office of Administration	\$40.6	\$45.2	All
002 - Office of Development	\$27.7	\$36.0	2a, 3a, 4a, 4b
004 - Office of Housing Preservation	\$58.5	\$62.6	1a, 1b
006 - Housing Maintenance and Sales	\$37.4	\$40.5	2a, 3a, 4a, 4b
Other Than Personal Services - Total	\$836.5	\$1,075.6	
008 - Office of Administration	\$9.6	\$12.9	All
009 - Office of Development	\$759.6	\$646.6	1b, 2a, 4a, 4b
010 - Housing Management and Sales	\$9.3	\$17.2	1a, 1b, 2a, 3a, 4b
011 - Office of Housing Preservation	\$58.1	\$87.2	1a, 1b, 2a, 4b
012 - City Assistance to NYC Housing ⁴	NA	\$311.7	All
Agency Total	\$1,000.8	\$1,259.9	
¹ Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds. ² Includes all funds. ³ Refer to agency goals listed at front of chapter. ⁴ This UA originated in Fiscal 2019 "NA" Not Available * None			

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- As part of its routine updates and data clean-up efforts, HPD revised previously reported housing data for Fiscal 2017 and Fiscal 2018 as follows:
 - Fiscal 2017 HNY housing starts data increased by a net of 33 new construction units for a revised overall total of 24,332.
 - Fiscal 2018 HNY housing starts data increased by a net of 87 new construction units for a revised overall total of 32,203.
 - Fiscal 2017 HNY housing units started for households earning 31-50% of area median income (AMI) increased from 6,437 to 6,444.
 - Fiscal 2018 HNY housing units started for households earning 0-30% of area median income (AMI) increased from 6,080 to 6,126.

ADDITIONAL RESOURCES

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

- Housing New York: A Five-Borough, Ten-Year Plan:
<http://www.nyc.gov/html/housing/pages/home/index.shtml>

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

NEW YORK CITY HOUSING AUTHORITY

Kathryn Garcia, Interim Chair



WHAT WE DO

The New York City Housing Authority (NYCHA) provides affordable housing to slightly under 390,000 low- and moderate-income City residents in 325 housing developments with 173,250 apartments in the five boroughs. Through federal rent subsidies (Section 8 Leased Housing Program), the Authority also assists approximately 85,000 families in locating and renting housing in privately-owned buildings. In addition, the Authority provides social services for some residents through 14 senior centers and a variety of programs.

FOCUS ON EQUITY

NYCHA promotes equitable service delivery in providing low- and moderate-income New Yorkers with safe and affordable housing, facilitating access to social and community services, and providing them with opportunities for success. The Authority's 10-year strategic plan, NextGeneration (NextGen) NYCHA, is a multi-faceted, collaborative effort that seeks to achieve four key goals to strengthen and preserve public housing for the future: 1) Achieve short-term financial stability and diversify funding for the long term; 2) Operate as an efficient and effective landlord; 3) (Re)build, expand and preserve public housing and affordable housing stock; and 4) Engage residents and connect them to best-in-class social services.

As part of its focus on equity, NYCHA is actively engaging NYCHA residents around the priorities of NextGen and connecting them to critical programs and services in the areas of economic opportunity and services for youth, health, senior and social services. In Fiscal 2018, NYCHA launched four Youth Leadership Councils, bringing the total number to 14. NYCHA engaged 32,688 residents in Authority initiatives via outreach events, canvassing and resident meetings. In an effort to connect residents to opportunities that will increase their income and assets, NYCHA made 6,239 economic opportunity connections on behalf of NYCHA residents. For the first four months of Fiscal 2019, NYCHA engaged 10,548 residents in Authority initiatives; connected residents to 2,179 economic opportunities; made 955 job placements and enrolled 207 residents in training programs. NYCHA will continue to attract new partners and expand services for residents, while providing support to resident associations and other resident-led groups.

OUR SERVICES AND GOALS

SERVICE 1 Operate as an efficient and effective landlord.

- Goal 1a Improve rent collection.
- Goal 1b Expedite maintenance and repairs.
- Goal 1c Optimize apartment usage and ensure rental equity.
- Goal 1d Improve safety and security.

SERVICE 2 (Re)build, expand and preserve public housing and affordable housing stock.

- Goal 2a Preserve the public and affordable housing asset.
- Goal 2b Optimize access to affordable housing in public housing developments to income-eligible families.
- Goal 2c Increase access to affordable housing in privately owned units.
- Goal 2d Develop new mixed-use, mixed-income housing and resources.

SERVICE 3 Engage residents and connect them to best-in-class social services.

- Goal 3a Connect all residents to critical services in their communities.
- Goal 3b Increase employment opportunities among NYCHA residents.

HOW WE PERFORMED

- The average time to resolve emergency service requests increased by 18 percent from 9.0 hours for the first months of Fiscal 2018 to 10.6 hours during the same period in Fiscal 2019. The resolution time was impacted by the larger volume of work orders generated this year compared to last year (101,382 vs. 67,365). However, this indicator remained below the target of 24 hours. NYCHA calculates service request resolution times based on the time to complete individual work orders. Complex repair issues may require multiple work orders to resolve. NYCHA will continue to monitor performance in this area.
- The average time to resolve heat complaints between July and October was 27 percent faster from 18.7 hours in 2017 to 13.7 hours in the same period in 2018 and was also below the target of 24 hours. NYCHA's Heating Management Services Department has taken several steps to improve service to our residents including enhanced resident outreach through robocalls and social media and better system monitoring and reporting. The enhancement of the Heating Dashboard to provide real time data on outages, work orders and equipment information has been a very useful tool to help the staff with monitoring and reporting.
- The average time to resolve elevator complaints increased by 32 percent from 9.7 hours in Fiscal 2018 to 12.8 hours in Fiscal 2019 and was higher than the target of 10 hours. The average outage per elevator per month increased from 1.13 to 1.30 and was higher than the target of 1.01. The elevator service uptime was 97.8 percent which was better than the target of 97.0 percent. The average time to resolve elevator outages was impacted by the reduction of 31 Elevator Mechanic and Elevator Helper positions from Fiscal 2018 to Fiscal 2019 which led to a longer response time. NYCHA also saw a 75 percent increase in the number of elevator outages (742 this year vs. 426 last year) due to flooding conditions including apartment floods, ruptured domestic water lines, torrential downpours and aging infrastructure which resulted in elevators being out of service for multiple days.
- The average time to prepare vacant apartments more than doubled from 44.5 days in Fiscal 2018 to 90 days in Fiscal 2019. The Fiscal 2019 performance is significantly above the target of 20 days. The average turnaround days for vacant apartments also increased by 24 percent from 51.6 days in Fiscal 2018 to 63.9 days in Fiscal 2019. Several factors have contributed to the longer apartment prep time including the backlog of lead abatement for move out apartments. NYCHA also identified some records with exceptionally high prep time that skewed the overall average for NYCHA. The long tenure of residents in public housing (average of 23 years) and significantly aged buildings result in apartments needing extensive work at turnover especially in the areas of carpentry, plastering and painting. Of the total 2,156 move out inspections, 96 records had a prep time of over 365 days which increased the NYCHA average from 69 to 90 days. The average apartment turnaround time was impacted by the longer prep time. NYCHA will continue to monitor these indicators to improve performance.
- NYCHA's occupancy rate and the number of disabled persons placed in public housing have remained stable. The number of applicants placed in public housing decreased by 27 percent from 1,389 in Fiscal 2018 to 1,009 in Fiscal 2019. This indicator has been impacted by the longer time to prepare apartments for rental which increased substantially due to the increased workload of lead abatement workers. As a result, more apartments are being held due to abatement issues resulting in delays in placements. Currently there are at least 1,600 vacant on rent roll apartments in NYCHA's inventory that are in the rental process. Historically, NYCHA has had on average 1,100 vacant apartments awaiting rental at any given time. When comparing the same time periods, it took 38 days in Fiscal 2018 from the time of selection to move in for new applicants compared to 50 days in Fiscal 2019.
- The homeless households placed in public housing decreased by 20 percent from 615 for the first four months of Fiscal 2018 to 490 for the first four months of Fiscal 2019. The homeless placements have also been impacted by the prep time issue mentioned above.
- The homeless placements through Section 8 increased 49 percent due to the increase in Section 8 project-based rentals from 198 in Fiscal 2018 to 295 in Fiscal 2019. NYCHA's Leased Housing Department entered into agreements to provide project-based funding for properties scheduled to open in 2018. Many of the properties have a mandate to retain units for the homeless.
- The families on the Section 8 waiting list decreased to about 141,000 in Fiscal 2019 from 149,000 in Fiscal 2018. The number of families on the Section 8 waitlist was reduced after applicants did not respond to outreach attempts.

- The maximum allowable Section 8 vouchers increased slightly from 99,861 in Fiscal 2018 to 101,254 in Fiscal 2019. The funded Section 8 vouchers increased from 85,271 to 86,628. The increase in maximum allowable and funded Section 8 vouchers reflects the addition of units under the Rental Assistance Demonstration (RAD).
- The number of applicants placed through Section 8 vouchers increased by 34 percent from 458 in Fiscal 2018 to 613 in Fiscal 2019 primarily due to Section 8 project-based rentals where many of the properties coming on line now have a homeless referral requirement.
- The number of residents approved for an emergency transfer increased by 27 percent from 512 in Fiscal 2018 to 648 in Fiscal 2019. In May of 2017, new US Department of Housing and Urban Development (HUD) policies for the Violence Against Women Act (VAWA) were implemented for tenant transfers. The new policies resulted in a broader definition of the emergency transfer category and allows for self-certification as opposed to the prior more stringent documentation requirements. As a result, the number of emergency requests increased as did the number of approved requests based on the revised guidelines.
- The emergency transfer disposition time was 50 percent faster from 30 days in Fiscal 2018 to 15 days in Fiscal 2019 and well below the 45-day target. The processing time decreased because of the reduced requirements for this transfer reason under VAWA, which eliminated the need for additional follow up or third-party documentation. In addition, the former Emergency Transfer Unit was incorporated into the larger Field Liaison Division allowing additional staff to review and disposition emergency transfer requests.
- The referrals to supportive services rendered to senior residents decreased by half from 9,101 in Fiscal 2018 to 4,569 in Fiscal 2019. During this reporting period, there was a reduction in staffing that resulted in a decrease in supportive services and impacted the number of referrals. For the 4th quarter of 2018, supervisors are providing partial coverage and expediting temporary workers.
- The utilization of senior centers increased from 137 percent in Fiscal 2018 to 142 percent in Fiscal 2019. The increase in utilization is due to additional programs at some centers and the inclusion of meals at Astoria and Soundview Senior Centers, which attracted more participants.
- The overall resident job placements for NYCHA residents increased by 6 percent from 877 in Fiscal 2018 to 927 in Fiscal 2019. This indicator includes the number of direct placements through NYCHA's Department of Resident Economic Empowerment and Sustainability and Human Resources as well as partner placements. Resident hires were up due to a higher number of Jobs Plus placements.

SERVICE 1 Operate as an efficient and effective landlord.

Goal 1a Improve rent collection.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Rent collection (%)	94.9%	93.7%	92.3%	97.5%	97.5%	92.6%	91.4%
Rent delinquency rate (%)	27.7%	30.0%	31.5%	*	*	32.4%	34.0%
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

Goal 1b Expedite maintenance and repairs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Average time to resolve emergency service requests (hours)	13.1	12.1	13.1	24.0	24.0	9.0	10.6
★ Average time to resolve non-emergency service requests (days)	14.7	17.5	18.6	15.0	15.0	18.8	18.3
★ Average time to resolve heat service requests (hours)	17.3	14.9	16.8	24.0	24.0	18.7	13.7
★ Average time to resolve elevator outages (hours)	8.7	9.6	10.3	10.0	10.0	9.7	12.8
★ Average outage per elevator per month	1.13	1.06	1.07	1.01	1.01	1.13	1.30
★ Elevator service uptime	98.6%	98.6%	98.5%	97.0%	97.0%	98.5%	97.8%
★ Alleged elevator injuries reported to DOB	20	11	7	↓	↓	3	3
★ Elevator related fatalities	2	0	0	↓	↓	0	0
Management cost per dwelling unit (\$)	\$875	\$950	\$978	\$875	\$875	\$903	\$952
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

Goal 1c Optimize apartment usage and ensure rental equity.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Average time to prepare vacant apartments (days)	40.7	45.2	50.8	20.0	20.0	44.5	90.2
★ Average turnaround days for vacant apartments	50.0	55.1	51.8	30.0	30.0	51.6	63.9
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

Goal 1d Improve safety and security.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Crime rate year to date	13.2	12.7	12.3	*	*	4.3	4.1
★ Major felony crimes in public housing developments	5,205	5,084	4,853	↓	↓	1,739	1,550
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

SERVICE 2 (Re)build, expand and preserve public housing and affordable housing stock.

Goal 2a Preserve the public and affordable housing asset.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Active capital projects on schedule (%)	64.4%	69.4%	76.3%	29.1%	29.1%	77.8%	79.3%
★ Active capital projects in construction phase on schedule (%)	94.2%	86.9%	89.8%	91.1%	91.1%	91.2%	86.7%
★ Critical 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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Apartments vacated	4.1%	3.9%	4.0%	*	*	NA	NA
★ Occupancy rate (%)	99.5%	99.4%	99.3%	99.2%	99.2%	99.4%	99.1%
Applicants placed in public housing	4,211	3,834	3,748	*	*	1,389	1,009
Homeless applicants placed in housing - Total	2,868	2,841	2,683	*	*	813	768
- NYCHA housing	1,420	1,928	1,686	*	*	615	490
- Section 8	1,448	913	997	*	*	198	308
Working families residing in public housing (cumulative) (%)	46.7%	46.7%	46.0%	*	*	NA	NA
★ Critical 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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Families on Section 8 waiting list (000)	119	148	141	*	*	149	141
Maximum allowable Section 8 vouchers	99,621	99,838	101,254	*	*	99,861	101,254
Funded Section 8 vouchers	86,221	85,209	86,628	*	*	85,271	86,628
★ Utilization rate for funded Section 8 vouchers (%)	98.8%	100.0%	99.0%	97.0%	97.0%	99.0%	98.0%
Funding utilization for Section 8 vouchers (%)	98.0%	101.0%	101.0%	*	*	102.0%	97.0%
★ Section 8 occupied units (vouchers)	85,224	85,175	84,994	87,000	87,000	84,761	85,117
Biennial Section 8 inspections	78.0%	80.0%	98.0%	*	*	99.0%	96.0%
Annual Section 8 recertifications	98.0%	98.0%	99.0%	*	*	98.0%	99.0%
Applicants placed through Section 8 vouchers	1,706	2,758	1,735	*	*	458	613
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

Goal 2d

Develop new mixed-use, mixed-income housing and resources.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Apartments (000)	178	176	176	*	*	176	175
Number of developments	328	326	325	*	*	325	324
Number of buildings	2,528	2,442	2,418	*	*	2,440	2,417
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

SERVICE 3 Engage residents and connect them to best-in-class social services.

Goal 3a

Connect all residents to critical services in their communities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Residents approved for emergency transfers	931	1,070	1,794	*	*	512	648
★ Emergency transfer disposition time (days)	39.60	33.24	24.52	45.00	45.00	30.38	15.33
★ Initial social service tenant contacts conducted within five days of referral (%)	86%	72%	77%	76%	76%	77%	89%
Referrals to supportive social services rendered to senior residents	53,763	18,317	20,813	*	*	9,101	4,569
NYCHA-operated senior centers	15	14	14	*	*	14	14
Utilization of senior centers (%) ages 60+	116%	160%	132%	85%	85%	137%	142%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

Goal 3b

Increase employment opportunities among NYCHA residents.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Resident job placements - Total	1,410	3,449	2,903	↑	↑	877	955
- Direct placements	1,410	2,097	1,461	1,593	1,593	527	364
- Program and partner placements	NA	1,352	1,442	*	*	350	591
Job training programs - ratio of job placements to program graduates (current period)	63%	91%	85%	*	*	NA	NA
Youth placed in jobs through youth employment programs	888	1,005	960	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience							
Completed requests for interpretation	196,996	189,243	172,978	*	*	61,182	60,784
Letters responded to in 14 days (%)	84.7%	83.8%	88.9%	*	*	89.5%	75.3%
E-mails responded to in 14 days (%)	82.9%	77.6%	80.3%	*	*	88.8%	98.3%
Average wait time to speak with a customer service agent (minutes)	13	18	17	*	*	18	17
CORE facility rating	92	95	82	*	*	NA	NA
Calls answered in 30 seconds (%)	64.0%	46.0%	57.0%	*	*	64.0%	53.0%
Number of agency customers surveyed for overall customer satisfaction	25,764	34,886	54,822	*	*	NA	NA
Customers rating service good or better (%) (As applicable)	78.8%	81.1%	78.8%	71.0%	71.0%	NA	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$2,911.1	\$3,342.4	\$3,376.0	\$3,326.7	\$3,326.7	\$3,476.6	\$1,068.7	\$1,124.1
Revenues (\$000,000)	\$3,210.8	\$3,224.7	\$3,306.5	\$3,338.7	\$3,338.7	\$3,510.0	\$1,064.8	\$1,097.4
Personnel	10,940	10,771	10,761	10,804	10,864	10,817	11,005	10,658
Overtime paid (\$000,000)	\$82.7	\$92.9	\$101.4	\$66.7	\$66.7	\$85.5	\$27.4	\$26.8
Capital commitments (\$000,000)	\$234.1	\$82.4	\$137.5	\$424.9	\$1,208.6	\$429.1	\$0.0	\$63.9
¹ February 2019 Financial Plan	² Expenditures include all funds			"NA" - Not Available				

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Currently, NYCHA is not in compliance with a number of federal regulations and is working to assess the extent of noncompliance. On January 31, 2019, NYCHA signed an agreement with the United States to resolve claims brought by the United States, including on behalf of HUD and the Environmental Protection Agency (EPA). The agreement establishes a framework by which NYCHA will continue to evaluate its compliance with federal requirements. During the term of the agreement, an independent monitor will be in place with access to NYCHA information and personnel and will issue quarterly reports on NYCHA's compliance with the agreement.
- Kathryn Garcia was appointed Interim Chair of the New York City Housing Authority effective February 2019, succeeding Stanley Brezenoff.

