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# MAYOR'S MANAGEMENT REPORT

September 2021

The City of New York  
Mayor Bill de Blasio

Dean Fuleihan  
First Deputy Mayor

Jeff Thamkittikasem, Director  
Mayor's Office of Operations

**NYC**



Hometown Heroes Ticker-Tape Parade to honor essential workers.

Credit Cover: Ed Reed/Mayoral Photography Office

Credit Back: Michael Appleton/Mayoral Photography Office

# LETTER FROM THE MAYOR



Dear friends and fellow New Yorkers,

Seven years ago, we came into office determined to transform city government and uplift New Yorkers from every corner of this city. There was an enormous amount of work to be done: The terrorist attacks of 9/11, the economic crash of 2008 and the devastation of Hurricane Sandy were still being felt by too many New Yorkers. But we did what New Yorkers always do in the face of adversity: use our creativity and courage to come back even stronger.

New York is the Resilient City. Even after setbacks and tragedies, New Yorkers never falter. We strive to make something better for themselves, their families, and communities.

The COVID-19 pandemic showed the entire world what New York City could do: Overcome incredible challenges while putting working families first. From the start of the pandemic, our city fought to make sure our people were provided for, cared for, and ultimately, vaccinated and protected.

This year's Mayor's Management Report details exactly how that work was done, particularly with regards to our COVID-19 response and the largest vaccination effort in city history. This data gives the public across-the-board access to city data, providing an honest and open accounting of how we rose to the greatest challenge our city had faced in a hundred years.

The pandemic changed our lives and our city, but it has also clarified what is needed to see us into the future. This Administration has led the way in showing cities around the globe that we can leverage the power of good government to put people first. People can't fight inequality and climate change alone. The recent deadly flooding brought on by Tropical Storm Ida shows how much we need each other to survive the coming storms.

I've never been prouder to be the Mayor of this city than I am now. Not only have we weathered the worst of a global pandemic: we have done it while building America's fairest and safest big city. We're expanded economic opportunity and access to education. We've protected tenants, brought down homelessness, and built new housing for thousands. And our Recovery For All of Us aims to build on the legacy of equity and justice we have worked for all along.

There are always a few who are ready to say the New York story is over, but every time, they are proven wrong. Our city has been through tough times, but when you're a New Yorker, you never have to go it alone. That spirit of solidarity is one I'm grateful for every day, and one that will see us through whatever the future brings.

Sincerely,  
Bill de Blasio  
Mayor

A handwritten signature in black ink that reads "Bill de Blasio". The signature is written in a cursive, flowing style.



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 globe, with a shield on its chest. Below the eagle are two figures: a Native American on the left and a European on the right. The seal is encircled by a wreath and the Latin motto "SIGILLUM CIVITATIS NOVI EBORACI" and the date "1625".

# Mayor's Management Report

Fiscal 2021

**The City of New York**  
**Mayor Bill de Blasio**

Dean Fuleihan, First Deputy Mayor

Jeff Thamkittikasem, Director  
Mayor's Office of Operations

September 2021



## MESSAGE FROM THE DIRECTOR

This final Mayor's Management Report during the de Blasio administration proves that we have a lot to be proud of as a City. During the last seven and a half years, we have worked to deliver groundbreaking new services to New Yorkers, push for increased transparency and accountability, promoted a racial equity mission, and responded to an unprecedented global pandemic.

The Mayor's Management Report (MMR) is an annual report produced by the Mayor's Office of Operations that ultimately helps City agencies, offices, advocates, and the public better understand how New York City is performing. The report was first produced by the Mayor's Office in 1977 as a part of the City's response to the fiscal crisis, to highlight the impacts on performance in a challenging budget environment. The MMR includes both quantitative metrics and qualitative explanations that show how each City agency and related projects are doing and allows for year-over-year comparisons, or in this particular publication eight-year trends, to show where progress has been made, where more attention is needed, and where there are opportunities for improvement.

The COVID-19 pandemic impacted and disrupted the city's normal operations—not to mention the daily lives of New Yorkers—but, at the same time, it has also spurred innovative, immediate efforts to rapidly respond and address the pandemic. This year, the MMR highlights some of that response, as well as documenting the performance of the city, and its agencies, during these times. While the MMR is full of important data and metrics, it cannot fully capture the efforts of the heroic, resilient efforts of New Yorkers to adapt to, respond to, and reopen in the face of COVID-19. In accordance with the City Charter, this report covers Fiscal Year 2021, from July 1, 2020 to June 30, 2021. Since then, we've seen shifts in our COVID-19 case numbers, but also have enacted new measures to promote vaccinations and keep New Yorkers safe. This report will primarily focus on the state of the city during the reporting period, but will allow for additional context from July to September as is needed to provide accurate information.

The de Blasio administration continues to prioritize fighting for racial equity citywide and across every agency. The "Focus on Equity" statements implemented in Fiscal 2014 at the beginning of each MMR chapter highlight agency's work in addressing racial and other social justice inequities over the years. Following important calls for racial justice, as well as the outcomes of the City's Racial Inclusion and Equity Task Force, these sections remain even more important now to show how each agency continues to do its part and will prioritize this work in years to come. This year, we have added a notation that directly links indicators in the MMR to indicators highlighted in the Social Indicators and Equity Report and on the Equity NYC website, published by the Mayor's Office for Economic Opportunity. This will direct you to data where these critical indicators are disaggregated by race and provide additional context.

Thank you to the staff at the Mayor's Office of Operations and across City agencies for making this important report possible during this challenging time.

Jeff Thamkittikasem  
Director, Mayor's Office of Operations





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# INTRODUCTION

## 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 annual Mayor's Management Report (MMR) covers the 12-month fiscal year period, from July through June. The Preliminary Mayor's Management Report (PMMR) covers performance for the first four months of the fiscal year, from July through October. The Charter provisions governing the submission of the MMR/PMMR can be viewed on the Mayor's Office of Operations' website at [www.nyc.gov/mmr](http://www.nyc.gov/mmr).

The MMR and PMMR cover the operations of City agencies that report directly to the Mayor. Three additional non-Mayoral agencies are included, for a total of 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 MMR, the most recent five full fiscal years of data are presented. 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.
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 MMR and PMMR 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 MMR/PMMR 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](http://www.nyc.gov/mmr).

Also available at [www.nyc.gov/mmr](http://www.nyc.gov/mmr):

1. Definitions for each agency performance indicator including the data source.
2. Additional tables showing information of interest across agencies including workforce absence rates and fleet vehicle usage.
3. An archive of previously released reports from Fiscal 2020 to Fiscal 1997.

MMR/PMMR 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 MMR/PMMR cycle. Visit the CPR website at [www.nyc.gov/cpr](http://www.nyc.gov/cpr) (<https://www1.nyc.gov/site/cpr/agency-performance/agency-performance-reports.page>).

The background of the slide is a solid dark blue color. Overlaid on this background is a large, faint, light blue watermark of the Seal of the City of New York. The seal features a central figure of a Native American man standing, holding a bow in his right hand and an arrow pointing downward in his left. He wears a feathered headdress and a fringed garment around his waist. To the left of the figure is a sailing ship, and to the right is a plow. The entire scene is enclosed within a circular border of a laurel wreath. The words "CITY OF NEW YORK" are visible at the bottom of the seal, and "1625" is at the top.

# **How is New York City Government Doing?**



# HOW IS NEW YORK CITY GOVERNMENT DOING?

## THE DE BLASIO ADMINISTRATION: BY THE NUMBERS

The Mayor’s Management Report (MMR) provides detailed information to the public on more than 2,000 indicators each fiscal year. This section of the report offers a snapshot of over 60 trends occurring during the de Blasio Administration, Fiscal 2014 through Fiscal 2021, across the breadth of all 45 agencies represented in the MMR, telling important stories from every corner of City government. Fiscal 2013, covering July 2012–June 2013, is the last full year of the Bloomberg Administration, and is used whenever possible, as the starting point for comparison.

The below indicators showcase the de Blasio administration’s achievements over two terms in educational outcomes, public safety, criminal justice and police reform, sustainability, transportation, access to healthcare, affordable housing, economic security and more.

## EDUCATION

### UNIVERSAL PRE-K

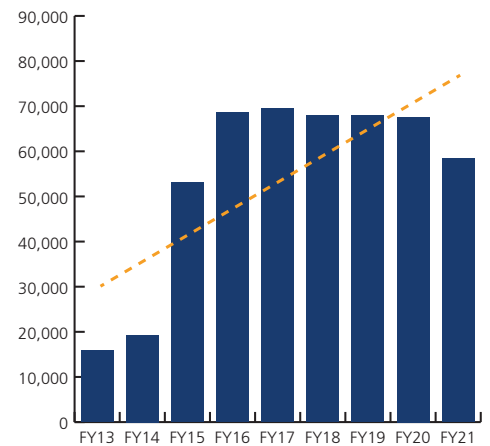


Mayor de Blasio announced NYC’s commitment to universal pre-kindergarten in January 2014. The Pre-K for All program reached full capacity by the 2016–17 school year. Today every four year-old in the city, regardless of family income, has access to free, full-day Pre-K. This initiative tripled the number of four year-olds in Pre-K programs, from approximately 19,000 students prior to Pre-K for All, to approximately 70,000 students after launch.

The Mayor’s Office for Economic Opportunity (NYC Opportunity), an Office that helps the City use evidence and innovation to reduce poverty and increase equity, partnered with the DOE to lead the evaluation of the initial rollout and implementation of Pre-K for All. The mixed-methods study, which worked with national early childhood experts and independent evaluators, provided valuable insights into the strengths and areas of improvement in instruction, family engagement, use of data in the program and provided a snapshot of student learning.

The administration built on this progress in early childhood education, launching a 3-K for All program in 2017. 3-K for All is the nation’s most ambitious effort to provide universal, free, full-day, high-quality early childhood education for every three-year-old child and builds on the success of Pre-K for All. High-quality 3-K helps to make sure children are prepared for kindergarten and have a strong start in school and life. 3-K for All has expanded year-over-year, with DOE announcing it will offer 3-K in every school district for the 2021–22 school year. By this fall, the City will support approximately 40,000 3-K seats across all 32 community school districts.

Universal Pre-K Enrollment



Student Enrollment as of October 31 in full day pre-kindergarten; DOE

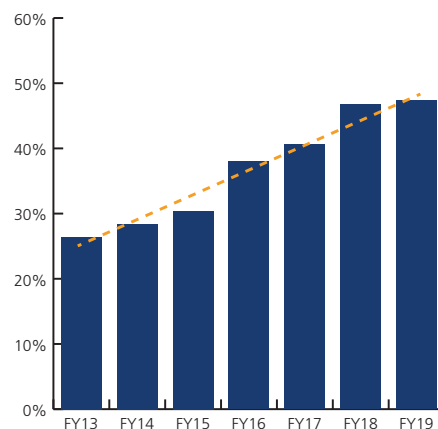
## GRADES 3 TO 8—ENGLISH PROFICIENCY



DOE

The DOE's Equity and Excellence for All agenda extends beyond early childhood education and into elementary and middle school. The Universal Literacy initiative, launched in 2016, aims to get all NYC students reading on grade level by the end of second grade. Roughly 500 Universal Literacy Reading Coaches support DOE's K-2 teachers with instructional coaching and curriculum development to reach this goal. ELA State assessments were cancelled in 2020 and 2021 due to COVID-19.

## Grades 3 to 8—English Proficiency



Students in grades 3 to 8 meeting or exceeding standards - English Language Arts (%); DOE

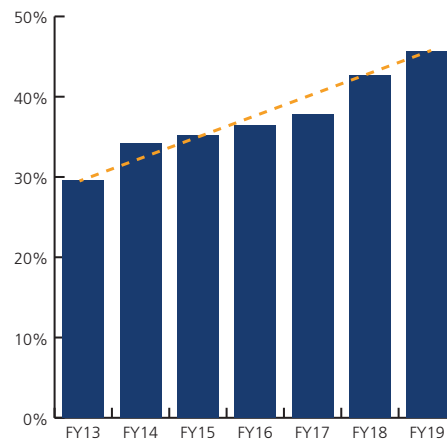
## GRADES 3 TO 8—MATH PROFICIENCY



DOE

As a part of the DOE's Equity and Excellence for All agenda to prepare students for success in math, DOE launched Algebra for All in 2015, a commitment to offer access to algebra to all students by 8th grade. DOE has trained hundreds of teachers in algebra instruction to meet this goal. Math State assessments were cancelled in 2020 and 2021 due to COVID-19.

## Grades 3 to 8—Math Proficiency



Students in grades 3 to 8 meeting or exceeding standards—Math (%); DOE



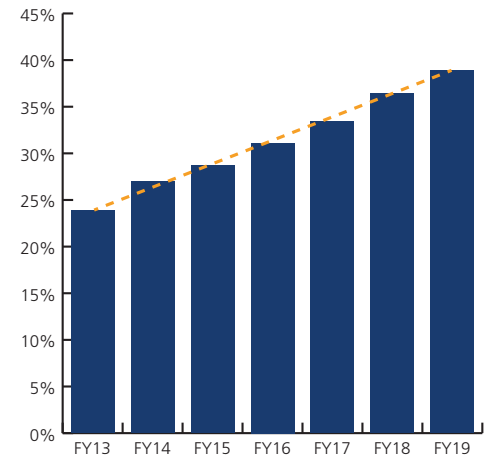
## HIGH SCHOOLERS TAKING AP EXAMS



DOE

Equity and Excellence programs have opened up crucial new opportunities for all NYC high school students. The AP for All initiative has drastically increased access to Advanced Placement courses, raising the number of students with access from 160,000 to 226,000. DOE met its benchmark of offering 5+ AP courses to over 75 percent of NYC high school students by 2018 and is working to increase this to 100 percent of high school students. The percentage of students taking AP exams has also increased, from 23.9 percent in 2013 to 39 percent in 2019. Data for 2020 and 2021 has not yet been published.

### High Schoolers Taking AP Exams



Percent of high school cohort taking at least 1 AP exam in 4 years of high school; DOE

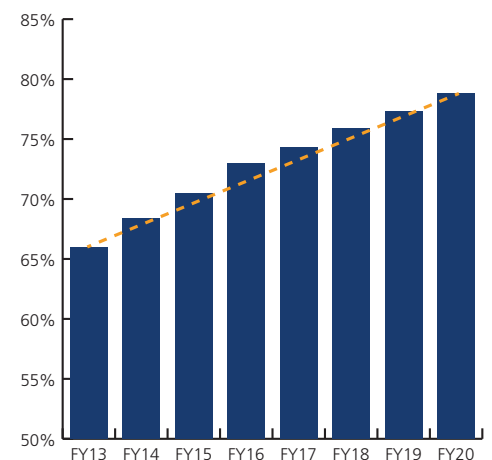
## HIGH SCHOOL GRADUATION RATE



DOE

Through a variety of initiatives, including the Equity and Excellence programs, providing supports, expanding training and support for teachers, and improving engagement with parents, the four-year high school graduation rate has improved from 66 percent in 2013 to 78.8 percent in 2020. Academic planning for juniors and seniors was top of mind during the transition of the nation's largest school system to remote learning in Spring 2020. School counselors and college and career planning staff supported the Class of 2020 remotely. Schools worked hard to keep students on track toward graduation, supporting them on mastering courses, offering rigorous instruction and individualized postsecondary planning to prepare them for their next steps after completing high school. Additionally, the College and Career Bridge for All program rapidly expanded to extend near-peer support to 51,796 students in the Class of 2020 from July through September as they made their postsecondary transition.

### Four-Year High School Graduation Rate



Students in cohort graduating from high school in 4 years (%) (NYSED); DOE

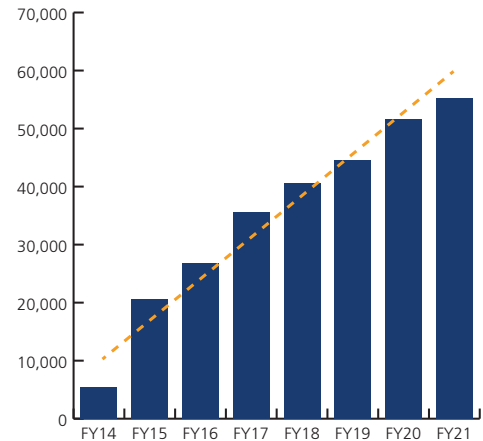
In Spring 2021, Mayor de Blasio announced a historic investment to bring 100 percent "Fair Student Funding" (FSF) for all New York City public schools funded by FSF for the first time ever, starting in the 2021–22 school year. This built on years of investment totaling \$1.6 billion to raise the Fair Student Funding floor from 81 percent in 2014 to its current level. This investment represents the administration's commitment to bring all schools to 100 percent FSF once the State met their Campaign for Fiscal Equity (CFE) funding mandate. FSF is driven by equity, and the data shows that it's been successful in advancing it. On average, schools with high concentrations of poverty receive over 20 percent more funding overall than schools with low concentrations of poverty.

## NEW SCHOOL SEATS CREATED



The School Construction Authority (SCA) is accountable for new school construction and major renovations to older schools. SCA continues to respond to build new schools in areas of need to reduce overcrowding, upgrade facilities, and improve access to technology. In addition to preparing for Universal Pre-K in Fiscal 2015, SCA continues to build new schools and add seat capacity with 50,000+ seats added during the de Blasio administration.

### New Seats Created (Cumulative)



Total New Seats Created; SCA

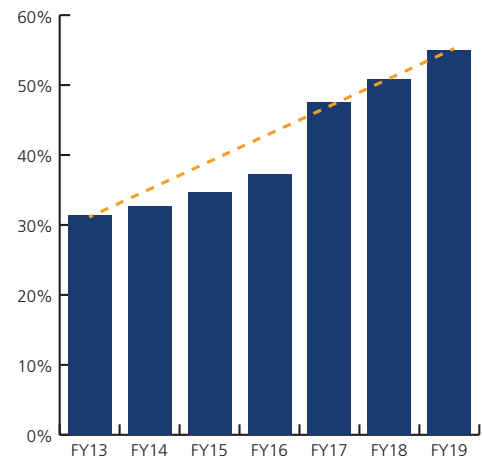
## FOUR-YEAR COLLEGE READINESS



To prepare students with the technical skills required in the 21st century economy, Mayor de Blasio announced a 10-year Computer Science for All initiative in 2015. To date, the initiative has trained over 2,000 teachers and expanded access to Computer Science to students in 825 schools, with 177,000 students taking Computer Science coursework in the 2019–20 school year. The number of students who took an AP Computer Science exam in 2019 was 5,573 compared to only 1,137 students in 2016.

The College Access for All- High School initiative strives to give every student the resources to build an individual college and career plan. With increased funding and resources to support “college-ready” culture, DOE is seeing tangible gains in college readiness. The proportion of students taking the SAT at least once jumped from 65.9 percent for the class of 2017 to 80 percent for the Class of 2018. In addition, the CUNY college application fee was eliminated for low-income students. In the Class of 2019, 44,936 students redeemed fee waivers through CUNY, allowing them to apply for free. The percentage of a 9th-grade cohort who, by August after their 4th year in high school, have met CUNY’s standards for college readiness in English and mathematics, increased from 31.4 percent in 2013 to 54.6 percent in 2019. More graduates are enrolling in college directly after high school graduation, increasing their likelihood of degree persistence and completion. Both the Classes of 2018 and 2019 boasted 80 percent of graduates enrolling in a postsecondary pathway.

### Four-Year College Readiness



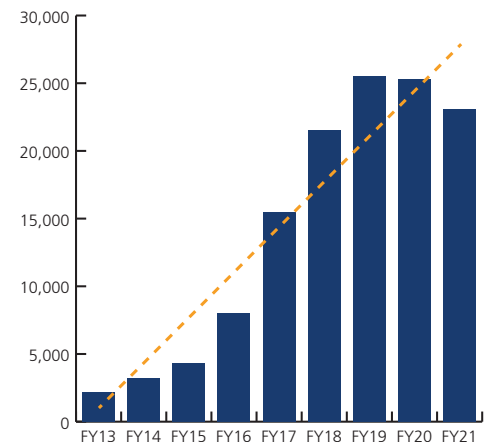
Percent of high school cohort who graduate ready for college and careers; DOE

## INVESTMENT IN CUNY ASAP



CUNY ASAP (Accelerated Study in Associate Programs) provides financial resources to remove barriers to full-time study such as tuition/fee waivers, textbook assistance, and MetroCards; structured pathways to support academic momentum such as required full-time enrollment, block-scheduled first year courses, consolidated course schedules, and winter and summer course-taking; and comprehensive support services to enhance student engagement and connected community such as personalized advisement, tutoring, career development services, and early engagement activities. During the de Blasio administration the City committed to expanding the program to over 25,000 students, allocating more and more funds each year—now more than \$77M each fiscal year to meet this goal. ASAP, which was a partnership between CUNY and NYC Opportunity has proven to be one the most successful initiatives, with students in the program graduating at a rate more than double that of similar students. To date, across eleven cohorts, the ASAP three-year graduation rate is 52.0 percent, more than double the 24.6 percent for a historically matched statistical comparison group from the CUNY evaluation. As ASAP has expanded, a larger percentage of first-time full-time associate freshmen join each year. This has contributed to an overall increase in the CUNY three-year associate system graduation rate from 12 percent for the fall 2007 cohort to 25% for the fall 2017 cohort. By 2022, ASAP expansion is projected to help increase the CUNY three-year associate system graduation rate to 35 percent. CUNY and NYC Opportunity continue to partner on a four-year version of ASAP called ACE that is producing similarly impressive results.