ADDITIONAL RESOURCES

For additional information go to:

- NextGeneration NYCHA plan: <http://www1.nyc.gov/site/nycha/about/nextgen-nycha.page>

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

LANDMARKS PRESERVATION COMMISSION

Sarah Carroll, Chair



WHAT WE DO

The Landmarks Preservation Commission (LPC) designates, regulates and protects the City's architectural, historic and cultural resources, which include more than 36,000 buildings and sites in 144 historic districts and extensions. The agency reviews applications for work on designated properties, investigates complaints of illegal work and initiates action to compel compliance with the Landmarks Law.

FOCUS ON EQUITY

LPC seeks to preserve historic resources throughout the five boroughs that tell the story of New York City. LPC continues to recognize buildings and sites that reflect the diversity of the city, as well as historic resources in communities that have been less represented by designations. The agency works with applicants from all backgrounds to provide technical advice and guidance on LPC's processes, from applications for work on landmark properties to environmental and archaeological review. An agency grant program provides funding to low-income applicants to assist with building repairs.

The agency focuses on equitable and inclusive service delivery through education and outreach efforts in communities across all five boroughs. For instance, LPC convenes community meetings to inform diverse stakeholders including residents, property owners, business owners and community boards about the landmark designation process and its regulatory impact. During the first four months of Fiscal 2019, LPC conducted six outreach meetings to various stakeholder groups, including meetings with property owners for potential designations the agency will be advancing in the coming months and information sessions on its grant program. As part of LPC's efforts to provide greater clarity for applicants navigating the agency's environmental and archaeological review, LPC released new Guidelines for Archaeological Work in New York City. These new guidelines, revised to reflect changes in state and federal regulations, as well as new methods and practices, offer guidance and information to other City and government agencies whose projects require archaeological review. LPC also held two workshops to introduce the revised guidelines to other agencies and the archaeological community.

LPC continues to develop tools to increase access to the agency's information. In Fiscal 2018, the agency launched several web maps and features to make it easier for the public to search and find information on the more than 36,000 designated properties, including work applications and permits issued by the agency. In Fiscal 2019, the agency has been working to enhance the web map, Discover NYC Landmarks, to include more information and helpful features. LPC has also made more information available on NYC Open Data, including the LPC Individual Landmark and Historic District Building Database, with building-by-building data on more than 36,000 buildings.

OUR SERVICES AND GOALS

SERVICE 1 Identify and protect qualifying architectural, historical, cultural and archaeological assets in all five boroughs.

- Goal 1a Identify and designate as landmarks, eligible individual buildings, interiors, scenic landmarks and historic districts.
- Goal 1b Facilitate appropriate work on landmark buildings through technical assistance and timely issuance of permits.
- Goal 1c Increase compliance with landmark regulations.
- Goal 1d Evaluate potential impacts to archaeological resources in a timely manner.

HOW WE PERFORMED

- During the first four months of Fiscal 2019, the Commission designated a total of three new City landmarks. These new designations are: the Hans S. Christian Memorial Kindergarten, 238 President Street House, and the AT&T Corporate Headquarters Building (later Sony Plaza, now 550 Madison Avenue).
- The number of permit applications received during the first four months of Fiscal 2019 was 4,788 compared to 4,686 during the same period in Fiscal 2018, a 2 percent increase. The actions taken by LPC on permit applications received increased 10 percent to 4,505 in the first four months of Fiscal 2019, from 4,108 in the same period of Fiscal 2018. The Commission's Permit Application Guide continues to assist applicants in filing complete applications, helping to eliminate delays typically caused by requests for additional information.
- During the first four months of Fiscal 2019, the number of Expedited Certificates of No Effect (XCNE) issued within two days increased to 99.5 percent. This is an increase of 8.5 percentage points compared to the same period in Fiscal 2018. However, there was a decrease in the number of Certificates of No Effect (CNE) and Permits for Minor Work (PMW) issued within 10 days. In the first four months of Fiscal 2019, 80.7 percent of CNEs and 80.7 percent of PMWs were issued within 10 days, compared to 85 percent and 83 percent, respectively, over the same period in Fiscal 2018. The average days from completed submission until issuance were 6.9 for CNEs, 6.6 for PMWs, and 1.0 for XCNEs. This improvement is due in part to changes made to LPC's data reporting system to automate and more precisely measure permitting activities. Such measures, combined with the onboarding of new staff during this period, are expected to help the Commission meet targets and improve service. LPC will continue to evaluate the current system based on the data reported.
- During the first four months of Fiscal 2019, the Commission's Enforcement Department received 190 complaints and initiated 184 enforcement actions. LPC enforcement is complaint-driven and all complaints are investigated. There is not a direct correlation between the number of complaints received and the number of enforcement actions taken, because after investigation some complaints are determined to be unfounded or may result in multiple violations. The number of enforcement actions taken after investigating the complaints is determined by the amount of illegal work found at the property upon investigation.
- The number of archaeological applications received so far in Fiscal 2019 was on par with the same period during the previous fiscal year, and 98 percent of those 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 as landmarks, eligible individual buildings, interiors, scenic landmarks and historic districts.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Individual, interior and scenic landmarks, and historic districts, designated	20	30	21	20	20	5	3
★ – Total number of buildings designated	1,411	324	485	*	*	7	3
★ Critical 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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Work permit applications received	13,963	13,874	14,011	*	*	4,686	4,798
★ Actions taken on work permit applications received	14,081	13,533	12,563	*	*	4,108	4,505
Certificates of No Effect issued within 10 business days (%)	96%	93%	85%	85%	85%	85%	81%
Expedited Certificates of No Effect issued within two business days (%)	99%	94%	96%	100%	100%	91%	100%
Permits for minor work issued within 10 business days (%)	95%	92%	82%	*	*	83%	81%
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

Goal 1c

Increase compliance with landmark regulations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Number of complaints received	792	677	583	*	*	220	190
Investigations completed	997	661	648	*	*	280	148
Enforcement actions taken: Total warning letters, NOVs, and stop work orders issued	1,221	937	837	*	*	61	184
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	98%	98%	98%	*	*	98%	98%
★ Critical 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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Archaeology applications received	297	318	345	*	*	118	134
Archaeology applications reviewed within 10 business days (%)	95%	96%	92%	85%	85%	98%	97%
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience							
Letters responded to in 14 days (%)	80%	85%	88%	*	*	97%	87%
E-mails responded to in 14 days (%)	98%	99%	93%	*	*	98%	81%
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$5.3	\$5.5	\$5.8	\$6.7	\$7.0	\$6.8	\$1.9	\$2.2
Revenues (\$000,000)	\$7.1	\$9.2	\$7.0	\$5.7	\$5.9	\$5.7	\$2.6	\$3.1
Personnel	71	65	70	81	80	82	73	75
Overtime paid (\$000)	\$5	\$16	\$15	\$7	\$7	\$7	\$0	\$0

¹February 2019 Financial Plan ²Expenditures 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 FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)	Applicable MMR Goals ³
001 - Personal Services	\$5.2	\$6.0	All
002 - Other Than Personal Services	\$0.6	\$1.0	All
Agency Total	\$5.8	\$7.0	

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Vice Chair Fred Bland led the Commission during the first three months of the Fiscal 2019 reporting period, until Sarah Carroll was appointed Chair of the Commission. Chair Carroll currently leads the Commission.

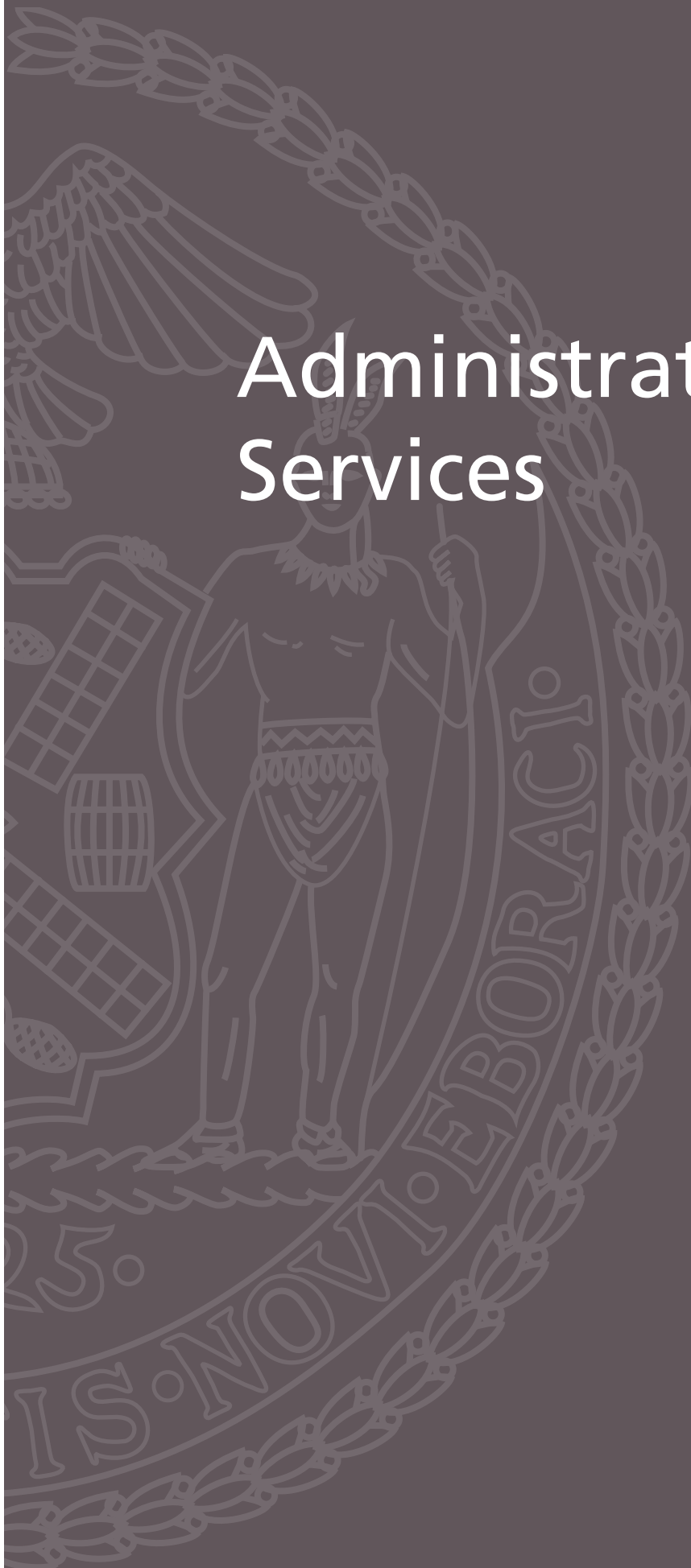
ADDITIONAL RESOURCES

For additional information, go to:

- Press Releases (information on landmark approvals):
<http://www.nyc.gov/html/lpc/html/about/newsroom.shtml>
- 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



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Administrative Services p 297



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& Telecommunications p 317



Department of Records
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DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES

Lisette Camilo, Commissioner



WHAT WE DO

The Department of Citywide Administrative Services (DCAS) provides value-added and effective shared services to support the operations of New York City government. Its commitment to equity, effectiveness and sustainability guides its work with City agencies on recruiting, hiring and training employees; providing facilities management for 55 public buildings; acquiring, selling and leasing City property; purchasing more than \$1 billion in supplies and equipment each year; and implementing energy conservation and safety programs throughout the City's facilities and vehicle fleet.

FOCUS ON EQUITY

DCAS's commitment to equity means ensuring that City government leads the way on having a diverse and inclusive workplace, and providing all New Yorkers with an opportunity to get ahead. To reach this goal, during Fiscal 2018 DCAS participated in 275 career outreach events—many of which were targeted towards underserved communities—and trained 25,890 City employees on the City's diversity, inclusion and equal employment opportunity practices. In its role leading procurement for the City, DCAS also engaged minority and women-owned business enterprises (M/WBE) about City contracting opportunities. DCAS participated in 34 M/WBE events during Fiscal 2018 and awarded \$39.23 million in contracts to M/WBEs, double the amount in Fiscal 2017. DCAS is the backbone of City government and its focus on equity sets the tone for the work of all City agencies.

OUR SERVICES AND GOALS

SERVICE 1 Help City agencies fulfill their workforce needs.

- Goal 1a Increase the public's access to information about employment opportunities in City government.
- Goal 1b Ensure a competitive and diverse candidate pool for City employment opportunities.
- Goal 1c Ensure timely administration of civil service exams.
- Goal 1d Provide a wide range of training opportunities.

SERVICE 2 Manage and operate City-owned office buildings.

- Goal 2a Improve cleanliness and maintenance ratings for DCAS-managed facilities.
- Goal 2b Meet timeliness standards for maintenance service requests and repair work.
- Goal 2c Consolidate and reduce City office space.

SERVICE 3 Manage the City's surplus real and personal property.

- Goal 3a Maximize revenue from the sale of real property, surplus goods and savings from the reallocation of usable surplus items.

SERVICE 4 Procure goods and select services for City agencies.

- Goal 4a Maximize competition in the procurement process.
- Goal 4b Use citywide buying power to achieve and maximize best value for goods and services.

SERVICE 5 Manage energy use by City agencies.

- Goal 5a Maximize citywide efforts to monitor and reduce energy use to reach greenhouse gas reduction goals.
- Goal 5b Reduce the energy-related carbon footprint of City buildings.
- Goal 5c Increase the City's renewable energy capacity.

SERVICE 6 Manage the City's fleet and fuel resources.

- Goal 6a Reduce fuel use and emissions.
- Goal 6b Optimize fleet resources to meet agency needs.

HOW WE PERFORMED

- During the first four months of Fiscal 2019 the number of applications received for all DCAS civil service exams decreased by three percent compared to the same period of Fiscal 2018. The decrease is attributed to fewer exams open for filing during this period.
- More than 70 percent of new hires at Mayoral agencies continued to represent minority populations, similar to the same period of Fiscal 2018.
- DCAS administered 30 civil service examinations on schedule during the first four months of Fiscal 2019 compared to 48 during the same period of Fiscal 2018. The decrease is attributed to a greater number of traditional exams and fewer Qualified Incumbent Exams compared to the 4-month period of Fiscal 2018. Traditional exams take longer to administer than Qualified Incumbent Exams.
- The median time from exam administration to exam results completion was 231 days during the first four months of Fiscal 2019 compared to 91 days during the same period of Fiscal 2018. The increase is attributed to a greater number of traditional exams and fewer Qualified Incumbent Exams compared to the 4-month period of Fiscal 2018. Traditional exams take longer to administer and complete than Qualified Incumbent Exams.
- The average rating for professional development sessions decreased by four percentage points. This rating will continue to be monitored during the remainder of Fiscal 2019.
- The number of City employees/participants trained in Managerial and Professional Development programs increased by more than 11 times compared to the first four months of Fiscal 2018. The increase is primarily attributed to participation in the City’s mandated online training for Sexual Harassment Prevention.
- The number of City employees/participants in Equity and Inclusion training decreased by 39 percent compared to the first four months of Fiscal 2018. The decrease is attributed to fewer classes being offered due to the focus on the delivery of Sexual Harassment Prevention training during the first four months of Fiscal 2019. DCAS expects the diversity and inclusion participation numbers to increase as a result of additional classes offered in Fiscal 2019, such as the launch of “The Power of Inclusion” training in January 2019.
- The average time to complete in-house trade shop work orders for minor repairs was 3.4 days during the first four months of Fiscal 2019, a decrease of 38 percent compared the same period of Fiscal 2018. This decrease reflects continued efficiencies realized as a result of the upgraded work order system that allows better tracking and scheduling of work orders.
- During the first four months of Fiscal 2019 Mayoral agency spending on goods and services against DCAS master contracts was 90 percent and 19 percent, respectively, representing 10 percentage point and five percentage point increases compared to the same period in Fiscal 2018.

SERVICE 1 Help City agencies fulfill their workforce needs.

Goal 1a Increase the public’s access to information about employment opportunities in City government.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Applications received for all DCAS civil service exams	99,241	184,699	133,828	*	*	38,615	37,344
Employment applications received via NYC Jobs	1,166,285	1,397,792	1,298,554	*	*	NA	NA
★ Critical 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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ New hires - White (%)	23.0%	22.0%	20.7%	*	*	22.8%	22.2%
★ New hires - Black (%)	36.8%	41.6%	41.6%	*	*	42.4%	42.2%
★ New hires - Hispanic (%)	19.5%	21.5%	21.7%	*	*	21.9%	21.7%
★ New hires - Asian/Pacific Islander (%)	7.5%	8.8%	8.5%	*	*	7.7%	8.6%
★ New hires - Native American (%)	0.4%	0.5%	0.5%	*	*	0.3%	0.5%
New hires - Unspecified (%)	12.9%	5.7%	6.9%	*	*	5.0%	4.9%
★ New hires - Male (%)	59.3%	53.0%	52.4%	*	*	51.4%	50.1%
★ New hires - Female (%)	40.7%	47.0%	47.6%	*	*	48.6%	49.9%
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

Goal 1c

Ensure timely administration of civil service exams.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Civil service exams administered by DCAS on schedule	105	183	254	124	124	48	30
★ Median time from exam administration to exam results completion for DCAS-administered exams (days)	314	246	78	290	290	91	231
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

Goal 1d

Provide a wide range of training opportunities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Average rating for professional development training sessions (%)	90%	90%	92%	88%	88%	93%	89%
★ City employees/participants trained in Managerial and Professional Development programs	38,815	42,082	65,332	38,250	38,250	19,076	209,584
City employees/participants trained in Equity and Inclusion	33,328	24,365	36,342	21,270	21,270	11,365	6,916
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

SERVICE 2 Manage and operate City-owned office buildings.

Goal 2a

Improve cleanliness and maintenance ratings for DCAS-managed facilities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Average building cleanliness and condition rating for DCAS-managed space (non-court) (%)	70%	70%	73%	72%	72%	NA	NA
CORE customer experience rating of facilities (0-100)	100	97	94	95	95	NA	NA
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

Goal 2b Meet timeliness standards for maintenance service requests and repair work.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Average time to complete in-house trade shop work orders for minor repairs (days)	3.6	3.5	5.3	4.0	4.0	5.5	3.4
★ In-house trade shop work orders completed within 30 days (%)	70%	64%	73%	75%	75%	60%	90%
★ Critical Indicator	"NA" Not Available		⇅ Directional Target	* None			

Goal 2c Consolidate and reduce City office space.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Lease-in agreements executed	66	39	56	*	*	NA	NA
Square footage associated with executed lease-in agreements (000)	3,011	1,724	3,958	*	*	NA	NA
★ Critical Indicator	"NA" Not Available		⇅ Directional Target	* None			

SERVICE 3 Manage the City's surplus real and personal property.

Goal 3a Maximize revenue from the sale of real property, surplus goods and savings from the reallocation of usable surplus items.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Lease revenue generated (\$000)	\$52,419	\$49,679	\$48,541	\$43,078	\$43,078	\$17,065	\$15,960
★ Revenue generated from the sale of surplus goods (\$000)	\$11,026	\$9,216	\$12,971	\$11,893	\$8,893	\$4,009	\$3,942
★ – Revenue generated from auto auctions (\$000)	\$9,770	\$7,732	\$10,878	\$9,692	\$6,692	\$3,324	\$3,293
Real estate auction bids received (\$000)	\$12,990	\$0	NA	*	*	NA	NA
★ Critical Indicator	"NA" Not Available		⇅ Directional Target	* None			

SERVICE 4 Procure goods and select services for City agencies.

Goal 4a Maximize competition in the procurement process.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Average number of bidders per bid	3.0	3.2	3.2	3.4	3.4	3.0	2.4
Mayoral agency spending on goods against DCAS master contracts (%)	87%	87%	81%	*	*	80%	90%
Mayoral agency spending on services against DCAS master contracts (%)	15%	15%	21%	*	*	14%	19%
★ Critical 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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Value of goods and services purchased (\$000,000)	\$1,353	\$1,504	\$1,544	*	*	\$564	\$453
– Value of Central Storehouse requisitions (\$000)	\$22,600	\$22,410	\$23,669	*	*	\$8,750	\$8,860
Average time to fulfill requisition (days)	13	9	11	*	*	10	17
Inspections deemed non-compliant	996	662	799	*	*	175	215
Value of cost avoidance (\$000)	\$7,007	\$3,189	\$5,045	*	*	\$1,549	\$3,141
★ Critical Indicator “NA” Not Available ⇅ Directional Target * None							

SERVICE 5 Manage energy use by City agencies.

Goal 5a

Maximize citywide efforts to monitor and reduce energy use to reach greenhouse gas reduction goals.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Electricity purchased (kilowatt hours) (billions)	4.2	4.3	4.2	*	*	NA	NA
Total energy purchased (British Thermal Units) (trillions)	28.4	28.8	29.1	*	*	NA	NA
– Electricity (%)	51.0%	50.4%	48.8%	*	*	NA	NA
– Natural gas (%)	42.0%	42.5%	43.9%	*	*	NA	NA
– Steam (%)	7.0%	7.1%	7.3%	*	*	NA	NA
★ Critical Indicator “NA” Not Available ⇅ Directional Target * None							

Goal 5b

Reduce the energy-related carbon footprint of City buildings.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Annual estimated reduction in greenhouse gas emissions from all energy projects (metric tons)	14,459	43,833	38,662	40,000	40,000	NA	NA
★ Cumulative estimated reduction in greenhouse gas emissions from all energy projects (metric tons)	75,182	119,015	157,677	197,677	237,677	NA	NA
★ Annual estimated avoided energy cost from all energy projects (\$000,000)	\$6.56	\$14.23	\$13.70	\$14.00	\$14.00	NA	NA
★ Cumulative estimated avoided energy cost from all energy projects (\$000,000)	\$26.08	\$40.31	\$54.01	\$68.00	\$82.00	NA	NA
Annual energy retrofit/conservation projects completed	158	478	508	*	*	NA	NA
Cumulative energy retrofit/conservation projects completed	381	859	1,367	*	*	NA	NA
Annual Energy Efficiency Reports (EER) completed	141	64	128	*	*	NA	NA
Cumulative Energy Efficiency Reports (EER) completed	544	608	736	*	*	NA	NA
★ Critical Indicator “NA” Not Available ⇅ Directional Target * None							

Goal 5c

Increase the City’s renewable energy capacity.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Cumulative installed solar capacity (megawatts)	9.03	10.06	10.51	↑	↑	NA	NA
★ Critical Indicator “NA” Not Available ⇅ Directional Target * None							

SERVICE 6 Manage the City's fleet and fuel resources.

Goal 6a Reduce fuel use and emissions.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Hybrid or alternative fuel vehicles in the citywide fleet (%)	59%	60%	62%	63%	64%	60%	62%
– Hybrid or alternative fuel vehicles in the DCAS-managed fleet (%)	74%	76%	78%	78%	79%	76%	79%
★ Vehicles with highest emission ratings purchased pursuant to Local Law 38 in the citywide fleet (%)	98%	100%	100%	98%	99%	NA	NA
– Vehicles with highest emission ratings purchased pursuant to Local Law 38 in DCAS-managed fleet (%)	100%	100%	99%	98%	99%	NA	NA
Electric vehicles in the citywide fleet	945	1,295	2,105	2,300	2,700	1,530	2,203
– Electric vehicles in the DCAS-managed fleet	72	140	339	370	400	236	356
★ Critical Indicator	“NA” Not Available	⇅ Directional Target	* None				

Goal 6b Optimize fleet resources to meet agency needs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Fleet in-service rate citywide (%)	91%	92%	92%	92%	92%	92%	90%
– Fleet in-service rate for DCAS-managed fleet (%)	98%	99%	98%	98%	98%	98%	98%
★ Critical Indicator	“NA” Not Available	⇅ Directional Target	* None				

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
City employees trained in defensive driving citywide	7,929	7,876	11,162	8,500	8,500	5,107	2,420
– Employees of DCAS-managed fleet agencies trained in defensive driving	1,690	1,881	3,831	2,500	2,500	1,783	687
Collisions per 100,000 miles involving City vehicles citywide	7.3	6.3	6.0	*	*	5.4	4.4
– Collisions per 100,000 miles involving City vehicles in the DCAS-managed fleet	3.4	2.6	3.3	*	*	3.4	2.4
Preventable collisions per 100,000 miles involving City vehicles citywide	3.5	3.4	3.2	*	*	2.7	2.3
– Preventable collisions per 100,000 miles involving City vehicles in the DCAS-managed fleet	1.2	1.0	1.3	*	*	1.0	0.7
Injuries from collisions per 100,000 miles in City vehicles citywide	0.7	0.8	0.7	*	*	0.7	0.6
– Injuries from collisions per 100,000 miles in City vehicles in the DCAS-managed fleet	0.5	0.4	0.5	*	*	0.9	0.2
Fatalities resulting from collisions involving non-emergency City vehicles citywide	1	1	2	*	*	1	2
– Fatalities resulting from collisions involving non-emergency City vehicles in the DCAS-managed fleet	0	0	0	*	*	0	0
Workplace injuries reported	52	68	44	*	*	9	19
Accidents involving the public in DCAS-managed properties	21	25	41	*	*	14	9
Average cost of training per employee (\$)	\$112	\$113	\$63	*	*	NA	NA
Average cost of cleaning per square foot (\$)	\$3.0	\$3.2	\$3.3	*	*	NA	NA
★ Critical Indicator	“NA” Not Available	⇅ Directional Target	* None				

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience							
Letters responded to in 14 days (%)	66%	56%	58%	*	*	50%	12%
E-mails responded to in 14 days (%)	81%	85%	85%	*	*	85%	53%
Average wait time to speak with a customer service agent (minutes)	1:39	1:28	0:58	*	*	NA	NA
★ Critical Indicator "NA" Not Available ⇕ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$1,117.8	\$1,165.9	\$1,245.1	\$1,198.4	\$1,249.1	\$1,189.4	\$718.0	\$893.4
Revenues (\$000,000)	\$109.6	\$77.0	\$78.5	\$69.3	\$70.1	\$64.3	\$25.2	\$26.0
Personnel	2,179	2,344	2,420	2,704	2,764	2,767	2,320	2,433
Overtime paid (\$000,000)	\$22.2	\$25.9	\$25.3	\$23.1	\$23.2	\$23.1	\$7.5	\$7.9
Capital commitments (\$000,000)	\$123.8	\$76.0	\$101.1	\$620.6	\$459.9	\$441.5	\$10.9	\$65.0
¹ February 2019 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 FY18 ¹ (\$000,000)	February 2019 Financial Plan ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$195.6	\$203.0	
001 - Human Capital	\$26.3	\$27.9	1a, 1b, 1c, 1d
005 - Board of Standards and Appeals	\$2.1	\$2.5	*
100 - Executive and Operations Support	\$27.2	\$27.3	All
200 - Division of Administration and Security	\$14.0	\$14.0	All
300 - Asset Management – Public Facilities	\$106.8	\$109.3	2a, 2b, 2c, 3a
400 - Office of Citywide Purchasing	\$10.5	\$11.1	3a, 4a, 4b
500 - Division of Real Estate Services ⁴	NA	\$0.2	3a
600 - External Publications and Retailing	\$1.8	\$2.4	*
700 - Energy Management	\$4.0	\$5.1	5a, 5b, 5c
800 - Citywide Fleet Services	\$2.9	\$3.1	3a, 6a, 6b
Other Than Personal Services - Total	\$1,049.5	\$1,046.1	
002 - Human Capital	\$10.5	\$7.1	1a, 1b, 1c, 1d
006 - Board of Standards and Appeals	\$0.5	\$0.7	*
190 - Executive and Operations Support	\$4.8	\$10.2	All
290 - Division of Administration and Security	\$24.0	\$30.2	All
390 - Asset Management – Public Facilities	\$148.5	\$163.4	2a, 2b, 2c, 3a
490 - Office of Citywide Purchasing	\$30.6	\$30.7	3a, 4a, 4b
¹ Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds. ² Includes all funds. ³ Refer to agency goals listed at front of chapter. ⁴ This UA originated in Fiscal 2019. "NA" Not Available * None			

Unit of Appropriation	Expenditures FY18 ¹ (\$000,000)	February 2019 Financial Plan ² (\$000,000)	Applicable MMR Goals ³
590 - Division of Real Estate Services ⁴	NA	\$4.1	3a
690 - External Publications and Retailing	\$0.9	\$1.0	*
790 - Energy Management	\$774.4	\$758.4	5a, 5b, 5c, 6a, 6b
890 - Citywide Fleet Services	\$55.2	\$40.2	3a, 6a, 6b
Agency Total	\$1,245.1	\$1,249.1	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds. ²Includes all funds.
³Refer to agency goals listed at front of chapter. ⁴This UA originated in Fiscal 2019. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The number of ‘Civil service exams administered by DCAS on schedule’ replaces the percentage of ‘Exams administered on schedule’.
- ‘City employees/participants trained’ has been revised to ‘City employees/participants trained in Managerial and Professional Development programs.’ As a result of revising the definition data for prior fiscal years have been updated.
- ‘City employees participating in diversity, inclusion and equal employment opportunity training’ has been revised to ‘City employees/participants trained in Equity and Inclusion.’ As a result of revising the definition data for prior fiscal years have been updated.
- DCAS added three new indicators under Goal 4b: ‘Average time to fulfill requisition (days)’, ‘Inspections deemed non-compliant’ and ‘Value of cost avoidance (\$000).’
- As announced in the Fiscal 2018 MMR, DCAS replaced the raw number of collisions and injuries related to collisions with the rates of collision and injury per 100,000 vehicle miles traveled.

ADDITIONAL RESOURCES

For additional information go to:

- EEO-4 reports to the U.S. Equal Employment Opportunity Commission and Workforce Profile Report: http://www.nyc.gov/html/dcas/html/about/eeo4_reports.shtml
- Annual and Monthly Civil Service Exam Schedule: <https://www1.nyc.gov/site/dcas/employment/current-upcoming-exams.page>
- NYC Workforce Reports: <https://www1.nyc.gov/site/dcas/reports/workforce-reports.page>
- Online Application System (OASys): www.nyc.gov/examsforjobs
- NYC Jobs: <http://www1.nyc.gov/jobs/index.page>
- One City: Built to Last: www.nyc.gov/builttolast
- OneNYC: Government Workforce: <https://onenyc.cityofnewyork.us/goals/government-workforce/>
- DCAS data sets on the NYC Open Data Portal: <http://bit.ly/DCASOpenData>

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

DEPARTMENT OF RECORDS & INFORMATION SERVICES

Pauline Toole, Commissioner



WHAT WE DO

The mission of the Department of Records and Information Services is to foster civic life by preserving and providing access to the historical and contemporary records of New York City government. To achieve this, the Department ensures that City records are properly maintained following professional archival and record management practices and makes materials available to diverse communities both online and in person.

The Department's website provides the public with access to more than 1.6 million historical photographs, maps, and a growing collection of over 20,000 reports and publications issued by City agencies. The Municipal Archives and Library staff respond to more than 64,000 reference requests annually, and provide the public and City agencies access to approximately 243,000 cubic feet and 185 terabytes of historical City records and photographs, and a collection of more than 400,000 books, government reports, studies and other publications.

The Municipal Records Management Division develops and administers City government's records management policies, operates records storage facilities in two locations, provides records management services to 65 government entities and oversees the government's transition to digital records management.

FOCUS ON EQUITY

The Department of Records and Information Services has been expanding access to City government's history by focusing on groups and stories largely underrepresented in the collections. Moving beyond traditional accessioning and cataloging approaches, the Department is making materials available online to provide a more accessible history of City government and is gathering histories from government's constituents. Using social media, community-based exhibits and multi-lingual communications, the Department is bringing primary source material to new audiences, with a special focus on attracting and informing a more diverse demographic.

OUR SERVICES AND GOALS

SERVICE 1 Provide the public and City agencies with access to public records and publications.

- Goal 1a Increase the volume and availability of public records and publications.
- Goal 1b Promptly respond to requests for information.

SERVICE 2 Provide City agencies, the courts and district attorneys with record storage, retrieval and retention scheduling services.

- Goal 2a Retrieve records promptly from off-site facilities upon record owner's request.
- Goal 2b Promptly transfer eligible agency records to off-site storage.
- Goal 2c Dispose of all records according to their scheduled retention period.

HOW WE PERFORMED

- The average time to respond to requests for copies of vital records dropped to 5 days during the first four months of Fiscal 2019, significantly better than 15.3 days during the comparable period of Fiscal 2018. The related measurement of the percentage of requests responded to within 12 days also greatly improved during this period, reaching 97 percent, compared to 61 percent in the first four months of Fiscal 2018. The better performance is due to filling vacant positions and use of digitized vital records to service copy requests, largely replacing the obsolete microfilm-based practice.
- The time necessary to process requests for copies of historical photographs during the first four months of Fiscal 2019 also improved notably, decreasing 62 percent, to 11.9 days, from 31.6 days during the same period of Fiscal 2018. Completion of a project to digitize the historical 1940s “tax photograph” collection—720,000 individual images of every house and building in the five Boroughs—enabled staff to more efficiently process patron requests for reproductions. The related measurement of the quantity of photographic reproduction requests received rose 178 percent, to 3,300 items during the first four months of Fiscal 2019, compared to 1,186 items in Fiscal 2018. The increase is due to a greater volume of Library items requested for duplication.
- In the first four months of Fiscal 2019, the volume of historical records digitized grew by more than 450 times, increasing to 814,529 items compared to 1,794 items during the same period in Fiscal 2018. The greater volume is attributed to digitization of historical marriage license records and the 1940s “tax photograph” collection.
- The agency continues to promote awareness of its holdings of contemporary and historical records to diverse audiences through exhibits and related programming. During the first four months of Fiscal 2019, more than 1,000 visitors attended programs and viewed the Archives’ current exhibit, “Feeding the City: The Unpublished WPA Federal Writers’ Project Manuscript, 1935-1941.” This measurement represents a 126 percent improvement over attendance during the comparable period of Fiscal 2018.
- The Department increased the volume of obsolete City agency records disposed from its storage sites by 61 percent, to 13,529 cubic feet during the first four months of Fiscal 2019, compared to 8,421 cubic feet during the same period in Fiscal 2018. The increase derives from agencies implementing elements of Mayoral Directive 2015-3 dealing with uniform record management, including disposal of obsolete records from all agencies.
- In the first four months of Fiscal 2019, the Department’s average retrieval rate for records from its off-site facilities upon owner-agency request more than doubled to 1.9 days, from the 0.7-day rate achieved during the same period of Fiscal 2018. Although the related indicator, percent retrieved within two days, decreased 31 percent to 67 percent during the first four months of Fiscal 2019, from 98 percent a year earlier, the average retrieval rate is still within the two-day target. The diminished performance resulted from new retrieval procedures that enable Records Center staff to focus on disposing obsolete records.

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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Records preserved and digitized	7,422,426	26,778	236,478	260,000	260,000	1,794	814,529
Number of library items available	371,208	375,919	380,844	*	*	377,265	381,434
Publications and reports acquired	10,016	5,596	4,869	*	*	1,290	1,335
Records accessioned by Municipal Archives (cubic ft.)	1,049	797	1,185	*	*	619	337
Walk-in and program attendees at the Visitor Center	1,363	1,408	1,542	*	*	446	1,007
Percent of required agency reports submitted to the Municipal Library publications portal	60%	60%	60%	100%	100%	60%	61%

★ Critical Indicator “NA” Not Available ⬆️⬆️ Directional Target * None

Goal 1b Promptly respond to requests for information.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Vital record requests responded to within 12 business days (%)	62%	9%	82%	60%	60%	61%	97%
★ Average response time to vital record requests (days)	11.5	28.0	9.7	12.0	12.0	15.3	5.0
★ Average response time to historical photo requests (days)	22.9	22.7	31.5	15.0	15.0	31.6	11.9
★ Critical Indicator	"NA" Not Available	↕ Directional Target	* None				

SERVICE 2 Provide City agencies, the courts and district attorneys with record storage, retrieval and retention scheduling services.