### Total Students Served in CUNY ASAP



Total students served in CUNY Accelerated Study in Associate Programs (ASAP); CUNY

Agency	Performance Indicators	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
DOE	Student Enrollment as of October 31 in full day pre-kindergarten	15,917	19,287	53,120	68,647	69,510	67,881	67,886	67,589	58,469
DOE	Students in grades 3 to 8 meeting or exceeding standards - English Language Arts (%)	26.4%	28.4%	30.4%	38.0%	40.6%	46.7%	47.4%	NA	NA
DOE	Students in grades 3 to 8 meeting or exceeding standards - Math(%)	29.6%	34.2%	35.2%	36.4%	37.8%	42.7%	45.6%	NA	NA
DOE	Percent of high school cohort taking at least 1 AP exam in 4 years of high school	23.9%	27.0%	28.7%	31.1%	33.4%	36.4%	38.9%	NA	NA
DOE	Students in cohort graduating from high school in 4 years (%) (NYSED)	66.0%	68.4%	70.5%	73.0%	74.3%	75.9%	77.3%	78.8%	NA
SCA	Total New Seats Created (Yearly)	10,061	5,380	15,210	6,241	8,676	5,032	4,045	6,956	3,773
SCA	Total New Seats Created (Cumulative)	NA	5,380	20,590	26,831	35,507	40,539	44,584	51,540	55,313
DOE	Percent of high school cohort who graduate ready for college and careers	31.4%	32.6%	34.6%	37.2%	47.5%	50.8%	54.9%	57.7%	NA
CUNY	Total students served in CUNY Accelerated Study in Associate Programs	2,204	3,205	4,352	8,016	15,473	21,514	25,507	25,345	23,118

# PERSONAL AND COMMUNITY SAFETY

## DECREASING CRIME AND FOCUS ON SAFETY AND NEIGHBORHOOD POLICING



Since Mayor de Blasio took office on January 1, 2014, the Administration has implemented strategies which have made the city safer while also advancing reforms to make the justice system fairer. The result has been a reduced enforcement footprint coupled with a sustained decrease in crime. The number of major felony crimes citywide has decreased significantly since Fiscal 2013, from over 110,000 to 95,369 in Fiscal 2021, making New York City the safest big city in America.

Comparing Calendar Year 2020 to Calendar Year 2013, there were approximately:

- 182,000 fewer stop and frisk incidents, a 95 percent reduction
- 245,000 fewer arrests, a 64 percent reduction
- 34,000 fewer marijuana arrests, a 98 percent reduction
- 5,900 fewer people in jail on average per day, a 52 percent reduction

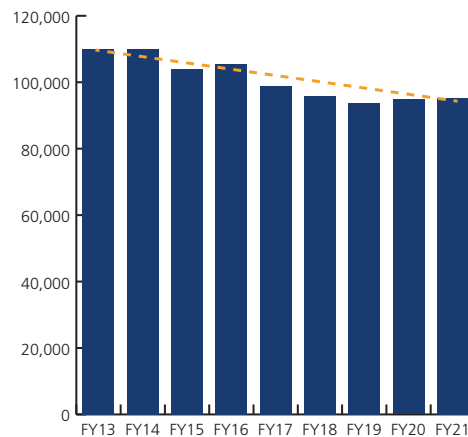
In 2015, New York City launched Neighborhood Policing, which has since become the cornerstone of today's NYPD. Neighborhood Policing is a comprehensive public safety strategy built on improved communication and collaboration between local police officers and community residents. Neighborhood Policing greatly increases connectivity and engagement with the community while improving the NYPD's crime-fighting capabilities. Through the creation and implementation of Precision Policing, the NYPD has shifted its focus towards the drivers of crime and reduced overall index crime 13.4 percent below an already historically low crime rate.

The Police Department has committed to improving upon its training protocols. Enhanced training includes instruction in implicit bias to mitigate bias that might affect the way police engage with the public and respond to situations, and extensive training in de-escalation tactics. Furthermore, in order to hold one another accountable and promote a culture of a duty to intervene, the NYPD has partnered with the Innovative Policing Program at Georgetown University to provide Active Bystandership in Law Enforcement (ABLE) training for officers on how to be active bystanders who intercede when they observe police misconduct. In addition, Crisis Intervention Team (CIT) training was designed in collaboration with mental health professionals to teach officers how to better approach and gain voluntary compliance from individuals in crisis. Lastly, midway through 2021 the NYPD unveiled a deescalating training, titled Integrating Communications, Assessment, and Tactics (ICAT), which will enhance efforts to resolve situations without any use of force.

Body-worn cameras were in use in all precincts by 2018, completing a roll out that began in 2014. Providing body-worn cameras to all patrol officers increases accountability, allowing the Department to review and improve interactions with the public. More recently, the NYPD also committed to the public release of body-worn camera footage within 30 days of critical incidents. In 2015, the NYPD Open Data Platform increased transparency by making department data publicly available for examination, review, and research.

The NYPD has made significant improvements to its use of force policies and data collection. In 2016, extensive revisions were made that included a new multi-classification system, mandated in-depth investigations, and introduced the TRI (Threat, Resistance, Injury) Report. Additionally, in furtherance of the Police Department's commitment to transparency, NYPD use of force data was opened to public scrutiny and uploaded to NYC Open Data, which expands upon datasets with their Annual Use of Force Report and quarterly public dashboard.

### Major Felony Crime



Major felony crime; NYPD

## SCHOOL SAFETY

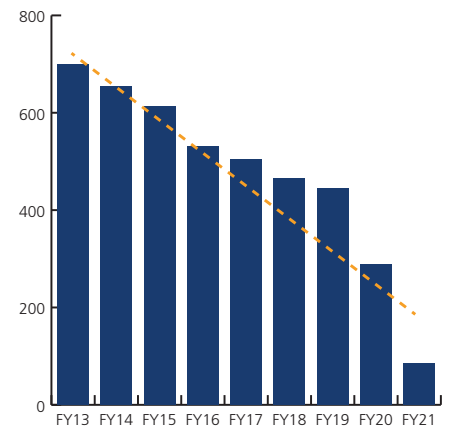


The Administration has clarified the role of the NYPD in schools, limiting the role of School Safety Agents (SSAs), and emphasizing that school officials should handle non-criminal misconduct, or incidents where students are not posing a danger to themselves or others. SSAs now undergo extensive training, including conflict resolution, de-escalation, restorative justice, and implicit bias. This administration also committed to transfer by June 30th, 2022, the management of SSAs from NYPD to DOE.

In Spring 2021, cohorts of SSAs participated in training with the DOE in Conflict Resolution/Mediation, Restorative Justice, and Implicit Bias. The goal of transitioning SSAs back to the DOE is specifically focused on ensuring that SSAs are deeply integrated into the school community, are aligned with the school's social-emotional work, in partnership with educators, parents, and students in ensuring the wellness of the entire community.

The transition builds off years of investments in school climate initiatives and we've seen progress. Comparing the first three quarters of 2016–17 to 2019–20, overall NYPD interventions in DOE schools decreased 5 percent, with arrests declining 60 percent and summonses declining 80 percent, while suspensions are down 40 percent during the same time period. Due to this success, DOE will continue this work by expanding restorative justice pilot programs to 500 middle and high schools across the city, which is happening in parallel with training SSAs in being critical partners in the execution of restorative practices in schools.

## School Safety—Major Felony Crime



School safety - Major felony crime; NYPD

## MAYOR'S ACTION PLAN FOR NEIGHBORHOOD SAFETY AND COMMUNITY-BASED SOLUTIONS TO VIOLENCE



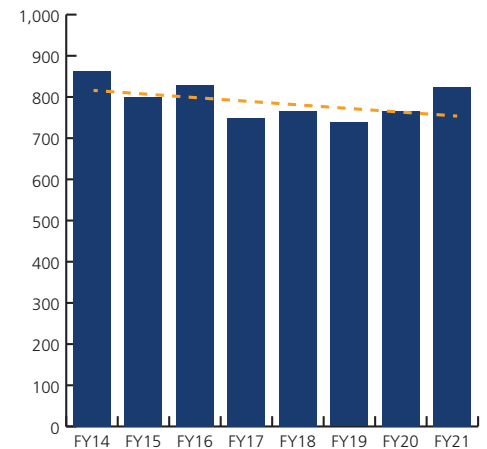
The City created the Office for Neighborhood Safety, which houses the Mayor's Action Plan for Neighborhood Safety (MAP) and the Office to Prevent Gun Violence (OPGV), which includes the Crisis Management Systems, Cure Violence and other anti-violence programming.

MAP provides wraparound anti-violence resources in the 15 NYCHA Developments with historically higher crime rates, with demonstrated progress over the last several years. Since its launch in 2014, MAP has contributed to substantial reductions in crime at the MAP developments. By the end of Fiscal 2020, shootings were down 18 percent, property crime was down four percent, index crime was down 12 percent and violent crime was down 15 percent from Fiscal 2014, before the initiative began.

The City has taken extensive measures to fight gun violence, including the launch of the NYC Crisis Management System (CMS) to work with 22 communities citywide and more than 50 community-based organizations to interrupt violence, prevent retaliation and reduce gun violence. The Administration has been able to create an array of programs to fight gun violence, including a low-barrier employment program for people who are at-risk for gun violence, and a hospital responder program that deploys violence interrupters to hospitals to prevent future acts of violence.

From YTD 2012-2021 neighborhoods with a CMS site saw a greater reduction in shootings than neighborhoods without CMS sites. During that time period neighborhoods with CMS sites saw a 19 percent decrease in shootings, compared to neighborhoods without CMS sites.

## Total Major Crimes in 15 Select NYCHA Developments



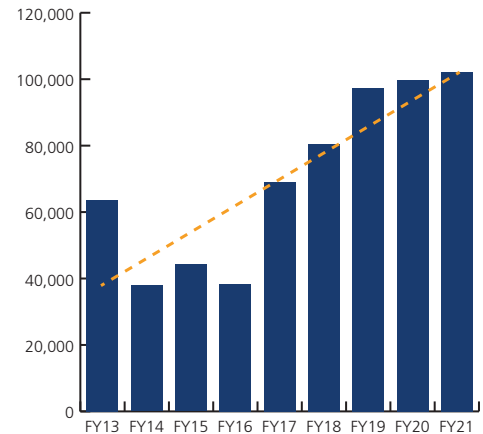
Total Index Crime; MAP

## PEOPLE SERVED BY THE COMMISSION ON HUMAN RIGHTS



Reaching diverse New Yorkers and educating them about their rights and fostering inter-group relations is a core mandate of the NYC Commission on Human Rights (CCHR). Since 2015 CCHR's Community Relations Bureau (CRB) has actively increased the number of New Yorkers served year over year. CRB staff respond to bias incidents, provide NYC Human Rights Law trainings, work with youth across the city, and foster relationships with community-based organizations, houses of worship, and small businesses in order to reach the city's most vulnerable populations. Despite the setbacks of the COVID-19 pandemic, CRB was able to maintain its robust outreach, serving close to 100,000 New Yorkers for three years in a row.

## People Served by CCHR



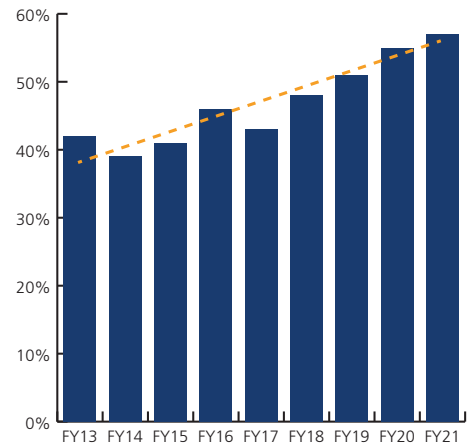
People Served; CCHR

## STRENGTHENING OVERSIGHT OF POLICE



Under the de Blasio Administration, in partnership with the City Council, the City has made historic investments in the Civilian Complaint Review Board (CCRB). In 2020, the CCRB had a staff of more than 210 and a budget of \$19M, up from around 160 staff and \$12M budget in 2013, a 30 percent increase in staff and 60 percent increase in budget. As part of these investments, the City built out the Administrative Prosecution Unit and Outreach Unit in the CCRB. The result is a more efficient and effective CCRB with strides made across the CCRB including streamlined access to body worn camera footage, creation of a training academy for new investigations staff, an increase in CCRB's community outreach and public education, and the expansion of CCRB's jurisdiction. The effectiveness can also be seen in the continued progress in the number of closed allegations with findings on the merits, showing the successful closing of complaints as either substantiated, exonerated, or unfounded. The Board renders findings on the merits when sufficient evidence has been gathered, from complainants, the NYPD, and other sources, to allow a factual conclusion to be made.

## CCRB Successfully Closed Allegations



Closed allegations with findings on the merits (%); CCRB

## DECREASING JAIL POPULATION



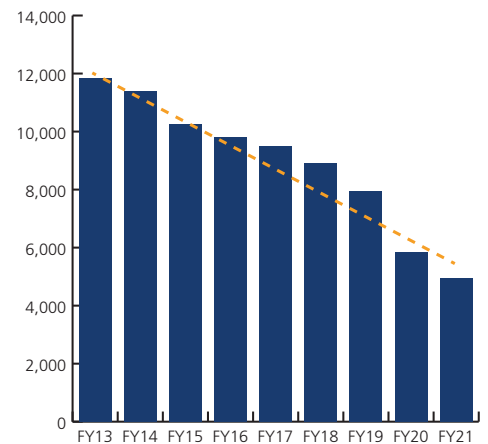
The average daily population in DOC custody decreased 58 percent from 11,827 in Fiscal 2013 to just 4,961 in Fiscal 2021. The reduction in the jail population has been driven by a variety of strategies including expanded funding for Alternative to Incarceration programs and bail alternatives such as Supervised Release (SR), the court-ordered community-based supervision and support program for individuals with pending cases that was launched citywide in 2016. Additionally, accelerated reductions in the jail population resulted from efforts undertaken during spring 2020 related to the COVID-19 pandemic. The number of people in city jails on September 9/9/2021 was 5,941. DOC continues to monitor and report on this information.

The de Blasio administration has implemented historic reforms within the City’s jails, including the elimination of punitive segregation for adolescents, young adults, and the seriously mentally ill. As a result, the number of people in punitive segregation on a given day in New York City has declined by approximately 86 percent since 2014. DOC also pioneered and expanded innovative housing models including Clinical Alternatives to Punitive Segregation and the Program for Accelerating Clinical Effectiveness, developed in partnership with Correction Health Service (CHS), which include on-unit mental health clinicians, as well as the Special Considerations Unit which provides safe and supportive housing and curated programming opportunities for transgender, intersex, and gender non-binary individuals in custody.

Understanding the importance of maintaining family connections, DOC created a free visitor shuttle bus system for visitors to reach loved ones at Rikers, and established the nation’s first community-based visit program for incarcerated mothers and their children.

These efforts are key components of the Administration’s *Smaller, Safer, Fairer* plan to close Rikers Island and replace it with four state of the art borough-based facilities.

### Average Daily Population in Prison



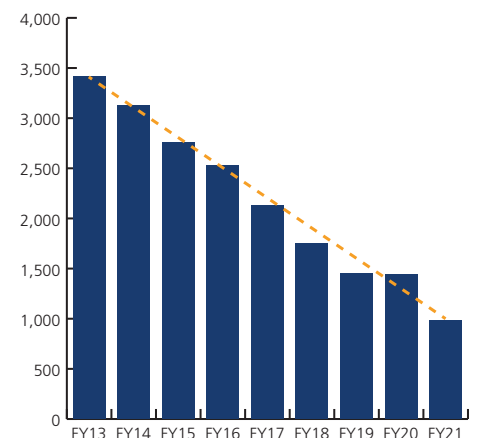
Average Daily Population; DOC

## JUVENILE DETENTION ADMISSIONS



ACS detention admissions have decreased dramatically from 3,149 in Fiscal 2013 to 987 in Fiscal 2021—a decrease of 71 percent. This continues a trend in the justice system. This dramatic decrease also has continued after the implementation of Raise the Age, a series of reforms in October 2018 that changed the age of criminal responsibility to 18, allowing 16- and 17- year olds to move into housing and programming that better meets their needs. ACS continues to provide additional support and programming, renovating the Horizon facility and investing in additional diversion programming such as supervised release, case expediting, and intensive mentorship.

### Juvenile Detention Admissions



Total admissions to detention; ACS

## BETTER OUTCOMES FOR PEOPLE ON PROBATION

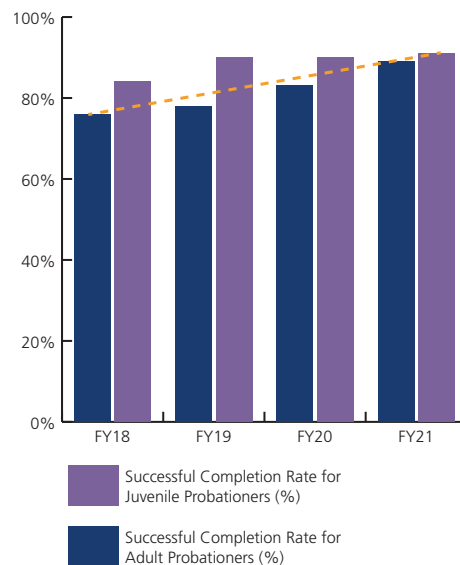


The Department of Probation (DOP) fosters personal change, increases opportunities to thrive and strengthens communities, helping to create a more equitable and safer city. To this end, the rate at which people successfully complete probation in New York City has increased significantly from 84 percent in Fiscal 2018 to 91 percent in Fiscal 2021 for juveniles, and from 76 percent in Fiscal 2018 to 89 percent in Fiscal 2021 for adults, of which one in five now earn an early completion. This was accomplished while maintaining focus on the appropriate use of probation violation filings in order to avoid unnecessary incarceration while promoting public safety.

Through accountability measures and service practices grounded in evidence-based research, as well as partnerships with community-based organizations and other stakeholders, we have worked to ensure that those sentenced to probation supervision in New York City have access to opportunities and services not just to avoid jail or prison, but to thrive. For juveniles, individualized Alternative to Placement (ATP) programs for high-risk youth, operated in partnership with trusted community-based organizations, such as the Advocate-Intervene-Mentor (AIM) program, were created to keep placement-bound youth safe in their communities. An independent evaluation of AIM released in 2018 found that over two-thirds of participants completed the program without incarceration (placement) and over 90 percent avoided felony re-arrest within one year, significantly improving outcomes for the well-being of these young people, their family, their community, and, at the same time creating an on-going cost-avoidance of more than \$29 million.

DOP also brings resources into NYC neighborhoods which have been inordinately impacted by the justice system that large numbers of people on probation, disproportionately people of color, call home. Premised on authentic community engagement, the nationally recognized Neighborhood Opportunity Network (NeON) operates as an engine of equity in seven communities where half of those on probation are within walking distance of a NeON, and strives to minimize adverse collateral consequences of being involved in the criminal and juvenile justice systems. An independent evaluation of the ground-breaking Arches Transformative Mentoring program, which connects 16–24 year olds who live in NeON neighborhoods with credible messenger mentors, found a more than two-thirds reduction in felony reconvictions among participants. Moreover, residents of NeON neighborhoods are now successfully completing probation at the same rate as those who live in neighborhoods that do not have these structural challenges, ensuring that justice system outcomes are no longer defined by a person’s zip code and thereby contributing to a more equitable and safer New York City, at a significantly reduced per capita cost as compared to incarceration.