Goal 2a Retrieve records promptly from off-site facilities upon record owner's request.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Average response time to agency requests for inactive records (days)	1.2	1.2	0.7	2.0	2.0	0.7	1.9
Requests for stored records processed within 48 hours (%)	94.0%	91.0%	100.0%	*	*	98.0%	67.2%
★ Critical 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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Warehouse capacity available for new accessions (%)	12%	12%	12%	*	*	12%	13%
Records transferred into Municipal Records Center (cubic ft.)	6,668	4,703	10,823	*	*	830	1,741
★ Critical 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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Average time between records disposal eligibility and application sent to Law Department (months)	0.6	0.2	0.0	2.0	2.0	0.4	0.5
★ Average time for Law Department to approve records disposal application (months)	2.8	2.7	1.3	3.0	3.0	NA	2.1
Total records disposed by City government entities (cubic ft.)	59,232	117,247	88,801	*	*	32,705	31,464
★ Critical Indicator	"NA" Not Available	↕ Directional Target	* None				

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience							
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
CORE customer experience rating (0-100)	97	100	100	*	*	NA	NA
★ Critical Indicator "NA" Not Available ⇅ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$7.7	\$7.7	\$8.0	\$9.8	\$10.5	\$11.5	\$3.1	\$5.3
Revenues (\$000,000)	\$1.0	\$0.8	\$0.8	\$1.0	\$1.0	\$0.9	\$0.3	\$0.3
Personnel	69	65	72	70	78	80	59	71
Overtime paid (\$000)	\$0	\$4	\$0	\$0	\$0	\$0	\$0	\$0
¹ February 2019 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 FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)	Applicable MMR Goals ³
100 - Personal Services	\$4.0	\$5.0	All
200 - Other Than Personal Services	\$4.1	\$5.5	All
Agency Total	\$8.0	\$10.5	
¹ Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds. ² 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.



WHAT WE DO

The Department of Finance (DOF) has a broad range of responsibilities, including the collection of nearly \$39 billion annually in revenue for the City and the valuation of more than one million properties worth a total of more than \$1 trillion. DOF records property-related documents, administers property tax exemption and abatement programs, adjudicates parking tickets, administers the City's bank accounts, manages the City's cash flows and administers its business and excise taxes. In addition, DOF provides administrative support to the City's Banking Commission, which recommends interest rates for late property tax payments and approves bank and trust companies to hold City funds.

Through the Office of the Sheriff, DOF enforces court mandates, orders, warrants of arrest, and property seizures. The Sheriff's Office investigates deed fraud, the trafficking of illegal and untaxed tobacco products and the sale of synthetic narcotics.

Through the Mayor's Office of Pensions and Investments, DOF advises the Administration on the management of the City's five pension systems.

FOCUS ON EQUITY

While administering the City's tax laws fairly, efficiently and transparently to instill public confidence and encourage compliance, DOF is committed to providing exceptional customer service. The agency has shifted to a customer-centric business model, introducing many reforms and initiatives to enhance transparency and customer service.

In Fiscal 2018 DOF established the Office of the Parking Summons Advocate, that will serve citizens who wish to dispute summonses for parking/red light violations after exhausting all other available options. DOF has focused on updating technology and systems, and re-engineering its customer-facing processes. It is near completion in replacing its decades-old Property Tax System. To make interactions with DOF more convenient, technology is being leveraged to create self-service options, such as secure online forms, mobile apps and new payment methods. The Pay Near Me partnership, which had enabled customers to pay parking tickets at 7-Eleven stores, expanded its network during Fiscal 2018 by partnering CVS stores across the US. The Pay or Dispute app, created in Fiscal 2017, grew to account for \$42.6 million in revenue from 405,000 transactions.

Combining technology and Lean Six Sigma tools, DOF is streamlining processes and improving cycle times. These and other initiatives further the mission, the Department's commitment to its revenue goals, and enable a better customer experience for the City's taxpayers.

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

- During the first four months of Fiscal 2019, the average time to issue a business tax refund (days) was 13 days, as compared to 33 days for the same period last year. This can be attributed to the ongoing process improvement initiatives being conducted in the business unit.
- The public's usage of the "Pay or Dispute" app has grown dramatically, to 344,095 transactions as compared to 101,979 transactions during the same period last year. As a result, online parking ticket hearings have grown by 13.7 percent year over year, while in-person hearings dropped by 14.1 percent and hearings-by-mail dropped by 16.6 percent.
- The Office of the Taxpayer Advocate showed significant year-over-year increases in both the number of Inquiries and the number of Cases resolved. At the same time, the days to address Inquiries dropped from an average of 14 to 4.7 days; and the days to close a Case dropped from 52.6 to 41 days on average. These indicators illustrate the maturity of this relatively-new Office, which was established in Fiscal 2016. Systems and staff have been in place for more than two years, and the Office is able to address the needs of its constituents more efficiently and effectively as a result.
- The Increase in tax liability as a result of field audits dropped from 34.5 percent to 9.4 percent during the same period in Fiscal 2018. The main cause of this was an extremely large audit that was closed in September 2017, which greatly skewed Fiscal 2018's rate.
- Processing times for the SCRIE and DRIE rent freeze programs were lower across the board. While total applications for these programs have dropped around 3.3 percent year-over-year, the improved processing times can be attributed to ongoing process improvements in the Exemptions unit.
- The Department is now reporting Senior Citizen Homeowners' Exemption (SCHE) and Disability Homeowners' Exemption (DHE) application and processing time data. Early in the Fiscal 2018 reporting period, the Department counted multiple exemptions on a single application, and the change to the current one exemption/one application approach was fully reflected in the Fiscal 2019 data. The former practice also led to longer reported processing times, as determinations of eligibility for each exemption on one application were not completed until all exemptions on that application were completed.

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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Property taxes billed that are paid (%)	98.6%	98.7%	98.8%	97.0%	97.0%	NA	NA
– Paid on time (%)	96.1%	97.1%	96.5%	*	*	95.9%	95.0%
Average turnaround time for field audits (days)	504	435	324	*	*	421	317
Average turnaround time for non-field audits (days)	220	165	175	*	*	167	163
Increase in tax liability as a result of audits (%)	25.8%	25.9%	23.1%	*	*	32.1%	12.3%
Originally noticed properties sold in lien sale (%)	14%	17%	16%	*	*	NA	NA
Properties in final lien sale	3,461	3,939	3,728	*	*	NA	NA
Increase in tax liability as a result of field audits (%)			27.3%	*	*	34.5%	9.4%
Increase in tax liability as a result of non-field audits (%)			12.6%	*	*	15.9%	21.0%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

Goal 1b Promptly review requests for refunds.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Average time to issue a property tax refund (days)	24	24	35	28	28	29	29
★ Average time to issue a business tax refund (days)	9	26	35	25	25	33	13
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None			

SERVICE 2 Bill, adjudicate and collect on parking tickets.

Goal 2a Increase the proportion of parking tickets that are resolved.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Parking tickets resolved within 90 days (000)	8,813	8,472	9,283	*	*	3,159	3,082
★ Parking tickets issued that are paid within 90 days (%)	66.8%	66.1%	63.3%	65.0%	65.0%	59.3%	64.2%
Parking tickets issued that are dismissed within 90 days (%)	12.9%	12.9%	15.8%	*	*	20.1%	13.4%
★ Critical 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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Summonses adjudicated (000)	2,037	1,988	2,421	*	*	789	810
★ Parking ticket hearings - Total	978,447	978,574	1,126,557	*	*	375,353	367,958
– In-person hearings	220,221	216,695	216,106	*	*	79,327	68,146
– Hearings-by-mail	343,601	318,373	347,045	*	*	121,466	101,307
– Online hearings	414,625	443,506	563,406	*	*	174,560	198,505
Parking ticket "pay or dispute" app transactions	NA	NA	620,882	*	*	101,979	344,095
★ Average turnaround time for in-person parking ticket hearings (minutes)	14	12	11	25	25	11	10
★ Average turnaround time to issue decision for parking ticket hearing-by-web (days)	4.4	3.7	4.6	8.5	8.5	4.4	4.6
★ Average turnaround time to issue decision for parking ticket hearing-by-mail (days)	7.0	6.9	7.0	14.0	14.0	6.8	6.8
Parking ticket appeals reviewed	58,939	30,375	39,466	*	*	11,302	11,989
Parking ticket appeals granted a reversal (%)	10.0%	21.0%	24.0%	*	*	22.8%	25.0%
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None			

SERVICE 3 Administer rent and property owner exemption programs.

Goal 3a Promptly review applications for exemption programs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Senior Citizen Rent Increase Exemption (SCRIE) - Initial applications received	8,951	8,289	8,432	*	*	3,000	2,682
★ Average time to process initial SCRIE applications (days)	4.7	3.0	5.0	10.0	10.0	4.6	4.2
SCRIE renewal applications received	27,760	25,091	28,932	*	*	9,257	9,347
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None			

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Average time to process renewal SCRIE applications (days)	6.9	5.2	7.7	10.0	10.0	8.9	5.0
Disability Rent Increase Exemption (DRIE) - Initial applications received	2,594	2,143	1,822	*	*	604	555
★ Average time to process initial DRIE applications (days)	7.5	3.4	6.0	10.0	10.0	5.9	5.0
DRIE renewal applications received	5,816	6,141	6,856	*	*	2,314	2,172
★ Average time to process renewal DRIE applications (days)	7.6	4.2	5.7	10.0	10.0	6.2	4.7
Senior Citizen Homeowners' Exemption (SCHE) - Number of initial applications received			18,340	*	*	3,395	1,408
★ Average time to process initial SCHE applications (days)			30.2	↓	↓	18.0	15.8
SCHE - Number of renewal applications received			1,696	*	*	1,004	43
★ Average time to process renewal SCHE applications (days)			127.4	↓	↓	78.6	13.0
Disability Homeowners' Exemption (DHE) - Number of initial applications received			1,038	*	*	72	134
★ Average time to process initial DHE applications (days)			30.2	↓	↓	15.0	17.3
DHE - Number of renewal applications received			195	*	*	104	5
★ Average time to process renewal DHE applications (days)			159.7	↓	↓	158.1	10.5
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

SERVICE 4 Help NYC taxpayers resolve tax issues.

Goal 4a Through the Office of the Taxpayer Advocate, promptly address inquiries and resolve cases.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Inquiries received	381	770	1,424	*	*	369	498
★ Average time to address inquiries (days)	9.0	7.8	10.0	10.0	10.0	14.0	4.7
Cases opened	194	308	353	*	*	97	176
Cases closed	156	311	353	*	*	104	165
★ Average time to close a case (days)	53.7	61.6	50.4	45.0	45.0	52.6	41.1
★ Critical 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	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Online property recording transactions (%)	58.8%	63.1%	69.7%	*	*	69.1%	71.4%
Average time to record and index property documents (days) - Citywide	3.4	1.1	0.8	*	*	0.5	0.5
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

SERVICE 6 Serve and execute legal processes and mandates.

Goal 6a

Increase the proportion of judgments, orders and warrants that are successfully served/executed.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Arrest warrants successfully executed (%)	81%	72%	73%	*	*	69%	67%
Orders of Protection successfully served (%)	58%	63%	61%	*	*	62%	57%
Property seizure orders successfully executed (%)	88%	83%	80%	*	*	80%	78%
Child support orders successfully served (%)	59%	62%	65%	*	*	65%	63%
★ Critical Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Total revenue collected (\$000,000)	\$36,044	\$36,914	\$38,939	*	*	NA	NA
– Property taxes collected (\$000,000)	\$22,946	\$24,447	\$26,214	*	*	NA	NA
– Business taxes collected (\$000,000)	\$7,550	\$7,289	\$7,420	*	*	NA	NA
– Property transfer taxes collected (\$000,000)	\$3,008	\$2,501	\$2,439	*	*	NA	NA
– Parking summons revenue (\$000,000)	\$642	\$627	\$668	*	*	NA	NA
– Audit and enforcement revenue collected (\$000,000)	\$1,161	\$1,252	\$1,299	*	*	NA	NA
– Other revenue (\$000,000)	\$738	\$798	\$899	*	*	NA	NA
★ Critical Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience							
E-mails responded to in 14 days (%)	71%	73%	64%	85%	85%	67%	76%
Letters responded to in 14 days (%)	87%	91%	89%	85%	85%	91%	87%
Completed customer requests for interpretation	5,453	7,699	7,584	*	*	2,891	666
Average customer in-person wait time (minutes)	4	5	5	12	12	4	7
Calls answered by customer service representative (%)	46%	80%	88%	*	*	87%	91%
CORE customer experience rating (0-100)	81	96	98	90	90	NA	NA
★ Critical Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$258.8	\$266.6	\$278.9	\$303.5	\$311.4	\$311.8	\$123.9	\$150.2
Revenues (\$000,000)	\$816.2	\$818.2	\$832.8	\$796.4	\$799.0	\$794.3	\$260.4	\$294.6
Personnel	1,954	2,016	1,969	2,266	2,268	2,282	1,943	1,936
Overtime paid (\$000)	\$2,699	\$3,519	\$3,878	\$1,048	\$3,890	\$1,050	\$935	\$1,287
¹ February 2019 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 FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$157.8	\$164.0	
001 - Administration and Planning	\$43.9	\$42.6	All
002 - Operations	\$21.7	\$22.8	1b, 3a
003 - Property	\$27.4	\$29.0	1a, 1b, 5a
004 - Audit	\$28.6	\$31.0	1a, 1b
005 - Legal	\$6.9	\$7.1	1a, 1b, 2a
007 - Parking Violations Bureau	\$11.1	\$11.3	2a, 2b
009 - City Sheriff	\$18.2	\$20.2	1a, 2a, 6a
Other Than Personal Services - Total	\$121.0	\$147.4	
011 - Administration	\$64.3	\$83.8	All
022 - Operations	\$33.3	\$37.9	1b, 3a
033 - Property	\$3.3	\$4.5	1a, 1b, 5a
044 - Audit	\$0.2	\$0.6	1a, 1b
055 - Legal	\$0.1	\$0.1	1a, 1b, 2a
077 - Parking Violations Bureau	\$1.0	\$1.3	2a, 2b
099 - City Sheriff	\$18.8	\$19.2	1a, 2a, 6a
Agency Total	\$278.9	\$311.4	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds. ²Includes all funds.
³Refer to agency goals listed at front of chapter. ⁴This UA originated in Fiscal 2018 "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

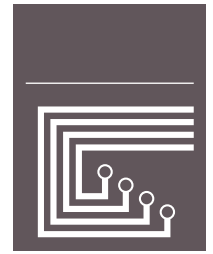
- As related to Goal 1a, the “% Increase in Tax Liability as a Result of Audits” indicator is now being tracked separately for Field and Non-Field Audits.
- The following new indicators have been added to Goal 3a:
 - Senior Citizen Homeowners’ Exemption (SCHE) – Number of initial applications received
 - Average time to process initial SCHE applications (days)
 - Senior Citizen Homeowners’ Exemption (SCHE) – Number of renewal applications received
 - Average time to process renewal SCHE applications (days)
 - Disability Homeowners’ Exemption (DHE) – Number of initial applications received
 - Average time to process initial DHE applications (days)
 - Disability Homeowners’ Exemption (DHE) – Number of renewal applications received
 - Average time to process renewal DHE applications (days)

ADDITIONAL RESOURCES

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

- NYC Rent Freeze Program:
www.nyc.gov/rentfreeze

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



WHAT WE DO

The Department of Information Technology and Telecommunications (DoITT) is the technology core of New York City government, working with over 100 City agencies and entities to deliver the IT products and services they need to serve and empower New Yorkers and keep our five boroughs safe, strong, and vibrant. The agency establishes the strategic direction for citywide IT operations; procures citywide IT services; evaluates emerging technologies; provides project management, application development, quality assurance and support services; maintains nyc.gov and Geographic Information Systems (GIS); operates the City's state-of-the-art data center, the Citywide Radio Network (CRN), the wired network (CityNet), the Citywide Service Desk and various telecommunications systems; and administers telecommunications franchise contracts providing fiber, cable television, Wi-Fi hotspots and mobile telecom equipment installed on City property and streets. The agency also manages large interagency technology projects.

FOCUS ON EQUITY

DoITT works with the Mayor's Office of the Chief Technology Officer (MOCTO) to bring affordable, reliable broadband to every New Yorker by 2025. A key part of this effort is DoITT's LinkNYC network, which replaces outdated payphones with kiosks that provide free, superfast Wi-Fi and offer free domestic calling alongside access to social services, maps and more. As of June 2018 nearly 1,700 LinkNYC kiosks are active across all five boroughs, with thousands more set to be deployed over the next few years. LinkNYC is expected to generate at least \$500 million for the City over its first 12 years. DoITT is supporting MOCTO's efforts to bring free broadband to over 16,000 New Yorkers living in public housing. NYC Connected Communities, led by MOCTO in partnership with DoITT, is a program that increases access to broadband, computer literacy and job readiness in low-income communities. DoITT administers the [NYC Open Data](http://nyc.gov/open-data) portal, making over 2,200 datasets publicly available, from crime data to the street tree census and beyond; and maintains nyc.gov, which is easily accessed 24 hours a day by desktop, smartphone or tablet in approximately 90 languages.

OUR SERVICES AND GOALS

SERVICE 1 Deliver City IT services including hardware, software and technical support.

- Goal 1a Provide quality service delivery and performance monitoring for DoITT-managed systems.
- Goal 1b Resolve all citywide service desk requests and incident tickets within targeted levels.
- Goal 1c Ensure all application development and IT infrastructure projects led by DoITT's project management office are delivered on time and within budget.
- Goal 1d Ensure effective management of the City's telecommunications service.

SERVICE 2 Support sharing and management of citywide data and information.

- Goal 2a Increase the public's use of City government information through NYC.gov.
- Goal 2b Increase the number of publicly available data sets.

SERVICE 3 Regulate franchised cable services.

- Goal 3a Ensure customer complaints are resolved in a timely manner.

SERVICE 4 Regulate provisioning of public telecommunication services on City streets.

- Goal 4a Maximize usefulness, operability and cleanliness of public telecommunication services on City streets.