### Successful Completion Rates for People on Probation



Adult Probationer Rearrest Rate (monthly average) (%);  
DOP

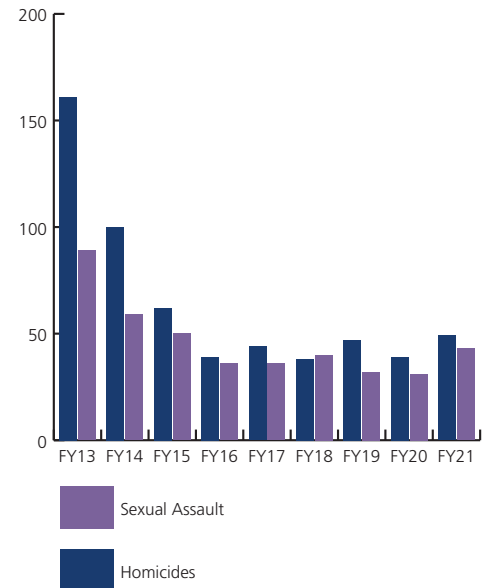


## TIME FOR MEDICAL EXAMINERS TO COMPLETE DNA CASES



The Office of the Chief Medical Examiner (OCME) provides additional forensic services, including DNA testing, to support criminal investigations. The resulted from improved processes OCME implemented throughout its DNA laboratory during the year, after thoroughly examining and analyzing the procedures there.

## Time to Complete DNA Cases



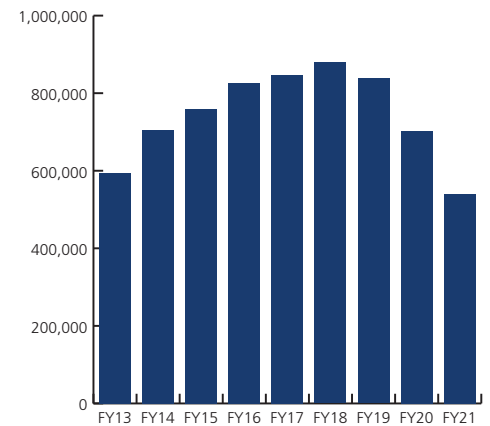
Median time to complete DNA homicide cases from evidence submission to report (days); OCME  
Median time to complete DNA sexual assault cases from evidence submission to report (days); OCME

## CRIMINAL JUSTICE REFORM ACT SUMMONSES



Under the Criminal Justice Reform Act (CJRA) of 2016, the Office of Administrative Trials and Hearings (OATH) was assigned to adjudicate violations of certain low-level offenses previously prosecuted in criminal court. This shift to a preference for adjudication in the civil system—with an option for community service in lieu of a fine—had a dual goal of preserving public safety while reducing the need for arrests, the issuance of warrants, and criminal records. Effective June 13, 2017, the NYPD and Department of Parks and Recreation began issuing civil summonses under the CJRA. About 140,000 CJRA summonses have been filed at OATH since that date, with the largest volumes in Fiscal Years 2018 and 2019.

## All Summonses Received at OATH



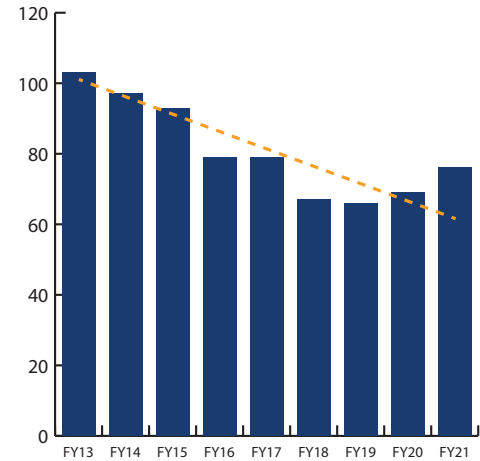
Total summonses received from the issuing agencies at the OATH Hearings Division; OATH

## FEWER SERIOUS FIRES IN NYC



FDNY reduces the risk associated with fires through its inspection, education, and investigation programs. Fire inspections are designed to reduce the loss of life and property from fires through two separate and distinct inspection programs, one carried out by FDNY fire protection inspectors, the other carried out by firefighters and fire officers. In Fiscal 2020, FDNY launched its Risk-Based Inspection System to balance mandatory routine inspections and risk-based ones that focus on buildings are higher risk of fire and fire-related damage. Through these fire prevention measures and more, FDNY is able to contribute to the reduction in serious fires when a structural fire breaks out. These serious fires are those with the highest alarms, from “All Hands” to a “5th Alarm” and above. FDNY continues to respond to fires and emergencies and advance fire prevention citywide.

### Serious Fires Per 1,000 Structural Fires



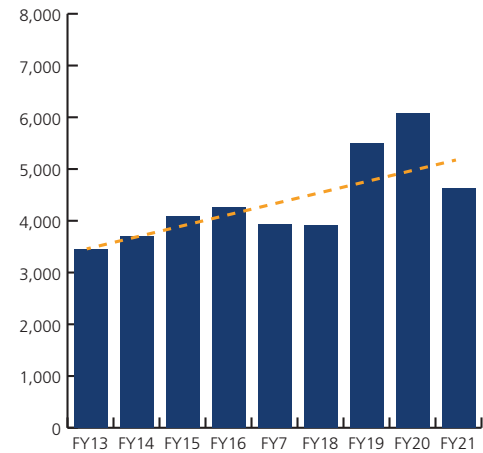
Serious fires per 1,000 structural fires; FDNY

## EMERGENCY INCIDENT RESPONSE



NYC Emergency Management (NYCEM) has an increased ability to respond quickly to a wider variety of incidents. As a result, the number of incidents NYCEM is actively involved in has increased since 2013. NYCEM monitors several incidents that necessitate interagency coordination. While there was an immediate increase in incidents due to the COVID-19 pandemic, the general increase incidents also includes weather-related events including heat events, blackouts, flooding, sewage conditions, and several other incident types. The increase in Fiscal 2019 also demonstrates the variety of incidents NYCEM can now respond to, including two flash floods, a steam main explosion, high winds, a Con Edison transformer explosion, a six-alarm fire in Brooklyn, a helicopter crash, and thirteen winter weather events.

### NYCEM Incidents



Incidents; NYCEM

## TRAFFIC FATALITIES



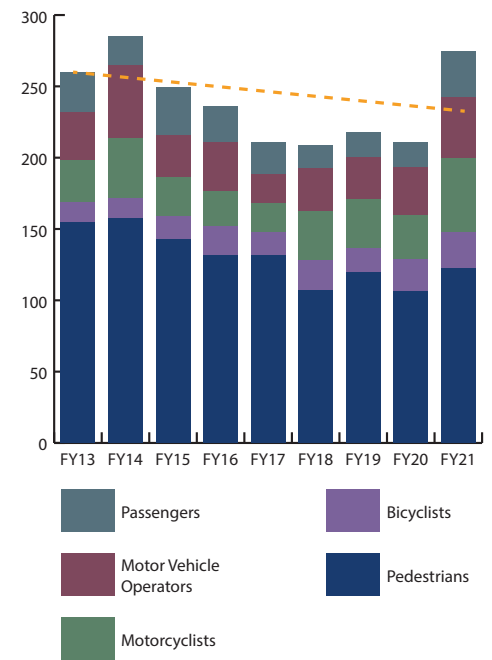
In February 2014, Mayor de Blasio released the first Vision Zero Action Plan, launching a major, inter-agency initiative to reduce traffic-related deaths on NYC’s streets. Through the original Action Plan, and yearly updates released by the standing Vision Zero Task Force, the City has launched 273 pedestrian, cyclist, and driver safety initiatives over the last seven years. These initiatives include sweeping borough-by-borough plans developed by DOT on intersection- and corridor-specific re-engineering projects, including adding speed humps, protected bike lanes, leading pedestrian intervals (LPIs), turn calming treatments, and accessible pedestrian signals. There has also been significant investment in the Vision Zero Great Streets, where immediate safety improvements and permanent capital construction was completed in major arteries. These arteries include Queens Boulevard, Grand Concourse, Atlantic Avenue, 4th Avenue in Brooklyn, and Northern Boulevard.

When Mayor de Blasio launched Vision Zero at the beginning of his administration, DOT’s Street Improvement Project (SIP) program welcomed the increased focus on improving safety at intersections and along corridors throughout NYC that had disproportionate numbers of pedestrian fatalities and serious injuries. At the same time, DOT continued to outreach, plan and implement SIPs that improved accessibility and mobility, while also calming traffic, expanding pedestrian space, and supporting sustainable modes of transportation. During Vision Zero, DOT increased the number of SIPs implemented from an average of less than 45 projects (2009-2013) to more than 100 projects each year (2014-2020).

NYPD has also increased enforcement of Vision Zero driving offenses over the years with a focus on speeding, failure to yield, and other critical infractions. The Mayor signed legislation in 2014 to reduce the default speed limit from 30 to 25 miles per hour, and following the passage of State legislation, 750 school speed zones have received speed cameras. The City has also engaged its own City drivers and TLC-licensed drivers in extensive driver safety training and the installation of telematics systems.

After reaching historic low annual fatality totals, there were 275 traffic fatalities in Fiscal 2021, 30 percent more than the prior year. The lockdown and less pedestrian activity in Fiscal 2020, coupled with less traffic and increased speeding in Fiscal 2021 led to a higher-than-usual annual change. In May 2021 the City announced that speed limits would be lowered on 45 miles of major streets with some the highest rates of crashes across Brooklyn, Queens, the Bronx and Staten Island.

## Traffic Fatalities



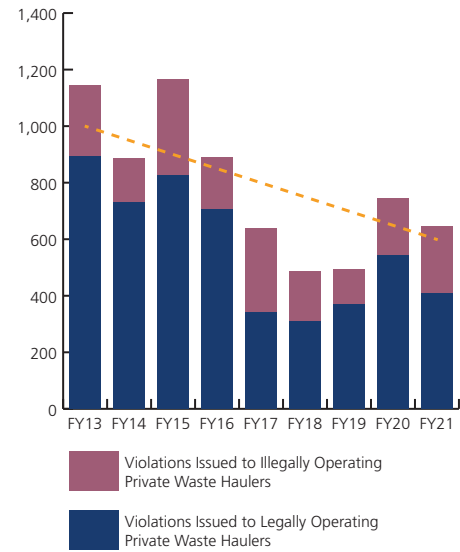
Total Fatalities; Vision Zero, NYPD, DOT  
 Pedestrians; Vision Zero, NYPD, DOT  
 Bicyclists; Vision Zero, NYPD, DOT  
 Motorcyclists; Vision Zero, NYPD, DOT  
 Motor Vehicle Operators; Vision Zero, NYPD, DOT  
 Passengers; Vision Zero, NYPD, DOT

## PRIVATE WASTE HAULER VIOLATIONS



The Business Integrity Commission (BIC) regulates and monitors the trade waste hauling industry. Increased and targeted enforcement actions in Fiscal 2015 continued to pay off as BIC issued fewer violations while receiving fewer public complaints—a 40.3 percent decrease from 534 complaints in Fiscal 2013 to 319 complaints in Fiscal 2021. On January 1st 2020, Local Law 145 of 2013 on trade waste vehicle emissions went into effect, leading to increased enforcement activity to ensure the streets were safe and the vehicles are clean.

## Private Waste Hauler Violations



*Violations issued to private waste haulers; BIC  
Violations issued to legally operating private waste haulers; BIC  
Violations issued to illegally operating private waste haulers; BIC*

Agency	Performance Indicators	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
NYPD	Major felony crime	110,099	110,023	103,872	105,614	98,991	95,868	93,631	94,790	95,369
NYPD	School safety - Major felony crime	699	654	614	532	504	466	444	288	85
MAP	Total index crime	NA	862	801	829	750	767	738	765	824
CCHR	People Served	63,609	37,927	44,202	38,435	69,087	80,454	97,395	99,858	102,121
CCRB	Closed allegations with findings on the merits (%)	42%	39%	41%	46%	43%	48%	51%	55%	57%
DOC	Average Daily Population	11,827	11,408	10,240	9,790	9,500	8,896	7,938	5,841	4,961
ACS	Total admissions to detention	3,419	3,126	2,755	2,528	2,126	1,754	1,449	1,442	987
DOP	Successful completion rate for adult probationers (%)	NA	NA	NA	NA	NA	76%	78%	83%	89%
DOP	Successful completion rate for juvenile probationers (%)	NA	NA	NA	NA	NA	84%	90%	90%	91%
OCME	Median time to complete DNA homicide cases from evidence submission to report (days)	161	100	62	39	44	38	47	39	49
OCME	Median time to complete DNA sexual assault cases from evidence submission to report (days)	89	59	50	36	36	40	32	31	43
OATH	Total summonses received from the issuing agencies at the OATH Hearings Division	594,329	704,213	759,500	826,714	846,999	879,096	837,778	701,862	539,745
FDNY	Serious fires per 1,000 structural fires	103	97	93	79	79	67	66	69	76
NYCEM	Incidents	3,443	3,702	4,091	4,267	3,924	3,913	5,495	6,084	4,630
VZ	Total Fatalities	260	285	249	236	211	209	218	211	275
VZ	Pedestrians	155	158	143	132	132	107	120	107	123
VZ	Bicyclists	14	14	16	20	16	21	17	22	25
VZ	Motorcyclists	30	42	28	25	20	35	34	31	52
VZ	Motor Vehicle Operators	33	51	29	34	21	30	30	34	43
VZ	Passengers	28	20	33	25	22	16	17	17	32
BIC	Violations issued to private waste haulers	1,145	888	1,166	892	640	488	494	746	648
BIC	Violations issued to legally operating private waste haulers	897	733	827	709	343	312	371	545	412
BIC	Violations issued to illegally operating private waste haulers	248	155	339	183	297	176	123	201	236

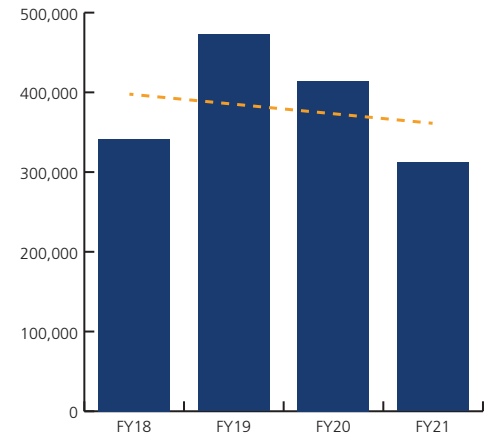
# CORE INFRASTRUCTURE AND ENVIRONMENT

## NYC FERRY RIDERSHIP



To cut down on commute times and increase the sustainability of the City's transit system, the administration has invested in developing new transit options. EDC launched NYC Ferry in May 2017, a massive expansion of affordable ferry service in the city. New Yorkers now have access to ferry service, for the same costs as a subway ride, spanning 26 landings across New York City, serving Manhattan, Queens, Brooklyn, the Bronx, and most recently, Staten Island and the West Side of Manhattan. NYC Ferry has provided over 20 million passenger trips since NYC Ferry's launch in 2017, and will soon continue expansion to Coney Island, Brooklyn and Throgs Neck, Bronx.

## NYC Ferry Ridership



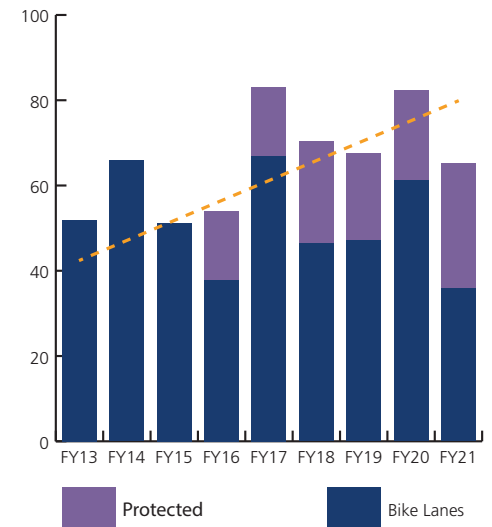
NYC Ferry - Average monthly ridership; EDC

## BICYCLE LANE MILES INSTALLED



Under this administration, and in partnership with the Vision Zero Task Force, DOT has made massive investments in expanding the city's bike network. Cycling has become an increasingly popular mode of transit, prompted and supported by DOT's investments, installing over 500 new miles of bike lanes, including over 140 miles of protected bike lanes. DOT has added additional bike parking, with over 18,000 bike parking spaces installed through bicycle racks and other means of parking during the administration. As a note, protected bike lanes are included in the Fiscal 2013 – 2015 numbers. DOT began disaggregating them in the Fiscal 2020 MMR, including annual totals going back to Fiscal 2016.

## Bike Lane Miles Installed



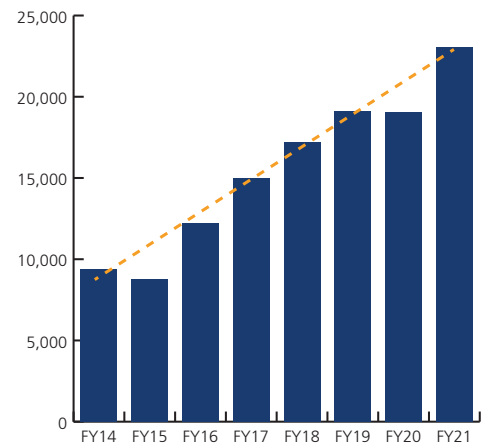
Bicycle lane miles installed; DOT  
Bicycle lane miles installed - Protected; DOT

## CITI BIKE TRIPS



In addition to expanding bike lanes, the City has strengthened its investment in bike share programs. Since 2013, Citi Bike completed Phase 2 by the end of 2017, with expansion into neighborhoods in Brooklyn, Queens, and Manhattan up to 130th Street. In 2019, Citi Bike launched Phase 3 of its expansion and is nearly halfway complete. This expansion will grow the system to 70 square miles and over 40,000 bikes, across four boroughs by 2024. At the end of the Phase 3 expansion, over 50 percent of all New Yorkers will live within a five-minute walk of a Citi Bike station. In the summer of 2020, Mayor de Blasio and DOT celebrated Citi Bike's 100 millionth ride and 1,000th station installed since launching in 2013.

## Citi Bike Trips (000)



Citi Bike Trips (000); DOT

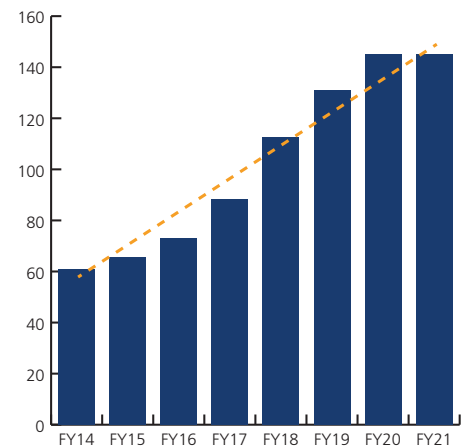
## BUS LANE MILES INSTALLED



The administration has partnered with MTA to identify ways to improve bus service by constructing new and better bus lanes, and executing roadway projects to reduce congestion and raise bus speeds. The City worked with the MTA to drastically increase the number of Select Bus Service corridors, more than doubling the number of SBS corridors in the first years of the administration, from six corridors in 2014 to 17 corridors in 2021. Through the SBS program and the Mayor's Better Buses initiative, the City has increased the number of bus lane miles from 38 miles in Fiscal 2013 to 145 miles in Fiscal 2021, an increase of 281 percent.

The City launched a pilot busway on 14th Street in October 2019. In June 2020, Mayor de Blasio announced that the 14th Street busway would become permanent. Since then, DOT launched additional busway pilots on Main Street in Flushing, Queens, Jay Street in Brooklyn, and 181st Street in Manhattan.

## Select Bus Service Route Miles (Cumulative)



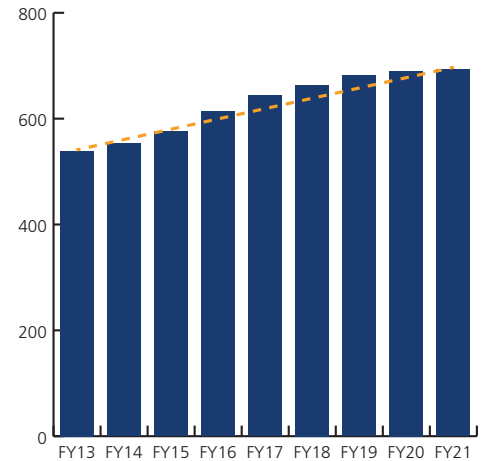
Select Bus Service route miles (cumulative); DOT

## CURBSIDE AND CONTAINERIZED RECYCLING



DSNY vastly expanded its recycling and reuse programs, services, and outreach, including new ways to recycle food and yard waste, textiles, unwanted goods, and electronics. The City now recycles 28.4% more waste each year, an increase of more than 150,000 tons each year from 539,200 tons in Fiscal 2013 to 692,400 tons in Fiscal 2021.