HOW WE PERFORMED

- During the first four months of Fiscal 2019, DoITT maintained an average uptime of its key systems of 99.78 percent, which is a slight decrease over the same period in the prior year. DoITT continues to make upgrades to systems and network infrastructure, such as upgrading the CityNet network from legacy vendor-proprietary protocol with limited scalability, to the highly scalable and reliable industry standard to increase the safety and reliability of the City's infrastructure. DoITT continues to work with agencies to ensure their applications are resilient and redundant for business continuity.
- DoITT saw a decrease in the average time to resolve all incidents from 1.8 days to 1.4 days, despite a 12 percent increase in the number of incidents compared to the same period in Fiscal 2018. This is due in part to the refinement of incident management processes, 24/7 infrastructure coverage in key areas and the continual fine-tuning and leveraging of monitoring appliances. Enhanced metrics, tools and continued capacity-building across service teams will support further improvements in incident resolution.
- Compared to the same period in Fiscal 2018, the percentage of DoITT-led citywide projects completed on time decreased and the number of projects completed decreased from 16 to eight. DoITT is evaluating project management and implementing best practices in an effort to return performance to earlier levels.
- DoITT improved the average time to resolve telecommunications incidents by 2.7 days compared to last year, which is due to new training programs and administrative support for technical staff. Additionally, the telecom team is now directly responsible for both monitoring and resolving voice circuit issues resulting in quicker resolution.
- DoITT published 2,206 datasets on the Open Data portal as of October 31, 2018, an increase of 24 percent compared to the same date last year.
- As of October 31, 2018, there were 1,759 active LinkNYC kiosks across the City, with an average of 15 kiosks added per month from July to October 2018. The City's revenue share is not dependent on the number of kiosks installed, as the agreement with the partner vendors guarantees the City will receive either 50 percent of gross revenues, or the minimum annual guarantee of revenues, which is set at approximately \$540 million over the initial term of the agreement through 2026. In the reporting period LinkNYC kiosks have generated \$12.4 million in revenue for the City, and almost approximately \$90 million in revenue for the City since implementation began in 2015.

SERVICE 1 Deliver City IT services including hardware, software and technical support.

Goal 1a Provide quality service delivery and performance monitoring for DoITT-managed systems.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Average uptime of key systems (mainframe, UNIX, Wintel) (%)	99.59%	99.66%	99.89%	99.99%	99.99%	99.92%	99.78%
Uptime of NYC.gov (%)	100.00%	100.00%	100.00%	99.99%	99.99%	100.00%	100.00%
Uptime of NYCWiN (%)	99.99%	99.97%	99.98%	99.99%	99.99%	99.99%	99.99%
Uptime of 800 MHz network (%)	100.00%	100.00%	100.00%	99.99%	99.99%	100.00%	100.00%
Uptime of Citywide Radio Network (%)	100.00%	100.00%	100.00%	99.99%	99.99%	100.00%	100.00%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

Goal 1b

Resolve all citywide service desk requests and incident tickets within targeted levels.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Service incidents	230,978	260,045	260,060	*	*	88,155	99,118
Average time to resolve all service incidents (days)	1.6	1.5	1.4	3.0	3.0	1.8	1.4
★ Average time to resolve service incidents - Critical (days)	0.4	0.4	0.3	0.1	0.1	0.1	0.2
Average time to resolve service incidents - High (days)	0.8	0.7	0.7	0.2	0.2	1.0	0.6
Average time to resolve service incidents - Medium (days)	1.2	1.2	1.2	3.0	3.0	1.8	0.8
Average time to resolve service incidents - Low (days)	2.2	2.0	2.1	6.0	6.0	2.3	2.7
★ Critical Indicator	"NA" Not Available		⬆️⬇️ Directional Target	* None			

Goal 1c

Ensure all application development and IT infrastructure projects led by DoITT's project management office are delivered on time and within budget.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Projects on schedule (%)	88%	88%	91%	80%	80%	91%	88%
★ Projects completed on time (%)	71%	70%	86%	75%	75%	92%	63%
Active projects	45	49	55	*	*	60	47
★ Critical Indicator	"NA" Not Available		⬆️⬇️ Directional Target	* None			

Goal 1d

Ensure effective management of the City's telecommunications service.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Service incidents - Telecommunications repair	2,531	3,026	2,825	*	*	992	972
Average time to resolve telecommunications incidents (days)	8.0	6.4	5.0	*	*	5.5	2.8
★ Uptime of telecommunications network (Voice over Internet Protocol) (%)	100.00%	99.93%	100.00%	99.99%	99.99%	99.99%	100.00%
★ Critical Indicator	"NA" Not Available		⬆️⬇️ Directional Target	* None			

SERVICE 2 Support sharing and management of citywide data and information.

Goal 2a

Increase the public's use of City government information through NYC.gov.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
NYC.gov web page views (000)	271,252.2	271,980.0	269,955.9	*	*	88,661.0	84,908.8
★ NYC.gov unique visitors (average monthly) (000)	4,001	4,599	4,358	⬆️	⬆️	4,195	4,258
★ Critical Indicator	"NA" Not Available		⬆️⬇️ Directional Target	* None			

Goal 2b Increase the number of publicly available data sets.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Data sets available for download on NYC.gov/OpenData	1,552	1,700	2,103	↑	↑	1,775	2,206
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

SERVICE 3 Regulate franchised cable services.

Goal 3a Ensure customer complaints are resolved in a timely manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Video complaints reported as resolved in < 30 days by cable franchisees (%)	100.0%	99.2%	99.2%	98.0%	98.0%	99.7%	99.4%
Average time to resolve all video cable complaints, as reported by cable franchisees (days)	13	14	12	*	*	12	11
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

SERVICE 4 Regulate provisioning of public telecommunication services on City streets.

Goal 4a Maximize usefulness, operability and cleanliness of public telecommunication services on City streets.

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
★ Active LinkNYC kiosks on City streets	198	901	1,698	2,353	2,353	1,170	1,759
LinkNYC kiosks in violation (%)	0%	0%	0%	5%	5%	0%	0%
Telecommunications advertisement-generated revenue (\$000)	\$18,625.9	\$25,938.9	\$26,678.1	\$25,600.0	\$25,600.0	\$9,747.3	\$12,376.0
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Citywide IT professional services contracts in use by agencies (%)	39%	49%	43%	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience							
Letters responded to in 14 days (%)	100%	99%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Response to 311 Service Requests (SRs)							
Percent meeting time to close – cable complaint - video service (15 days)	96	86	90	*	*	92	90
Percent meeting time to close – cable complaint - billing (30 days)	100	98	99	*	*	99	99
Percent meeting time to close – cable complaint - miscellaneous (30 days)	100	99	99	*	*	100	99
★ Critical Indicator “NA” Not Available ⇅ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$587.0	\$637.6	\$657.9	\$666.7	\$730.9	\$679.4	\$267.5	\$363.2
Revenues (\$000,000)	\$173.9	\$184.2	\$180.9	\$180.9	\$180.9	\$190.3	\$49.8	\$50.6
Personnel	1,379	1,491	1,514	1,820	1,841	1,891	1,533	1,535
Overtime paid (\$000)	\$1,135	\$1,845	\$1,776	\$315	\$315	\$315	\$524	\$525
¹ February 2019 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 FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$135.3	\$155.7	
001 - Personal Services	\$135.3	\$138.1	All
009 - Mayor's Office of Media & Entertainment ⁴	NA	\$8.0	*
013 - New York City Cyber Command ⁴	NA	\$9.6	*
Other Than Personal Services - Total	\$522.6	\$575.2	
002 - Other Than Personal Services	\$522.6	\$492.9	All
010 - Mayor's Office of Media & Entertainment ⁴	NA	\$26.0	*
014 - New York City Cyber Command ⁴	NA	\$56.3	*
Agency Total	\$657.9	\$730.9	
¹ Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds. ³ Refer to agency goals listed at front of chapter. ⁴ This UA originated in Fiscal 2019. "NA" Not Available			² Includes all funds. * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The indicator “Average time to resolve service incidents – Critical (days)” has been made a critical indicator, while critical status has been removed from “Average time to resolve all service incidents (days) to reflect the focus of the agency”.
- The indicator ‘Data sets available for download on NYC.gov/OpenData’ will no longer have a numerical target, but instead a directional target of ‘up’.
- Language for the indicators under goal 3a was updated to be more technically precise.
- DoITT is currently working on a new Strategic Plan for 2019-2021 which will be published in February 2019. Performance indicators will be examined on an ongoing basis as the strategy is executed.

ADDITIONAL RESOURCES

For additional information go to:

- NYC.gov:
<http://www.nyc.gov/>
- NYC Open Data:
<http://nyc.gov/opendata>

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

BOARD OF ELECTIONS

Michael J. Ryan, Executive Director



WHAT WE DO

The Board of Elections of the City of New York (the Board) is an administrative body of ten commissioners, two from each borough upon recommendation by both political parties and then appointed by the City Council for a term of four years. The commissioners appoint a bipartisan staff to oversee the daily activities of its main and five borough offices. The Board is responsible under New York State election law for the following:

Voter registration, outreach and processing; maintenance and updating of voter records; processing and verification of candidate petitions/documents; campaign finance disclosures of candidates and campaign committees; recruiting, training and assigning the various election day officers to conduct elections; operation of poll site locations; maintenance, repair, setup and deployment of the Election Day operation equipment; ensuring each voter their right to vote at the polls or by absentee ballot; canvassing and certification of the vote; voter education, notification and dissemination of election information; and preparation of maps of various political subdivisions.

FOCUS ON EQUITY

The mission of the Board of Elections is to provide independent access to the voter franchise to all eligible voters in the City of New York. The Board is committed to providing meaningful access to over 1,200 poll sites throughout the City. The Board works closely with all interested stakeholders, including various executive and legislative bodies, as well as advocacy groups. The Board works diligently to ensure that all poll locations are compliant with the requirements of the Americans with Disabilities Act and federal limited English proficiency standards to ensure that all eligible voters receive the materials and assistance required to independently participate in the voting process.

HOW WE PERFORMED

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Voter turnout - general election (000)	236	2,760	1,166	*	*	NA	NA
Voter Registration forms processed	166,961	503,609	110,510	*	*	NA	NA
Total registered voters (000)	4,552	4,927	5,054	*	*	NA	NA
Total active voters (000)	4,108	4,477	4,596	*	*	NA	NA
Poll worker attendance on Election Day (%)	89.1%	93.2%	87.8%	*	*	NA	NA
Voter complaints regarding poll workers	304	721	460	*	*	NA	NA
Voter complaints regarding poll workers - service	243	394	363	*	*	NA	NA
Voter complaints regarding poll workers - procedure	61	327	97	*	*	NA	NA
Voting equipment replacement rate - ballot scanners (%)	0.3%	0.9%	0.0%	*	*	NA	NA
Voting equipment replacement rate - ballot marking devices (%)	0.5%	1.4%	1.4%	*	*	NA	NA
Precision of unofficial election results (%)	1.8%	1.1%	0.5%	*	*	NA	NA
Interpreters deployed on election day	1,874	2,329	2,052	*	*	NA	NA
Interpreters deployed on election day - Bronx	155	176	158	*	*	NA	NA
Interpreters deployed on election day - Brooklyn	500	670	588	*	*	NA	NA
Interpreters deployed on election day - Queens	830	910	862	*	*	NA	NA
Interpreters deployed on election day - Manhattan	351	529	404	*	*	NA	NA
Interpreters deployed on election day - Staten Island	38	44	40	*	*	NA	NA

★ Critical Indicator "NA" Not Available ↑↓ Directional Target * None

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2018 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY16	FY17	FY18	FY19	FY19 ¹	FY20 ¹	FY18	FY19
Expenditures (\$000,000) ²	\$116.7	\$121.6	\$129.3	\$122.2	\$147.3	\$98.5	\$47.7	\$55.1
Revenues (\$000)	\$47	\$51	\$55	\$116	\$116	\$116	\$27	\$24
Personnel	752	706	714	1,079	1,079	1,079	751	764
Overtime paid (\$000,000)	\$7.2	\$8.3	\$7.2	\$8.3	\$8.3	\$2.3	\$3.8	\$4.6

¹February 2019 Financial Plan ²Expenditures include all funds "NA" - Not Available

SPENDING AND BUDGET INFORMATION

Agency expenditures and planned resources by budgetary unit of appropriation.

Unit of Appropriation	Expenditures FY18 ¹ (\$000,000)	February 2019 Financial Plan FY19 ² (\$000,000)
001 - Personal Services	\$64.8	\$71.7
002 - Other Than Personal Services	\$64.5	\$75.6
Agency Total	\$129.3	\$147.3

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds. ²Includes all funds. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The indicator 'Total active voters' in Fiscal 2018 was revised to correct a reporting error.

ADDITIONAL RESOURCES

For additional information go to:

- Annual reports:
<http://vote.nyc.ny.us/html/forms/reports.shtml>

For more information on the agency, please visit: www.vote.nyc.ny.us.



Appendix



Additional Tables

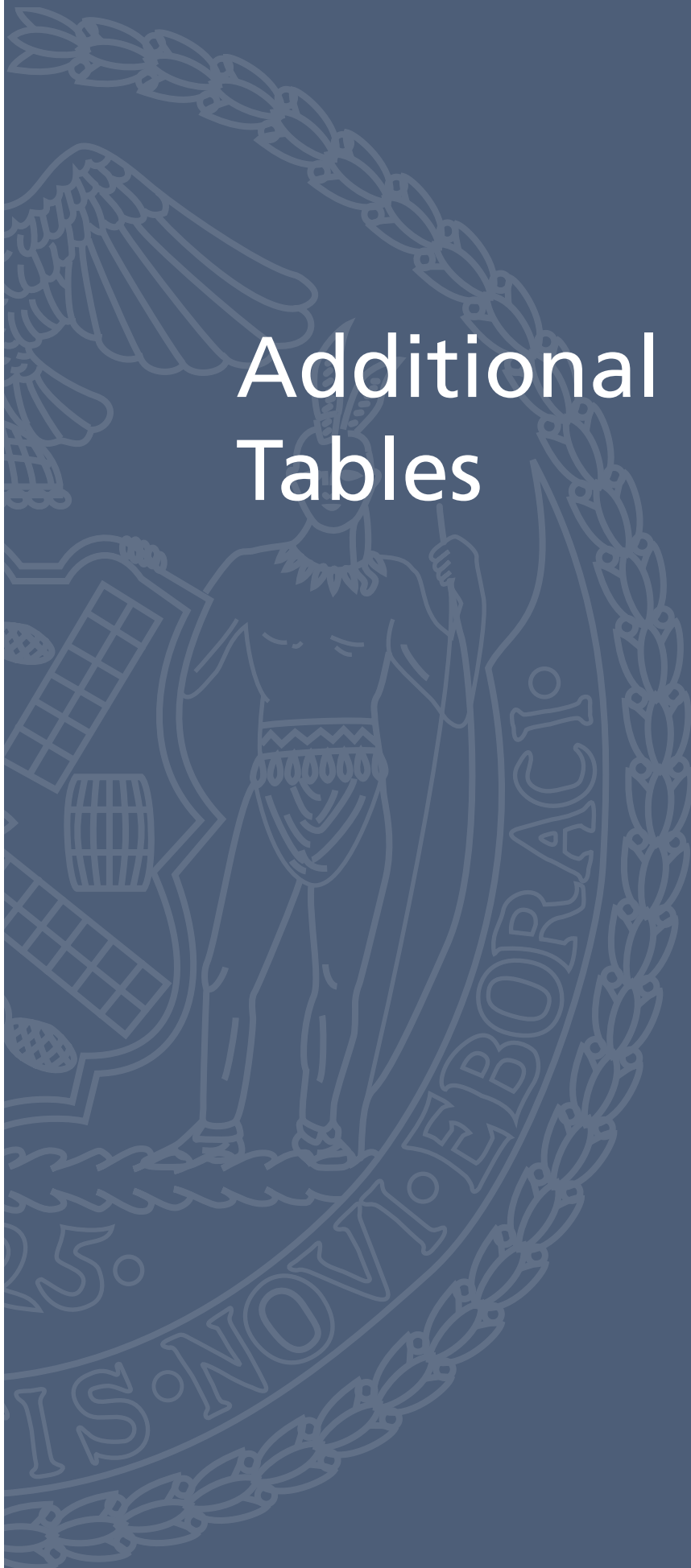




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CUSTOMER SERVICE

TIMELINESS INDICATORS

Percent of e-mails responded to in 14 days							
Agency	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
311	100%	96%	100%	*	*	100%	100%
ACS	98%	97%	83%	*	*	93%	77%
BIC	100%	100%	100%	*	*	100%	92%
CCHR	100%	97%	98%	*	*	96%	99%
CCRB	100%	100%	86%	*	*	75%	100%
DCAS	81%	85%	85%	*	*	85%	53%
DCLA	95%	89%	84%	88%	88%	80%	89%
DCP	85%	83%	45%	85%	85%	37%	94%
DDC	86%	90%	99%	90%	90%	99%	100%
DEP	93%	100%	100%	95%	95%	100%	100%
DFTA	81%	86%	99%	*	*	76%	94%
DHS	61%	NA	65%	*	*	23%	99%
DOB	60%	63%	50%	57%	57%	49%	56%
DOC	100%	100%	100%	*	*	100%	100%
DOE	60%	60%	70%	61%	71%	NA	NA
DOF	71%	73%	64%	85%	85%	67%	76%
DOHMH	72%	73%	86%	75%	80%	80%	87%
DOI	100%	100%	100%	*	*	100%	100%
DOITT	100%	100%	100%	*	*	100%	100%
DOP	100%	100%	100%	*	*	100%	100%
DORIS	100%	100%	100%	*	*	100%	100%
DOT	98%	97%	99%	95%	95%	99%	99%
DPR	60%	77%	75%	60%	60%	67%	72%
DSNY	75%	73%	69%	*	*	68%	69%
DYCD	100%	100%	100%	*	*	100%	100%
FDNY	54%	48%	38%	*	*	60%	40%
HPD	55%	67%	67%	58%	58%	64%	52%
HRA	93%	93%	96%	90%	90%	97%	98%
LAW	100%	100%	100%	*	*	100%	100%
LPC	98%	99%	93%	*	*	98%	81%
NYCEM	99%	100%	100%	*	*	100%	100%
NYCHA	83%	78%	80%	*	*	89%	98%
OATH	100%	100%	99%	*	*	95%	100%
OCME	100%	100%	98%	*	*	100%	94%
SBS	100%	100%	100%	*	*	100%	100%
TLC	98%	99%	100%	85%	85%	100%	100%

"NA" - means Not Available in this report * No Target

CUSTOMER SERVICE

TIMELINESS INDICATORS

Percent of letters responded to in 14 days							
Performance Statistics	Actual			Target		4-Month Actual	
Agency	FY16	FY17	FY18	FY18	FY19	FY18	FY19
ACS	97%	88%	81%	*	*	88%	71%
BIC	100%	100%	100%	*	*	100%	100%
CCHR	98%	87%	83%	*	*	94%	98%
CCRB	88%	80%	79%	*	*	83%	70%
DCAS	66%	56%	58%	*	*	50%	12%
DCLA	100%	100%	100%	90%	90%	100%	100%
DCP	72%	71%	51%	50%	50%	59%	76%
DDC	88%	86%	98%	90%	90%	98%	99%
DEP	99%	99%	99%	95%	95%	99%	99%
DFTA	86%	80%	79%	*	*	85%	73%
DHS	65%	NA	82%	*	*	NA	84%
DOB	30%	60%	47%	57%	57%	40%	47%
DOC	99%	100%	100%	*	*	100%	100%
DOE	73%	71%	72%	72%	73%	NA	NA
DOF	87%	91%	89%	85%	85%	91%	87%
DOHMH	60%	44%	68%	50%	70%	59%	73%
DOI	100%	100%	100%	*	*	100%	100%
DOITT	100%	99%	100%	*	*	100%	100%
DOP	100%	100%	100%	*	*	100%	100%
DORIS	100%	100%	100%	*	*	100%	100%
DOT	98%	97%	94%	95%	95%	94%	97%
DPR	47%	74%	76%	60%	60%	64%	74%
DSNY	73%	66%	51%	*	*	44%	40%
DYCD	100%	100%	100%	*	*	100%	100%
FDNY	97%	97%	95%	*	*	91%	95%
HPD	53%	45%	49%	52%	52%	48%	36%
HRA	87%	94%	91%	90%	90%	83%	96%
LAW	100%	100%	100%	*	*	100%	100%
LPC	80%	85%	88%	*	*	97%	87%
NYCEM	100%	100%	100%	*	*	100%	100%
NYCHA	85%	84%	89%	*	*	90%	75%
OATH	100%	100%	100%	*	*	100%	100%
OCME	100%	100%	100%	*	*	100%	100%
SBS	100%	100%	100%	*	*	100%	100%
TLC	NA	88%	91%	90%	90%	94%	74%

"NA" - means Not Available in this report * No Target

CUSTOMER SERVICE

TIMELINESS INDICATORS

Average customer in-person wait time (minutes)							
Performance Statistics	Actual			Target		4-Month Actual	
Agency	FY16	FY17	FY18	FY19	FY20	FY18	FY19
BIC	3	3	3	*	*	NA	NA
CCHR	11	9	6	*	*	5	6
DCA	9	9	16	17	17	NA	NA
DCAS	1	1	1	*	*	NA	NA
DEP	5	4	4	5	5	NA	NA
DHS	10	6	5	*	*	NA	NA
DOB	NA	27	21	*	*	23	19
DOF	4	5	5	12	12	4	7
DOHMH	1	1	1	10	10	NA	NA
DOI	3	3	3	*	*	NA	NA
DOT	4	3	3	*	*	3	NA
FDNY	14	17	32	*	*	NA	NA
HPD	27	19	15	29	29	NA	NA
HRA	35	34	34	60	60	35	33
NYCHA	13	18	17	*	*	21	17

"NA" - means Not Available in this report * No Target

Percent of calls answered in 30 seconds							
Performance Statistics	Actual			Target		4-Month Actual	
Agency	FY16	FY17	FY18	FY19	FY20	FY18	FY19
3-1-1	89%	85%	81%	80%	80%	88%	82%
DEP	73%	79%	72%	76%	76%	78%	78%
DOB	NA	NA	70%	*	*	73%	71%
DOHMH	78%	73%	80%	80%	80%	75%	83%
DOT	21%	12%	68%	*	*	69%	38%
DYCD	48%	43%	51%	*	*	69%	68%
HRA	80%	84%	58%	80%	80%	58%	56%
NYCHA	64%	46%	57%	*	*	64%	54%
NYPD	99%	99%	99%	*	*	99%	99%

"NA" - means Not Available in this report * No Target

CUSTOMER SERVICE

311 CUSTOMER SERVICE CENTER INQUIRIES BY AGENCY

Top Inquiries	Total Jul-Oct FY18	% of Inquiries in Jul-Oct FY18	Rank in # of Calls in Jul-Oct FY18	Total Jul-Oct FY19	% of Inquiries in Jul-Oct FY19	Rank in # of Calls in Jul-Oct FY19
ACS						
Child Care Financial Assistance - Voucher Information	2,369	14%	1	2,132	14%	1
Child Care Financial Assistance - Status of a Submitted Application	1,683	10%	3	1,269	8%	2
Child Care Financial Assistance - Eligibility Information and Application By Mail	1,783	11%	2	1,198	8%	3
Child Care Financial Assistance - Children's Services Clients	1,427	8%	4	1,167	8%	4
Child Care Financial Assistance - Eligibility and Application In Person or By Phone	1,365	8%	5	1,082	7%	5
BIC						
Sanitation Salvage License Suspension - Affected Customers	NA	NA	NA	480	40%	1
Commercial Waste and Private Carters Information	614	69%	1	445	37%	2
Sanitation Complaint - Private Carter	252	29%	2	260	21%	3
Trade Waste License Registration	18	2%	3	15	1%	4
Staff Information Provided	NA	NA	NA	9	1%	5
BOE						
Elections and Voting	1,241	47%	1	2,919	36%	1
Poll Sites and Election Districts	587	22%	2	2,262	28%	2
Voter Registration	224	8%	3	1,603	20%	3
Absentee Voting	202	8%	4	874	11%	4
Become a Poll Worker	200	8%	5	196	2%	5
BPL						
Find a Library - Brooklyn	382	81%	1	335	67%	1
Library Complaint - Brooklyn	28	6%	3	44	9%	2
General Information - Brooklyn Public Library	37	8%	2	33	7%	3
Elementary School Student After School Program - Drop-In	18	4%	4	23	5%	4
Middle School Student After School Program - Drop-In	2	0%	10	2	0%	5
CCHR						
Report Discrimination	3,081	86%	1	3,159	84%	1
Disability Access Inadequate	383	11%	2	400	11%	2
Human Rights Commission Publications	77	2%	3	85	2%	3
Human Rights Education and Community Outreach	60	2%	4	47	1%	4
The Stop Sexual Harassment in NYC Act	NA	NA	NA	41	1%	5
CCRB						
Police Officer Misconduct	2,093	99%	1	2,060	95%	1
Civilian Complaint Mediation	19	1%	2	73	3%	2
CUNY						
Find a CUNY College	487	28%	2	362	32%	1
Excelsior Free Tuition Program for CUNY and SUNY Students	510	29%	1	159	14%	2
CUNY Citizenship Now	146	8%	4	112	10%	3
CUNY Admissions Services	178	10%	3	106	9%	4
Free GED Bridge Classes - LaGuardia Community College	96	5%	5	59	5%	5
DCA						
Retail Store Complaint	1,706	5%	2	1,743	6%	1
Food Service Establishment Permit - Renew or Status	1,415	4%	4	1,703	6%	2
Investigate a Business Licensed by DCA	1,392	4%	5	1,225	4%	3
"NA" - means Not Available in this report						

CUSTOMER SERVICE

311 CUSTOMER SERVICE CENTER INQUIRIES BY AGENCY

Top Inquiries	Total Jul-Oct FY18	% of Inquiries in Jul-Oct FY18	Rank in # of Calls in Jul-Oct FY18	Total Jul-Oct FY19	% of Inquiries in Jul-Oct FY19	Rank in # of Calls in Jul-Oct FY19
Financial Empowerment Center	1,869	6%	1	1,108	4%	4
DCA Online Licensing Service - Technical Assistance	1,685	5%	3	914	3%	5
DCAS						
Civil Service Exam Information	4,411	68%	1	3,823	65%	1
NYC Jobs	464	7%	2	439	7%	2
City Employment Verification	362	6%	3	349	6%	3
Sale of City-Owned Real Estate and Sales Auctions	200	3%	4	222	4%	4
The Green Book	144	2%	5	185	3%	5
DCLA						
Find a Zoo or Aquarium	325	43%	1	326	45%	1
Find a Museum	240	32%	2	178	24%	2
Find a Botanical Garden	103	14%	3	64	9%	3
Grants for Cultural Programs	28	4%	4	28	4%	4
Donate Art Supplies	10	1%	9	19	3%	5
DCP						
Locate an Elected Official	5,128	86%	1	4,751	86%	1
Zoning Information Desk	718	12%	2	670	12%	2
Purchase City Planning Maps and Books	15	0%	5	21	0%	3
CountNYC	15	0%	5	19	0%	4
Waterfront - Flood Zone Information	33	1%	3	15	0%	5
DDC						
DDC Project Inquiries and Complaints	296	90%	1	335	84%	1
General Inquiries for the Department of Design and Construction	27	8%	2	45	11%	2
Bidding on DDC Projects	5	2%	3	11	3%	3
Construction Vendor Prequalification List	2	1%	4	3	1%	4
DEP						
Fire Hydrant Running Full	5,106	8%	2	7,288	10%	1
Noise from Construction After Hours	6,870	10%	1	5,843	8%	2
Sewer Backup Complaint - Priority	3,686	6%	4	4,684	7%	3
Fire Hydrant Running	3,560	5%	5	3,823	5%	4
Water and Sewer Bill Information	4,034	6%	3	3,672	5%	5
DFTA						
Housing Options - Senior - Low-Income	2,850	19%	1	2,401	17%	1
Lawyer Referral for Seniors	1,787	12%	2	1,650	12%	2
Housing Options - Senior - Frail, Disabled, or with Alzheimers or Dementia	1,040	7%	3	901	6%	3
Home Care - Seniors	704	4%	6	673	5%	4
Find a Senior Center	849	6%	4	657	5%	5
DHS						
Homeless Shelter Complaint - Shelter Client	8,225	33%	1	8,051	34%	1
Homeless Person Outreach Assistance	4,253	17%	3	4,583	20%	2
Homeless Shelter Intake for Single Adults	4,316	18%	2	3,720	16%	3
Homeless Shelter Intake for Families with Children	2,945	12%	4	2,220	9%	4
Assistance for Homeless People in Shelters	1,600	7%	5	1,540	7%	5
"NA" - means Not Available in this report						

CUSTOMER SERVICE

311 CUSTOMER SERVICE CENTER INQUIRIES BY AGENCY

Top Inquiries	Total Jul-Oct FY18	% of Inquiries in Jul-Oct FY18	Rank in # of Calls in Jul-Oct FY18	Total Jul-Oct FY19	% of Inquiries in Jul-Oct FY19	Rank in # of Calls in Jul-Oct FY19
DOB						
Schedule a Plan Examiner Appointment	34,911	39%	1	25,040	32%	1
Illegal Conversion of Residential Space	6,250	7%	2	5,558	7%	2
Building Construction Without Permit	5,802	7%	3	5,546	7%	3
Elevator or Escalator Defective or Without Permit	4,869	5%	4	5,341	7%	4
Plan Examiner Scheduling Error Assistance	1,449	2%	6	1,572	2%	5
DOC						
Jail System Complaint	10,816	37%	1	16,427	51%	1
Inmate Location and Information	10,261	35%	2	9,085	28%	2
Property Pickup for Former Rikers Island Inmates	4,292	15%	3	2,903	9%	3
Inmate Visit Schedule	888	3%	4	728	2%	4
Department of Correction Facilities	734	3%	5	532	2%	5
DOE						
Public School Calendar	7,584	19%	1	8,035	22%	1
Find a School	3,758	9%	2	2,411	7%	2
Student Record Request - Former Student	1,330	3%	7	1,423	4%	3
Department of Education Worker or Agency Complaint or Compliment	1,238	3%	8	1,326	4%	4
Find a School District by Location	1,506	4%	6	1,307	4%	5
DOF						
Parking Ticket Lookup - Ticket or Plate Number Known	67,632	21%	1	57,351	18%	1
Find a Towed Vehicle - Plate Number Known	36,039	11%	2	37,299	12%	2
Property Tax Account Assistance and Bill Information	30,951	10%	3	35,192	11%	3
Find a Towed Vehicle - Plate Number Unknown - NYPD	14,529	5%	4	13,706	4%	4
Property Tax Bill or Payment Problem	4,254	1%	9	8,476	3%	5
DOHMH						
Birth Certificate from 1910 to Present	14,810	12%	1	16,126	14%	1
Rodent Complaint - Other Location	8,779	7%	2	7,609	7%	2
Status of a Birth Certificate Order	5,201	4%	3	5,916	5%	3
Birth Certificate Correction or Change	3,081	3%	5	3,036	3%	4
Animal - Injured or Sick - Stray Dog or Cat	3,492	3%	4	3,029	3%	5
DOI						
City Worker or City Contractor Corruption or Criminal Misconduct	409	43%	1	337	34%	1
Contact or Locate a City Marshal	376	40%	2	323	33%	2
Report Section 8 Landlord or Tenant Fraud	58	6%	3	165	17%	3
Fingerprinting - Center-Based Day Care or Pre-School	56	6%	4	73	7%	4
City Marshal Complaint	47	5%	5	56	6%	5
DOITT						
Cable Complaint - Service	625	26%	1	622	27%	1
Cable Complaint - Billing	477	20%	2	482	21%	2
Cable Phone and Internet Service Complaint	462	19%	3	422	18%	3
Verizon City-Wide Cable TV Franchise	184	8%	4	171	7%	4
Cable Complaint - Installation	143	6%	5	138	6%	5
DOP						
Adult Probation Supervision - Brooklyn	59	26%	1	59	30%	1
"NA" - means Not Available in this report						

CUSTOMER SERVICE

311 CUSTOMER SERVICE CENTER INQUIRIES BY AGENCY

Top Inquiries	Total Jul-Oct FY18	% of Inquiries in Jul-Oct FY18	Rank in # of Calls in Jul-Oct FY18	Total Jul-Oct FY19	% of Inquiries in Jul-Oct FY19	Rank in # of Calls in Jul-Oct FY19
Adult Probation Supervision - Manhattan	52	23%	2	46	23%	2
Adult Probation Supervision - Queens	42	18%	4	32	16%	3
Adult Probation Supervision - Bronx	47	20%	3	27	14%	4
Probation Warrant Enforcement	7	3%	5	13	7%	5
DORIS						
Marriage Record Before 1950	580	37%	1	502	36%	1
Death Certificate Before 1949	351	23%	2	314	23%	2
Birth Certificate Before 1910	231	15%	3	240	17%	3
Status of Request for Death Certificate from Before 1949	90	6%	4	78	6%	4
Genealogy Research	78	5%	5	59	4%	5
DOT						
Streetlight Condition	9,139	9%	2	8,385	9%	1
Traffic or Pedestrian Signal Condition	5,324	5%	3	7,178	8%	2
Parking Meter Defective or Damaged	4,546	5%	4	5,469	6%	3
Pothole on Street	4,099	4%	5	5,074	6%	4
Status of Active Street or Sidewalk Construction Permits	3,236	4%	7	3,618	4%	5
DPR						
Removal of Large Branch or Entire Tree - City Tree or Property	8,431	15%	1	9,635	17%	1
Park Maintenance Complaint	4,034	7%	5	4,186	7%	2
Wood Disposal, Chipping, and Pickup - Brooklyn and Queens	4,590	8%	2	4,104	7%	3
Standing Dead Tree Removal - City Tree	4,418	8%	3	3,904	7%	4
Find a Park	3,556	6%	6	3,417	6%	5
DSNY						
Bulk Item Pick Up - Appointment	16,399	0	4	35,179	13%	1
CFC and Freon Removal - Appointment	27,329	11%	2	29,470	11%	2
Bulk Item Disposal Information	28,066	11%	1	21,543	8%	3
Recycling and Trash Collection Schedules	18,446	8%	3	17,227	7%	4
Missed Garbage Collection	13,568	6%	5	14,999	6%	5
DVS						
Benefits for Veterans	433	73%	1	332	68%	1
Legal Assistance for Veterans	50	8%	3	64	13%	2
Healthcare Information for Veterans	83	14%	2	61	12%	3
Request for Military Discharge or Separation Documents	NA	NA	NA	29	6%	4
DYCD						
Summer Jobs for Youth - General	415	11%	2	432	14%	1
Literacy and GED or TASC Instruction for Non-English Speakers	467	12%	1	329	10%	2
Shelter and Assistance for Runaway or Homeless Youth	275	7%	7	308	10%	3
Immigration Assistance from Community-Based Organizations	335	9%	3	284	9%	4
Literacy and GED or TASC Instruction for Adults	316	9%	4	216	7%	5
FDNY						
Ambulance Patient Locator	1,426	13%	2	1,688	16%	1
Fire Hazard Complaint	1,769	16%	1	1,660	15%	2
Fire or Ambulance Report	536	5%	7	660	6%	3
FDNY Certificates of Fitness	461	4%	9	641	6%	4

"NA" - means Not Available in this report

CUSTOMER SERVICE

311 CUSTOMER SERVICE CENTER INQUIRIES BY AGENCY

Top Inquiries	Total Jul-Oct FY18	% of Inquiries in Jul-Oct FY18	Rank in # of Calls in Jul-Oct FY18	Total Jul-Oct FY19	% of Inquiries in Jul-Oct FY19	Rank in # of Calls in Jul-Oct FY19
Locate a Firehouse - Brooklyn	791	7%	3	628	6%	5
NYC H + H						
Find a Public Hospital	4,445	47%	1	3,599	36%	1
Inmate Health and Mental Health Complaints and Concerns	2,277	24%	2	3,376	34%	2
Health Department Low to No-Cost Confidential Clinics	336	4%	4	282	3%	3
Home and Health Care Information or Complaint	275	3%	7	279	3%	4
Adult Immunization Clinic	312	3%	5	244	2%	5
HPD						
Apartment Maintenance Complaint	43,736	39%	1	42,881	35%	1
Heat or Hot Water Complaint in Entire Residential Building	6,557	6%	3	12,203	10%	2
Heat or Hot Water Complaint in Apartment	6,189	5%	4	10,371	9%	3
Residential Public Area Maintenance Complaint	8,484	7%	2	9,076	7%	4
Residential Building-Wide Maintenance Complaint	5,953	5%	5	6,072	5%	5
HRA						
IDNYC - Make an Appointment	9,657	11%	1	6,629	10%	1
Public Assistance or Welfare	6,465	8%	2	3,988	6%	2
IDNYC - Documents Required to Apply	5,125	6%	3	3,861	6%	3
Cooling Assistance Program - Air Conditioner	1,354	2%	22	3,415	5%	4
Homelessness Prevention through HomeBase	4,475	5%	4	3,187	5%	5
LAW						
Laws of the City of New York	343	100%	1	282	98%	1
LPC						
Landmark and Historic District Information	74	46%	1	64	40%	1
Landmark Building Alteration Permit	53	33%	2	63	39%	2
Landmark Status Application	24	15%	3	15	9%	3
Landmark Building Painting Complaint	6	4%	4	10	6%	4
Landmark Restoration Grant Application	4	2%	5	1	1%	5
NYCEM						
Cooling Center Locations	374	11%	3	854	39%	1
Steam Pipe Explosion on 5th Avenue	NA	NA	NA	533	24%	2
Steam Pipe Explosion - 5th Avenue	NA	NA	NA	324	15%	3
Know Your Zone - Hurricane Evacuation Lookup	198	6%	4	95	4%	4
Ready New York Guide	171	5%	5	60	3%	5
NYCHA						
Public Housing Maintenance	4,692	31%	1	5,812	34%	1
NYCHA Borough Management Office - Brooklyn	1,523	10%	2	1,992	12%	2
NYCHA Borough Management Office - Manhattan	1,404	9%	3	1,859	11%	3
NYCHA Borough Management Office - Bronx	1,082	7%	5	1,406	8%	4
Public Housing Application Information and Assistance	1,225	8%	4	858	5%	5
NYPD						
Vehicle Blocking Driveway Complaint	38,576	12%	2	35,357	11%	1
Noise from Neighbor	42,910	13%	1	34,392	11%	2
Illegal Parking Complaint	27,977	8%	4	26,554	8%	3
Find a Police Precinct or PSA by Location	29,107	9%	3	25,785	8%	4
Dangerous Location or Situation	15,965	4%	7	15,589	5%	5
"NA" - means Not Available in this report						