## Curbside and Containerized Recycling



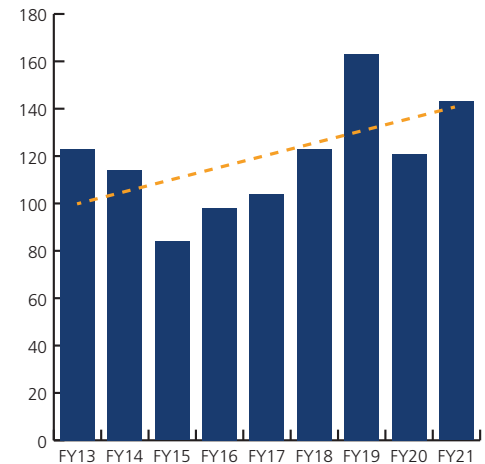
Curbside and containerized recycled tons (000); DSNY

## PARKS CAPITAL PROJECTS



The Department of Parks and Recreation has focused on several major capital projects initiatives that have been thoughtfully designed to increase openness, access and equity throughout the Parks system. Through the Community Parks Initiative (CPI), Parks is working directly with New Yorkers to transform neglected neighborhood parks—focusing on those in high-poverty, high-density, high-growth areas that haven't seen investment in 20+ years—and redesigning and reconstructing dozens of smaller, local parks through capital projects. In addition, the Parks Without Borders initiative selected eight parks across NYC to make them more open and welcoming to New Yorkers, and the Anchor Parks initiative brought \$150M worth of community-focused investments to one large park in each borough. Since Fiscal 2014, the Parks Department has completed over 900 capital projects.

## Parks Capital Projects



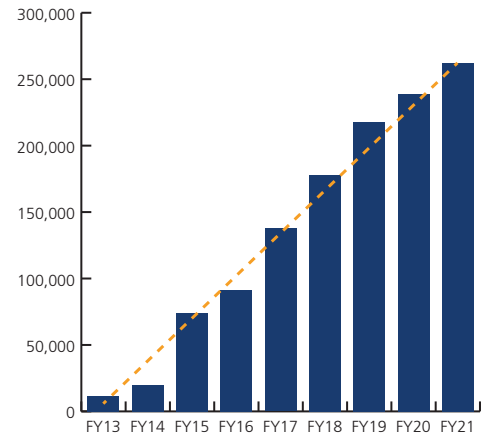
Capital Projects Completed; DPR

## CUMULATIVE REDUCTION IN GREENHOUSE GAS EMISSIONS



The City leads by example in fighting climate change. Mayor de Blasio set an ambitious goal to reach an 80 percent reduction in greenhouse gas (GHG) emissions by 2050. For public buildings, the City has completed several energy efficiency and retro-commissioning projects that have been funded, in whole or in part, by DCAS on behalf of the City. The chart shows the annual reduction in GHG emissions, by metric ton, (carbon dioxide equivalent or CO<sub>2</sub>e) estimated to be reduced as a result of these projects.

## Cumulative Reduction in Greenhouse Gas Emissions



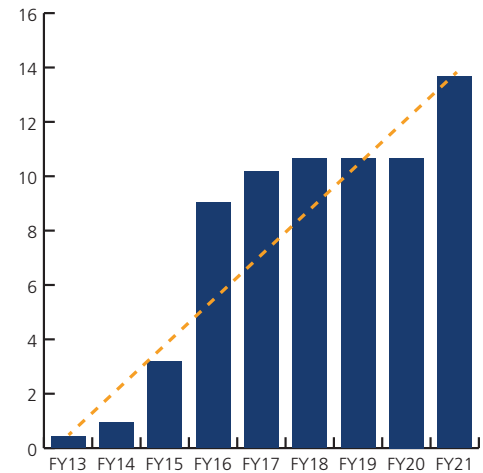
Cumulative estimated reduction in greenhouse gas emissions from all energy projects (metric tons); DCAS

## SOLAR ENERGY CAPACITY AND A RESILIENT GRID



In OneNYC 2050, the City acknowledged that reaching 80 percent emissions reduction by 2050 will require a move to 100 percent clean electricity. The City has made progress towards this goal, setting a goal of achieving 100 MW of solar power by 2025. NYC's solar capacity has increased seven-fold since 2014. DCAS also manages the Demand Response program, where agencies can curtail energy during peak energy events, such as increasingly common heat waves. Collectively, the City's Demand Response Program helps lower emissions; create energy cost savings, especially by lowering demand charges, in addition to generating revenue; increase the reliability of the grid; avoid blackouts and brownouts; and reduces the need to run the least efficient, most polluting backup power plants..

## Solar Energy Capacity



Cumulative installed solar capacity (megawatts); DCAS

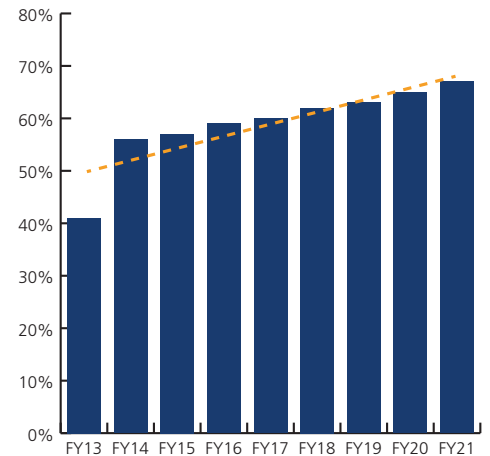


## HYBRID OR ALTERNATIVE FUEL CITY VEHICLES



NYC has committed to adopting a cleaner, more energy-efficient transportation network. The City is leading the way by shrinking the size of its fleet and transitioning to electric vehicles (EVs). DCAS has transitioned over 3,000 City vehicles to EVs and has rapidly expanded the network of electric chargers, which now stands at over 1,000 charging ports, including dozens of new fast-chargers. Part of this EV expansion has included increasing the number of publicly available EV chargers, which will encourage New Yorkers to adopt EVs. In April 2021, Mayor de Blasio announced a new program to transition NYC schools to electric school buses, with a target of a 100 percent electric school bus fleet by 2035. Currently 67 percent of all City fleet are hybrid or electric vehicles, up from 41 percent in Fiscal 2013.

## Hybrid or Alternative Fuel City Vehicles



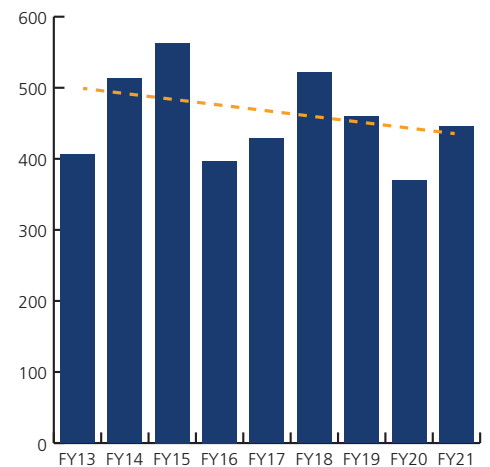
Hybrid or alternative fuel vehicles in the citywide fleet (%); DCAS

## WATER MAIN BREAKS



New York City experienced the lowest number of water main breaks on record in Fiscal 2020, representing a 40 percent decrease from Fiscal 2000. While fluctuations in the number of water main breaks are expected year to year due to weather and other factors, the Department of Environmental Protection reduces the potential for water main breaks through pressure management, programmatic pressure regulator maintenance, predictive modeling, as well as prioritizing replacement of mains with a history of defects. Through sound asset management and the introduction of new methods and technologies for detecting leaks, New York City now has one of the lowest rates among large cities of watermain breaks for every 100 miles of mains.

## Water Main Breaks



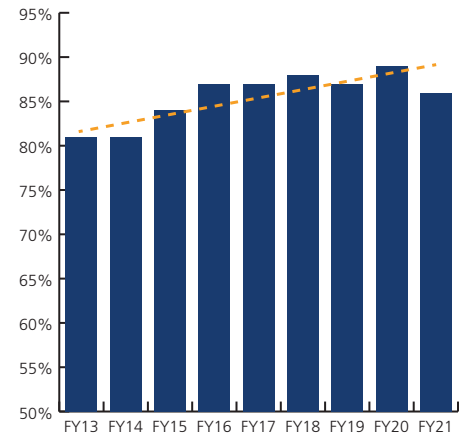
Water main breaks; DEP

## CONSTRUCTION PROJECTS COMPLETED EARLY OR ON-TIME



The Department of Design and Construction (DDC) has improved the amount of construction projects completed early or on-time. DDC completes these projects while fostering an equitable and competitive business environment with procurement that reflects the diversity of New York City. DDC has restructured procurements to create opportunities for small M/WBEs and awarding contracts to these firms. In January 2019, DDC introduced its Strategic Blueprint for Construction Excellence in order to continue comprehensive improvements to the capital project delivery process.

### Total Construction Projects Completed Early/On-Time



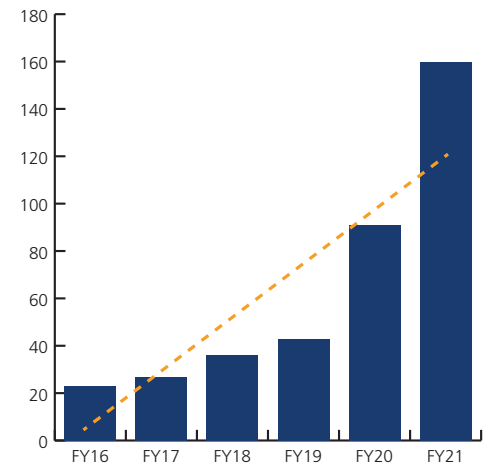
Total Construction Projects Completed Early/On-Time (%); DDC

## IT PROJECTS



The Department of Information Technology and Telecommunications (DoITT) builds several products and systems on behalf of the City and City agencies that provide services to the public. These projects have fundamentally changed the City's landscape and how New Yorkers access government. In its first year of operation, Text-to-911 saw more than 20,000 text sessions between New Yorkers and 911 operators, with no outages. DoITT also spearheaded and completed Wi-Fi capabilities in more than 170 homeless shelters that serve families in the City, with work currently underway at 40 additional sites. During the COVID-19 response, DoITT built several new projects including the City's main COVID-19 portal, used by members of the public for scheduling, vaccination site staff, and vaccinators administering doses. In June 2020, DoITT created the City's COVID-19 contract tracing application to support the City's Test & Trace Corps. They have continued to maintain and enhance the application since its deployment. To enable New York City's children access to remote learning during the pandemic, DoITT worked with DOE on the procurement, configuration, and distribution of iPads. Other COVID-19 related projects include the City's first online marriage license system, the Vax4NYC and COVID-19 vaccine finder websites, the technology behind the GetFood program, and several other systems supporting critical Mayoral initiatives.