CUSTOMER SERVICE

311 CUSTOMER SERVICE CENTER INQUIRIES BY AGENCY

Top Inquiries	Total Jul-Oct FY18	% of Inquiries in Jul-Oct FY18	Rank in # of Calls in Jul-Oct FY18	Total Jul-Oct FY19	% of Inquiries in Jul-Oct FY19	Rank in # of Calls in Jul-Oct FY19
NYPL						
Find a Library - Bronx, Manhattan, Staten Island	549	84%	1	443	72%	1
General Information - New York Public Library	34	5%	3	47	8%	2
Library Complaint - Bronx - Manhattan - Staten Island	52	8%	2	46	8%	3
Library Hotspot	14	2%	4	8	1%	4
Library Video Visitation	6	1%	5	3	0%	5
OATH						
City-Issued Summons - Information	5,456	71%	1	5,095	69%	1
City-Issued Summons - Request Status or Copy	1,476	19%	2	1,249	17%	2
Hearings Division Borough Office Locations	218	3%	4	443	6%	3
City-Issued Summons - Request a Hearing by Phone	377	5%	3	431	6%	4
City-Issued Summons - Request an Online Hearing	174	2%	5	184	2%	5
OCME						
Death Inquiries	336	54%	1	356	56%	1
Proof of Death	132	21%	2	136	21%	2
Autopsy Report	103	17%	3	96	15%	3
Cremation Inquiries	28	5%	4	32	5%	4
Reflection Room at the World Trade Center Memorial	16	3%	5	9	1%	5
QPL						
Find a Library - Queens	243	73%	1	201	63%	1
Elementary School Student After School Program - Drop-In	30	9%	3	28	9%	2
Library Complaint - Queens	35	11%	2	22	7%	3
General Information - Queens Public Library	9	3%	4	16	5%	4
Elementary School Student After School Program - Enrolled	4	1%	7	6	2%	5
SBS						
Find a Workforce1 Career Center	912	23%	1	827	20%	1
Help Starting a Small Business	841	22%	2	661	16%	2
NYC Small Business Support Center Information	263	7%	4	318	8%	3
Job Training - Jobseeker Assistance	447	11%	3	266	6%	4
Job Training - Healthcare Training	52	1%	15	255	6%	5
SCA						
School Construction Complaint	192	90%	1	129	81%	1
School Construction Information	21	10%	2	30	19%	2
TLC						
Lost Property in a Taxi - Medallion Number Known	5,357	23%	1	5,753	24%	1
Lost Property in a Taxi - Medallion Number Unknown	4,290	18%	2	3,631	15%	2
Lost Property in a Taxi - Medallion Number Not Found by 311	1,803	8%	3	1,975	8%	3
Accessible Taxi Dispatch for Passenger in a Wheelchair	1,052	5%	4	1,127	5%	4
Taxi Inquiry or Complaint from Taxi Driver or Taxi Licensee	999	4%	5	1,124	5%	5
"NA" - means Not Available in this report						

CUSTOMER SERVICE

REQUESTS FOR INTERPRETATION

Performance Statistics	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
311	556,576	545,132	493,260	*	*	168,769	115,800
ACS	87,775	94,860	135,252	*	*	35,199	NA
BIC	93	24	68	*	*	NA	NA
CCHR	1,671	1,425	1,756	*	*	577	580
CCRB	695	744	731	*	*	NA	NA
DCA	3,861	3,695	3,480	*	*	NA	NA
DCP	6	12	14	*	*	NA	NA
DEP	13,685	13,783	13,848	*	*	NA	NA
DFTA	892	873	1,242	*	*	330	517
DHS	8,164	13,357	16,644	*	*	NA	NA
DOB	68	63	100	*	*	NA	NA
DOE	54,626	87,795	115,769	*	*	NA	NA
DOF	5,453	7,699	7,584	*	*	2,891	666
DOHMH	14,352	18,495	13,377	*	*	7,407	8,277
DOI	26	23	16	*	*	NA	NA
DOP	9,425	11,870	NA	*	*	NA	NA
DOT	1,415	2,209	1,890	*	*	NA	NA
DPR	122	110	173	*	*	NA	NA
DSNY	16	15	32	*	*	NA	NA
DYCD	2,380	1,705	1,222	*	*	484	308
FDNY	5,484	5,098	4,684	*	*	NA	NA
HPD	1,202	969	860	*	*	NA	NA
HRA	989,229	1,264,815	1,232,975	*	*	451,117	420,680
LAW	1,002	875	883	*	*	NA	NA
NYCHA	196,996	189,243	172,970	*	*	45,628	60,784
NYPD	238,382	288,561	291,745	*	*	101,492	105,814
OATH	10,185	11,842	16,034	*	*	5,910	6,409
OCME	664	1,091	1,318	*	*	335	521
SBS	7,327	6,652	7,259	*	*	2,099	2,333
TLC	6,880	7,247	8,238	*	*	NA	NA

PAID ABSENCE RATES

FIRST FOUR MONTHS OF FISCAL YEAR

WORKFORCE OR AGENCY	TOTAL SICK LEAVE FY19	LODI/WC FY19	TOTAL ABSENCE FY19	TOTAL ABSENCE FY18	EQUIV. ABSENCE DAYS/ YEAR FY19
UNIFORMED WORKFORCES					
DOC (U)	4.28%	1.21%	5.50%	5.36%	13.7
FDNY (U)	2.36%	5.09%	7.45%	7.37%	18.6
NYPD (U)	2.10%	0.70%	2.80%	2.79%	7.0
DSNY (U)	4.63%	1.85%	6.47%	6.32%	16.0
Uniformed Subtotal	2.80%	1.67%	4.47%	4.39%	11.1
LARGER CIVILIAN WORKFORCES					
NYPD (C)	3.38%	0.12%	3.50%	2.46%	8.6
FDNY (C)	3.73%	1.64%	5.37%	5.11%	13.3
ACS	3.41%	0.57%	3.98%	4.02%	9.8
HRA	3.79%	0.20%	3.99%	4.19%	9.8
DHS	3.33%	1.45%	4.78%	4.29%	11.8
HPD	3.51%	0.22%	3.74%	3.65%	9.2
DOHMH	2.95%	0.07%	3.02%	3.05%	7.5
DEP	3.09%	0.24%	3.33%	3.45%	8.2
DSNY (C)	3.61%	0.64%	4.26%	4.02%	10.6
DOF	3.44%	0.15%	3.59%	3.48%	8.9
DOT	3.38%	0.55%	3.93%	4.02%	9.8
DPR	2.32%	0.32%	2.64%	2.46%	6.6
LAW	2.72%	0.01%	2.73%	3.01%	6.8
DCAS	3.07%	0.14%	3.21%	2.92%	7.9
DDC	3.46%	0.03%	3.49%	3.59%	8.7
DOC (C)	4.29%	0.53%	4.82%	4.12%	11.8
PROBATION	3.55%	0.09%	3.63%	3.83%	9.0
DOB	3.31%	0.05%	3.36%	3.20%	8.3
DOITT	3.01%	0.02%	3.03%	2.89%	7.5
Subtotal	3.31%	0.38%	3.69%	3.38%	9.1
SMALLER CIVILIAN WORKFORCES					
NYCEM	2.50%	0.00%	2.50%	2.02%	6.2
DCP	2.37%	0.01%	2.38%	3.05%	5.9
DOI	2.96%	0.00%	2.96%	2.98%	7.3
DFTA	3.77%	0.01%	3.77%	3.65%	9.4
CULTURAL	2.90%	0.00%	2.90%	2.93%	7.2
LANDMARKS	2.33%	0.00%	2.33%	4.42%	5.7
TLC	3.29%	0.22%	3.51%	3.63%	8.7
CCHR	2.49%	0.00%	2.49%	2.43%	6.1
DYCD	3.49%	0.01%	3.50%	3.23%	8.7
DSBS	3.19%	0.01%	3.19%	2.75%	7.9
DOR	3.14%	0.00%	3.14%	2.80%	7.8
CONSUMER	3.19%	0.01%	3.19%	3.19%	7.9
<p>Note: The Total Absence Rate is calculated by dividing the sum of paid sick leave for all employees, Line-of-Duty Injury (LODI) absence for uniformed employees, and paid Workers' Compensation (WC) 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.</p>					

WORKFORCE OR AGENCY	TOTAL SICK LEAVE FY19	LODI/WC FY19	TOTAL ABSENCE FY19	TOTAL ABSENCE FY18	EQUIV. ABSENCE DAYS/ YEAR FY19
BIC	2.47%	0.00%	2.47%	3.43%	6.1
OATH	2.70%	0.00%	2.70%	2.71%	6.7
ELECTIONS	3.90%	0.05%	3.95%	4.60%	9.7
CCRB	2.95%	0.01%	2.95%	2.60%	7.3
Subtotal	3.21%	0.04%	3.24%	3.35%	8.0
Uniformed	2.80%	1.67%	4.47%	4.39%	11.1
Civilian	3.31%	0.36%	3.67%	3.37%	9.1
TOTAL	3.08%	0.94%	4.03%	3.80%	10.0
CITYWIDE	3.08%	0.20%	3.28%	3.12%	8.1

Note: The **Total Absence Rate** is calculated by dividing the sum of paid sick leave for all employees, Line-of-Duty Injury (LODI) absence for uniformed employees, and paid Workers' Compensation (WC) 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.

VEHICLE FLEETS AND MAINTENANCE

New York City operates the largest municipal fleet in the United States, with over 31,000 units. Citywide, fleet operations are led by DCAS Fleet through the Deputy Commissioner for Fleet Management, who serves as Citywide Chief Fleet Officer, consistent with Mayoral Executive Order 161. The Chief Fleet Officer works with the more than 50 City agencies that operate fleet units, especially the 13 major fleet agencies of NYPD, FDNY, DOC, DSNY, DPR, DOT, DEP, DOE, DOHMH, NYCEM, TLC, NYCHA, and DCAS, known as the Fleet Federation.

DCAS Fleet leads initiatives in safety, sustainability, transparency, and emergency management, while also providing direct services in areas including repair, collisions management, subrogation, fuel, auction and parts. DCAS manages the City's central fleet management systems and FleetStat reporting.

As part of Vision Zero, New York City's fleet operations are undertaking a series of initiatives to improve safety and reporting relating to vehicle collisions. These initiatives currently include:

1. Training all authorized City fleet drivers in defensive driving. DCAS Fleet is leading this initiative for all staff except uniformed drivers at NYPD, FDNY and DOC, who receive separate driver training for their emergency response vehicles.
2. Assessing the safety outfitting of City vehicles and developing a Safe Fleet Transition Plan. As part of this initiative, the City has a policy to install side-guards on all fleet trucking units. The City is also working with private fleets to assess and promote best industry practices. NYC Fleet has barred the use of hands-free phone devices by City fleet operators.
3. Improving the tracking of vehicle collisions. DCAS Fleet has introduced new indicators in the Vehicle Fleets and Maintenance tables of the Mayor's Management Report (MMR) to refine reporting on fleet safety. DCAS reports on fatalities, injuries, and all crashes, a category which includes mostly minor dents and mirror events. DCAS also reports on whether these were deemed preventable or not through agency evaluations, and provides crash rates by vehicle miles travelled (VMT), which is the standard fleet industry reporting metric.
4. Installing tracking devices in City fleet vehicles. Tracking devices provide data to be used to monitor City fleet driving habits and enable DCAS to create a Safety Index to help improve safe driving of City vehicles. DCAS uses multiple telematics providers as part of this initiative and is currently upgrading this technology.

The City is also implementing a series of sustainability initiatives as part of the OneNYC and NYC Clean Fleet plans, including efforts to expand electric and hybrid vehicles; install additional diesel particulate filters; increase the use of fossil fuel alternatives; and introduce anti-idling and other technologies. Fleet has committed to reduce greenhouse gas emissions by 50 percent by 2025. These initiatives currently include:

1. Implementing at least 2,000 on-road electric vehicles (EV) by 2025.
2. Expanding EV charging technology including Level 2, Level 3 Fast Charging, and solar carports.
3. Expanding use of biofuels including increasing blends of biodiesel in fleet and heating oil and introduction of renewable diesel.
4. Introducing hybrid vehicle models for law enforcement and emergency service agencies including alternative power units (APUs) for ambulances and hybrid police cars.
5. Assessment of fleet size and vehicle use, and right-sizing vehicles whenever possible, as by SUV-to-sedan switches.

DCAS Fleet has also worked to increase the transparency of citywide fleet operations. The vehicle out-of-service report and CRASH collisions reporting are available now online, as is Fleet's regular newsletter. The roll-out of fleet systems to better track, monitor and share fleet assets, parts and fuel, and driving behaviors, will increase understanding of fleet operations; allow for better management oversight; and facilitate further service improvements.

In addition to this report, the Local Law 75 Annual Report contains information on use-based fuel economy for nonemergency light and medium fleets. The Local Law 38 Annual Report, prepared by the Department of Environmental Protection, contains information on City purchases of light and medium duty vehicles, the fuel economy of light duty vehicles purchased by the City, and the fuel consumption and carbon dioxide emission of the City fleet of light and medium duty vehicles. The Local Law 41 report provides information on our citywide Car and Fleet Share efforts.

ADDITIONAL RESOURCES

NYC Fleet newsletter and announcements:

<https://www1.nyc.gov/site/dcas/agencies/fleet-news.page>

Use-based fuel economy report (Local Law 75):

<https://www1.nyc.gov/assets/dcas/downloads/pdf/fleet/Local-Law-75-Report-on-Use-Based-Fuel-Economy-1-29-2019.pdf>

Local law mandated air reports (Local Law 38 and other City vehicles reports):

<http://www.nyc.gov/html/dep/pdf/air/local-law-air-reports-fy2017.pdf>

Car and fleet share report (Local Law 41):

http://www.nyc.gov/html/dcas/downloads/pdf/fleet/Local_law_41_report_on_NYC_Car_and_Fleet_Share_1-30-2018.pdf

VEHICLE FLEETS AND MAINTENANCE

CITYWIDE FLEET

INDICATORS	Actual		Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY18	FY19
CITYWIDE FLEET SIZE	30,037	31,002	31,000	31,000	30,457	31,159
- Light Duty	12,778	13,229	13,200	13,200	12,927	13,344
- Medium Duty	4,797	4,888	5,000	5,000	4,831	4,772
- Heavy Duty	7,317	7,504	7,500	7,500	7,478	7,574
- Other Vehicles	5,145	5,381	5,300	5,300	5,221	5,469
Vehicle in-service rate (%)	92%	92%	92%	92%	92%	90%
Daily fleet in-service targets achieved (%)	100%	100%	98%	98%	100%	92%
Purchased vehicles compliant with Local Law 38 (%)	100%	100%	98%	99%	NA	NA
Alternative fuel vehicles	17,491	18,540	19,000	19,500	17,743	18,734
Alternative fuel vehicles in City fleet (%)	60%	62%	63%	64%	60%	62%
Electric vehicles	1,295	2,105	2,300	2,700	1,530	2,203
- On-road electric vehicles	793	1,598	1,700	2,000	1,036	1,680
- Off-road electric vehicles	502	507	600	700	494	523
Vehicle fuel used (gallons)	29,602,763	29,841,234	28,500,000	28,000,000	9,843,858	10,012,707
- Biodiesel fuel used (gallons)	15,994,051	15,588,687	16,250,000	16,500,000	4,987,531	4,871,357
Fleet miles per gallon (FMPG)	5.9	6.1	6.2	6.3	6.6	6.7
Electric chargers installed	109	112	100	100	34	22
Vehicles purchased	4,064	3,709	3,000	3,000	1,490	862
Average age of fleet (months)	70	67	66	65	70	67
Collisions in City vehicles ¹	6,444	6,304	*	*	2,008	1,872
Collisions per 100,000 miles involving City vehicles citywide	6.3	6.0	*	*	5.4	4.4
Preventable collisions per 100,000 miles involving City vehicles citywide	3.4	3.2	*	*	2.7	2.3
Injuries involving collisions in City vehicles citywide per 100,000 miles	0.8	0.7	*	*	0.7	0.6
Injuries involving preventable collisions per 100,000 miles	0.3	0.3	*	*	0.3	0.2
Preventable collisions in City vehicles	3,451	3,347	*	*	999	991
Injuries involving collisions in City vehicles	790	763	*	*	291	252
Fatalities involving collisions in non-emergency City vehicles	1	2	*	*	1	2
Revenue from recoverable affirmative claims	\$2,864,761	\$3,217,698	*	*	\$1,112,635	\$817,898
Employees trained in defensive driving	7,876	11,162	8,500	8,500	5,107	2,420
Authorized City drivers trained in defensive driving (%)	77%	86%	85%	90%	83%	85%
Fleet repair expenditures (\$000,000)	\$248.7	\$265.7	*	*	\$82.1	\$76.6

Fleet fuel expenditures (\$000,000)	\$54.8	\$65.5	*	*	\$19.1	\$25.1
Fleet acquisition expenditures (capital) (\$000,000)	\$273.5	\$338.5	\$250.0	\$250.0	\$100.0	\$10.9
Fleet acquisition expenditures (expense) (\$000,000)	\$96.8	\$80.5	\$80.0	\$80.0	\$44.4	\$35.3
Automotive repair personnel	1,427	1,419	1,420	1,420	1,434	1,427
Fleet support personnel	389	365	370	370	372	360

¹Collision counts 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 INDICATORS	Actual		Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY18	FY19
Total Vehicles	2,333	2,421	*	*	2,307	2,405
- Light Duty	1,802	1,867	*	*	1,781	1,856
- Medium Duty	294	315	*	*	287	307
- Heavy Duty	82	82	*	*	83	86
- Other Vehicles	155	157	*	*	156	156
Vehicle in-service rate (%)	99%	98%	*	*	98%	98%
Fleet miles per gallon (FMPG)	17.9	17.1	*	*	NA	NA
Collisions involving City vehicles	429	491	*	*	139	192
Preventable collisions involving City vehicles	165	190	*	*	39	61
Collisions per 100,000 miles involving City vehicles	2.6	3.3	*	*	3.4	2.4
Preventable collisions per 100,000 miles involving City vehicles	1.0	1.3	*	*	1.0	0.7
Injuries involving collisions in City vehicles per 100,000 miles	0.4	0.5	*	*	0.9	0.2
Injuries involving preventable collisions per 100,000 miles	0.2	0.1	*	*	0.2	0.1
Authorized City drivers trained in defensive driving (%)	55%	77%	*	*	52%	72%
Revenue from recoverable affirmative claims	\$376,788	\$359,422	*	*	\$99,125	\$115,247
"NA" Not Available	*None					

DEPARTMENT OF ENVIRONMENTAL PROTECTION	Actual		Target		4-Month Actual	
INDICATORS	FY17	FY18	FY19	FY20	FY18	FY19
Total Vehicles	2,164	2,239	*	*	2,203	2,279
- Light Duty	811	867	*	*	847	905
- Medium Duty	461	474	*	*	460	468
- Heavy Duty	439	438	*	*	437	446
- Other Vehicles	453	460	*	*	459	460
Vehicle in-service rate (%)	93%	94%	*	*	94%	94%
Fleet miles per gallon (FMPG)	12.6	11.2	*	*	NA	NA
Collisions involving City vehicles	413	398	*	*	131	143
Preventable collisions involving City vehicles	225	242	*	*	80	90
Collisions per 100,000 miles involving City vehicles	3.1	3.4	*	*	3.4	2.3
Preventable collisions per 100,000 miles involving City vehicles	1.7	2.0	*	*	2.1	1.5
Injuries involving collisions in City vehicles per 100,000 miles	1.3	0.3	*	*	0.2	0.2
Injuries involving preventable collisions per 100,000 miles	0.1	0.1	*	*	0.1	0.1
Authorized City drivers trained in defensive driving (%)	72%	76%	*	*	60%	77%
Revenue from recoverable affirmative claims	\$32,391	\$28,040	*	*	\$7,370	\$7,282
"NA" Not Available		*None				
DEPARTMENT OF HEALTH AND MENTAL HYGIENE	Actual		Target		4-Month Actual	
INDICATORS	FY17	FY18	FY19	FY20	FY18	FY19
Total Vehicles	320	352	*	*	370	341
- Light Duty	226	250	*	*	268	248
- Medium Duty	86	94	*	*	91	83
- Heavy Duty	6	6	*	*	9	6
- Other Vehicles	2	2	*	*	2	4
Vehicle in-service rate (%)	99%	99%	*	*	99%	99%
Fleet miles per gallon (FMPG)	23.3	23.9	*	*	NA	NA
Collisions involving City vehicles	28	47	*	*	12	9
Preventable collisions involving City vehicles	6	20	*	*	4	3
Collisions per 100,000 miles involving City vehicles	1.5	2.8	*	*	3.6	1.1
Preventable collisions per 100,000 miles involving City vehicles	0.3	1.2	*	*	1.2	0.4
Injuries involving collisions in City vehicles per 100,000 miles	0.1	1.0	*	*	1.8	0.0
Injuries involving preventable collisions per 100,000 miles	0.1	0.3	*	*	0.9	0.0
Authorized City drivers trained in defensive driving (%)	87%	96%	*	*	92%	85%
Revenue from recoverable affirmative claims	\$25,943	\$19,252	*	*	\$17,683	\$8,053
"NA" Not Available		*None				

DEPARTMENT OF TRANSPORTATION	Actual		Target		4-Month Actual	
INDICATORS	FY17	FY18	FY19	FY20	FY18	FY19
Total Vehicles	3,231	3,318	*	*	3,250	3,354
- Light Duty	945	951	*	*	945	966
- Medium Duty	507	527	*	*	509	533
- Heavy Duty	864	828	*	*	861	826
- Other Vehicles	915	1,012	*	*	935	1,029
Vehicle in-service rate (%)	93%	93%	*	*	99%	92%
Fleet miles per gallon (FMPG)	4.8	5.2	*	*	NA	NA
Collisions involving City vehicles	497	480	*	*	186	135
Preventable collisions involving City vehicles	313	213	*	*	89	55
Collisions per 100,000 miles involving City vehicles	4.4	4.3	*	*	4.7	2.4
Preventable collisions per 100,000 miles involving City vehicles	2.9	1.9	*	*	2.3	1.0
Injuries involving collisions in City vehicles per 100,000 miles	0.7	0.6	*	*	0.9	0.4
Injuries involving preventable collisions per 100,000 miles	0.4	0.2	*	*	0.5	0.0
Authorized City drivers trained in defensive driving (%)	83%	87%	*	*	84%	86%
Revenue from recoverable affirmative claims	\$17,770	\$90,725	*	*	\$14,721	\$46,362
"NA" Not Available	*None					
DEPARTMENT OF SANITATION	Actual		Target		4-Month Actual	
INDICATORS	FY17	FY18	FY19	FY20	FY18	FY19
Total Vehicles	6,107	6,253	*	*	6,233	6,249
- Light Duty	978	996	*	*	974	993
- Medium Duty	312	306	*	*	314	303
- Heavy Duty	3,808	3,831	*	*	3,908	3,826
- Other Vehicles	1,009	1,120	*	*	1,037	1,127
Vehicle in-service rate (%)	84%	84%	*	*	83%	78%
Fleet miles per gallon (FMPG)	2.5	2.8	*	*	NA	NA
Collisions involving City vehicles	2,455	2,310	*	*	616	621
Preventable collisions involving City vehicles	1,264	1,297	*	*	365	375
Collisions per 100,000 miles involving City vehicles	9.0	7.5	*	*	5.0	6.9
Preventable collisions per 100,000 miles involving City vehicles	4.6	4.2	*	*	2.9	4.1
Injuries involving collisions in City vehicles per 100,000 miles	1.0	0.8	*	*	0.6	0.5
Injuries involving preventable collisions per 100,000 miles	0.4	0.5	*	*	0.4	0.7
Authorized City drivers trained in defensive driving (%)	87%	89%	*	*	89%	92%
Revenue from recoverable affirmative claims	\$275,958	\$347,183	*	*	\$114,422	\$93,287
"NA" Not Available	*None					

DEPARTMENT OF PARKS AND RECREATION	Actual		Target		4-Month Actual	
INDICATORS	FY17	FY18	FY19	FY20	FY18	FY19
Total Vehicles	2,909	2,897	*	*	2,913	2,878
- Light Duty	614	595	*	*	593	596
- Medium Duty	828	810	*	*	834	804
- Heavy Duty	354	333	*	*	354	337
- Other Vehicles	1,113	1,159	*	*	1,132	1,141
Vehicle in-service rate (%)	95%	95%	*	*	95%	95%
Fleet miles per gallon (FMPG)	5.8	6.7	*	*	NA	NA
Collisions involving City vehicles	566	520	*	*	225	167
Preventable collisions involving City vehicles	310	330	*	*	120	126
Collisions per 100,000 miles involving City vehicles	6.6	5.4	*	*	7.9	4.2
Preventable collisions per 100,000 miles involving City vehicles	3.6	3.4	*	*	4.2	3.2
Injuries involving collisions in City vehicles per 100,000 miles	0.5	0.6	*	*	0.9	0.6
Injuries involving preventable collisions per 100,000 miles	0.2	0.3	*	*	0.2	0.4
Authorized City drivers trained in defensive driving (%)	94%	99%	*	*	100%	99%
Revenue from recoverable affirmative claims	\$66,491	\$29,075	*	*	\$7,435	\$32,657
"NA" Not Available	*None					
POLICE DEPARTMENT	Actual		Target		4-Month Actual	
INDICATORS	FY17	FY18	FY19	FY20	FY18	FY19
Total Vehicles	9,666	10,110	*	*	9,436	10,212
- Light Duty	6,582	6,867	*	*	6,564	6,942
- Medium Duty	1,325	1,520	*	*	1,340	1,508
- Heavy Duty	440	436	*	*	434	450
- Other Vehicles	1,319	1,287	*	*	1,098	1,312
Vehicle in-service rate (%)	95%	94%	*	*	94%	93%
Fleet miles per gallon (FMPG)	8.9	9.1	*	*	NA	NA
Collisions involving City vehicles ¹	4.6	4.3	*	*	4.5	4.5
Revenue from recoverable affirmative claims	\$1,866,856	\$2,256,849	*	*	\$793,940	\$450,065
¹ NYPD Collisions figure represents Collisions per 100,000 miles.	"NA" Not Available		*None			

FIRE DEPARTMENT	Actual		Target		4-Month Actual	
INDICATORS	FY17	FY18	FY19	FY20	FY18	FY19
Total Vehicles	2,367	2,487	*	*	2,444	2,463
- Light Duty	382	394	*	*	411	392
- Medium Duty	713	584	*	*	708	513
- Heavy Duty	1,106	1,338	*	*	1,159	1,382
- Other Vehicles	166	171	*	*	166	176
Vehicle in-service rate (%)	85%	84%	*	*	85%	81%
Fleet miles per gallon (FMPG)	4.6	4.6	*	*	NA	NA
Collisions involving City vehicles	1,892	1,890	*	*	640	562
Preventable collisions involving City vehicles	1,082	962	*	*	261	278
Collisions per 100,000 miles involving City vehicles	9.6	9.9	*	*	7.2	8.0
Preventable collisions per 100,000 miles involving City vehicles	3.9	5.5	*	*	2.8	3.9
Injuries involving collisions in City vehicles per 100,000 miles	1.0	1.1	*	*	0.8	1.6
Injuries involving preventable collisions per 100,000 miles	0.4	0.5	*	*	0.3	0.8
Revenue from recoverable affirmative claims	\$103,774	\$32,926	*	*	\$36,304	\$34,344
"NA" Not Available	*None					
DEPARTMENT OF CORRECTION	Actual		Target		4-Month Actual	
INDICATORS	FY17	FY18	FY19	FY20	FY18	FY19
Total Vehicles	621	611	*	*	622	663
- Light Duty	250	267	*	*	250	270
- Medium Duty	164	142	*	*	164	139
- Heavy Duty	194	189	*	*	195	190
- Other Vehicles	13	13	*	*	13	64
Vehicle in-service rate (%)	94%	94%	*	*	94%	94%
Fleet miles per gallon (FMPG)	6.0	6.9	*	*	NA	NA
Collisions involving City vehicles	110	114	*	*	45	34
Preventable collisions involving City vehicles	64	75	*	*	33	3
Collisions per 100,000 miles involving City vehicles	2.9	2.7	*	*	2.4	1.8
Preventable collisions per 100,000 miles involving City vehicles	1.7	1.8	*	*	1.8	0.2
Injuries involving collisions in City vehicles per 100,000 miles	1.7	1.3	*	*	1.2	0.9
Injuries involving preventable collisions per 100,000 miles	0.5	0.2	*	*	0.5	0.0
Authorized City drivers trained in defensive driving (%)	NA	NA	*	*	20%	NA
Revenue from recoverable affirmative claims	\$14,183	\$17,652	*	*	\$6,523	\$11,684
"NA" Not Available	*None					

DEPARTMENT OF EDUCATION	Actual		Target		4-Month Actual	
INDICATORS	FY17	FY18	FY19	FY20	FY18	FY19
Total Vehicles	319	314	*	*	317	315
- Light Duty	188	175	*	*	187	176
- Medium Duty	107	116	*	*	106	114
- Heavy Duty	24	23	*	*	24	25
- Other Vehicles	0	0	*	*	0	0
Vehicle in-service rate (%)	99%	99%	*	*	99%	99%
Collisions involving City vehicles	54	54	*	*	14	9
Preventable collisions involving City vehicles	22	18	*	*	8	0
Revenue from recoverable affirmative claims	\$84,607	\$36,575	*	*	\$15,112	\$18,918
"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).

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-vehicle involved collision reports per 100,000 miles involving injury or property damage in the citywide fleet reported in the citywide collision reporting system (CRASH).

Daily fleet in-service targets achieved (%):

The percentage of days the target for vehicle in-service rate was met.

Electric chargers installed:

The number of chargers installed for the City hybrid-electric powered vehicles.

Electric vehicles:

The number of electric and plug-in vehicles in the citywide fleet. The fiscal year figure is the number of electric vehicles on the last day of the reporting period.

Employees trained in defensive driving:

The number of City employees trained in defensive driving centrally.

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 non-emergency City fleet vehicle (and no City emergency response vehicle).

Fleet acquisition expenditures (capital) (\$000,000):

The amount of capital funds spent on City fleet during the year.

Fleet acquisition expenditures (expense) (\$000,000):

The amount of expense funds spent on fuel for City fleet during the year.

Fleet fuel expenditures (\$000,000):

The amount spent on fuel for City fleet during the year.

Fleet miles per gallon (FMPG):

This indicator shows a total miles per gallon average for all vehicles combined. Agency fuel use may involve off-road and specialized equipment usage that impacts this calculation. It is not a vehicle-specific MPG indicator, but offers a general view of fuel efficiency for the City fleet.

Fleet repair expenditures (\$000,000):

The amount spent on repair and maintenance of City fleet during the year.

Fleet support personnel:

The number of City personnel assigned to administer and support City fleet operations for the year.

Injuries involving collisions in City vehicles:

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.

Off-road electric vehicles:

The number of off-road electric and plug-in vehicles in the citywide fleet. The fiscal year figure is the number of electric vehicles on the last day of the reporting period. This includes off-road solar electric units.

On-road electric vehicles:

The number of on-road electric and plug-in vehicles in the citywide fleet. The fiscal year figure is the number of electric vehicles on the last day of the reporting period.

Preventable collisions in City vehicles:

A collision in which the driver, by his/her own admission or in the judgment of an Agency Accident Review Committee, did not take all reasonable avoidance actions, including attention to road conditions and improper actions of other drivers. "Preventability" is not limited to the violation of traffic laws and is distinguished from "chargeability" as determined by the law.

Preventable collisions per 100,000 miles involving City vehicles citywide:

The number of preventable collisions reports per 100,000 miles in the citywide fleet.

Purchased vehicles compliant with Local Law 38 (%):

The percentage of light and medium-duty vehicles purchased for the City through DCAS during the period that are certified with the highest ratings defined by California Low-Emission Vehicle (LEV) II standards. The four highest ratings are zero emission vehicles (ZEV), transitional zero emission vehicles (TZEV), advanced technology partial zero emission vehicles (ATPZEV), and partial zero emission vehicles (PZEV). Pursuant to Local Law 38 of 2005, each light and medium-duty vehicle that the City purchases should have the best certified emission rating within its vehicle category while meeting the requirements for the City's intended use. According to the law, some exceptions apply based on cost and other limited exemptions, including for certain emergency vehicles.

Revenue from recoverable affirmative claims:

The amount of money recovered following collisions in City vehicles.

Vehicle and 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*

Department of Environmental Protection

Department of Correction

Department of Parks and Recreation

Department of Health and Mental Hygiene

New York City Fire Department

New York City Police Department

Department of Transportation

Department of Sanitation

Department of Education

*"Department of Citywide Administrative Services" vehicles include those used by the following agencies:

Administration of Children's Services

Board of Elections

Bronx Borough President

Brooklyn Borough President

Business Integrity Commission

Campaign Finance Board

City Commission on Human Rights

City Council

Civilian Complaint Review Board

Department for the Aging

Department of Buildings

Department of City Planning

Department of Citywide Administrative Services

Department of Consumer Affairs

Department of Cultural Affairs

Department of Design and Construction

Department of Finance

Department of Homeless Services

Department of Housing Preservation and Development

Department of Information Technology and Telecommunications

Department of Investigation

Department of Probation

Department of Records and Information Services

Department of Small Business Services

Department of Youth and Community Development

Financial Information Services Agency

GrowNY (formerly known as "Council on the Environment")

Human Resources Administration

Landmarks Preservation Commission

Law Department

Manhattan Borough President

Mayor's Office

New York City Emergency Management

NYC Economic Development Corporation

Office of Administrative Trials and Hearings

Office of Chief Medical Examiner

Office of Labor Relations

Office of Management and Budget

Office of Payroll Administration

Office of the City Clerk

Office of the Comptroller

Office of the Public Advocate

Queens Borough President

Sheriff's Office

Sports Commission

Staten Island Borough President

Tax Commission

Taxi and Limousine Commission

SPENDING AND BUDGET INFORMATION

FISCAL 2019 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 provided the Mayor's Office of Operations with expenditures for City agencies, as reported in the City's Fiscal 2018 Comprehensive Annual Financial Report and the planned amounts for Fiscal 2019. Figures cited reflect all funds.

The Preliminary Mayor's Management Report and Mayor's Management Report 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.

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289	Department of City Planning	165	NYC Health + Hospitals
295	Department of Citywide Administrative Services	169	Human Resources Administration
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75	Department of Correction	91	Law Department
129	Department of Cultural Affairs	269	New York City Economic Development Corporation
257	Department of Design and Construction	69	New York City Emergency Management
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151	Department of Health and Mental Hygiene	159	Office of Chief Medical Examiner
187	Department of Homeless Services	217	Public Libraries*
275	Department of Housing Preservation and Development	207	School Construction Authority
315	Department of Information Technology and Telecommunications	143	Taxi and Limousine Commission
95	Department of Investigation		

*Non-Mayoral Agencies

This report was produced by
the Mayor's Office of Operations in collaboration with the City
agencies presented within.

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