### Newly Completed Projects that Provide New Services to the Public (Cumulative)



Newly completed projects that provide new services to the public; DoITT

Agency	Performance Indicators	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
EDC	NYC Ferry - Average monthly ridership	NA	NA	NA	NA	NA	341,672	472,571	413,921	312,082
DOT	Bicycle lane miles installed	51.9	65.9	51.2	53.9	82.9	70.5	67.5	82.4	65.3
DOT	Bicycle lane miles installed - Protected	NA	NA	NA	16	16	23.9	20.2	21	29.2
DOT	Citi Bike Trips (000)	NA	9,409	8,765	12,234	14,981	17,176	19,106	19,050	23,080
DOT	Select Bus Service route miles (cumulative)	38	61	65	73	89	113	131	145	145
DSNY	Curbside and containerized recycled tons (000)	539.2	553.2	575.4	613.8	644.3	663.6	681.6	689.7	692.4
DPR	Capital Projects Completed	123	114	84	98	104	123	163	121	143
DCAS	Cumulative estimated reduction in greenhouse gas emissions from all energy projects (metric tons)	11,846	19,739	73,992	91,272	137,623	178,035	217,580	238,656	262,285
DCAS	Cumulative installed solar capacity (megawatts)	0.43	0.93	3.18	9.03	10.16	10.64	10.64	10.67	13.67
DCAS	Hybrid or alternative fuel vehicles in the citywide fleet (%)	41%	56%	57%	59%	60%	62%	63%	65%	67%
DEP	Water main breaks	406	513	563	397	428	521	459	370	445
DDC	Total Construction Projects Completed Early/On-Time	81%	81%	84%	87%	87%	88%	87%	89%	86%
DOITT	Newly completed projects that provide new services to the public (cumulative)	NA	NA	NA	23	27	34	41	89	158
DOITT	Newly completed projects that provide new services to the public (annual)	NA	NA	NA	23	4	7	7	48	69

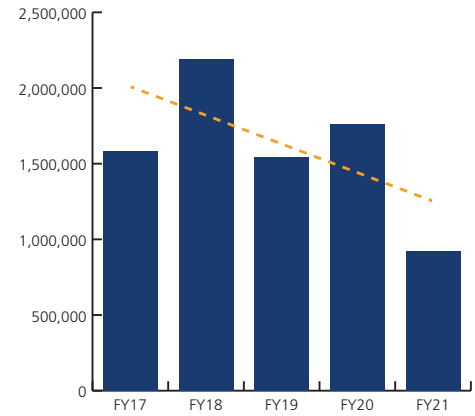
# ECONOMIC SECURITY AND MOBILITY

## PAID SAFE AND SICK LEAVE RESTITUTION



In March 2014, Mayor de Blasio signed a sweeping new Paid Sick Leave bill into law, the first bill signing of the administration. The law extended the right to paid sick leave to half a million more New Yorkers, including 200,000 who did not have any paid sick days. The City expanded the Paid Sick Leave Law in 2018 to include safe leave; the law was updated again in 2020 to align it with the NYS Paid Sick Leave Law. Since 2014, DCWP closed almost 2,000 paid sick leave investigations and secured millions in restitution for more than 36,000 workers. In the 2019 State of the City, Mayor de Blasio announced that the Department of Consumer Affairs (DCA) would be renamed the Department of Consumer and Worker Protection (DCWP), an important milestone marking the agency's expanded role and mandate. DCWP's Office of Labor Policy and Standards was launched in September 2016 and is now the largest municipal labor standards office in the country.

**Total Amount of Employee Restitution Assessed (\$)**



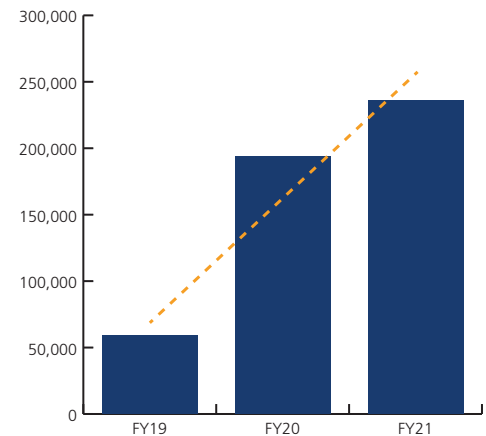
Total amount of employee restitution assessed (\$); DCWP

## FAIR FARES NYC



The City has taken direct action to improve equity in accessing public transit. Mayor de Blasio announced the launch of the Fair Fares NYC program in 2018, an initiative run by HRA that allows qualifying low-income New Yorkers to access half-priced rides on subways, buses, and paratransit. Launched in 2019, over 235,000 New Yorkers were enrolled in the program at the end of Fiscal 2021.

**Fair Fares NYC Enrollment**



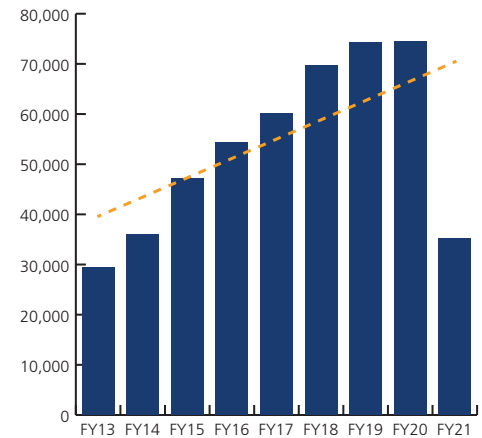
Fair Fares NYC enrollment; HRA

## SUMMER YOUTH EMPLOYMENT PROGRAM (SYEP) PARTICIPANTS



The City has also continually increased its investment in DYCD’s Summer Youth Employment Program (SYEP), increasing the number of participants to nearly 75,000. The Fiscal 2021 indicator covers enrollment in Summer 2020, while operations were diminished due to COVID-19 health and safety standards. The City is continuing its strong investment in SYEP and in additional summer program such as Summer Rising, educational programming during Summer 2021.

## Summer Youth Employment Program (SYEP) Participants



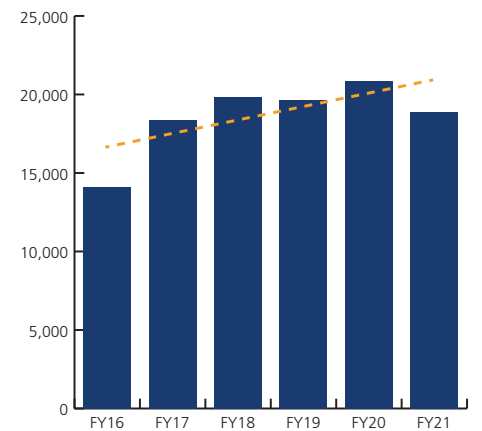
Summer Youth Employment Program (SYEP) participants; DYCD

## CUSTOMERS AND BUSINESSES SERVED BY SBS



The City has launched several new programs and policies to support its small business community. The Mayor’s Office of Operations and SBS launched Small Business First (SB1) in 2015, a \$27 million investment through Fiscal 2019 to support 30 initiatives geared at reducing the regulatory burden on NYC’s small businesses. Initiatives included improving communication between business owners and City government; streamlining licensing, permitting and tribunal processes; providing support and resources to help businesses understand and comply with City regulations; and ensuring assistance is accessible to all communities across the five boroughs.

## Number of Unique Customers and Businesses Served



Number of unique customers and businesses served; SBS

Agency	Performance Indicators	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
DCWP	Total amount of employee restitution assessed (\$)	NA	NA	NA	NA	1,584,137	2,189,998	1,541,095	1,760,558	924,011
HRA	Fair Fares NYC enrollment	NA	NA	NA	NA	NA	NA	58,946	193,864	235,583
DYCD	Summer Youth Employment Program (SYEP) participants	29,416	35,957	47,126	54,263	60,113	69,716	74,354	74,453	35,198
SBS	Number of unique customers and businesses served	NA	NA	NA	14,128	18,352	19,842	19,671	20,872	18,901

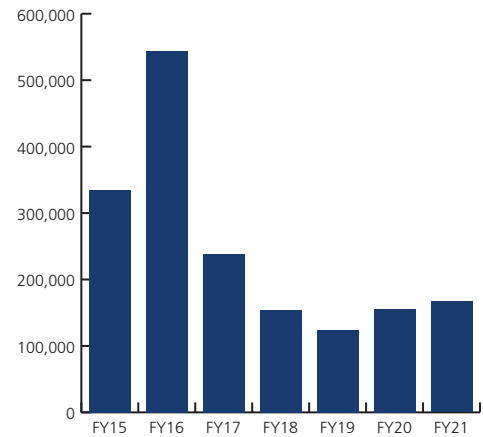
# EMPOWERED RESIDENTS AND NEIGHBORHOODS

## IDNYC



In January 2015, the de Blasio administration launched IDNYC, New York City’s municipal identification program and the largest program of its kind in the country now with nearly 1.4 million cardholders. In an evaluation of the program in 2016, more than half of the cardholders used the card as their primary form of identification (and nearly 25 percent total indicating it is their only form of U.S. photo identification) and over three-quarters of immigrants surveyed reported that the card increases their sense of belonging to the city. The IDNYC program, administered by HRA, has greatly improved access to public benefits and services, and access to financial institutions and cultural institutions, as well as helping people access services in their desired language or with their desired gender identity. Since the beginning of the program, a total 761,259 memberships have been issued by cultural institution partners and over 81,882 cardholders have added the functionality to use their card as a library card. Cardholders saved more than \$1,237,791 on prescription drug discounts and over \$3.8 million dollars in grocery savings.

## IDNYC Cards Issued



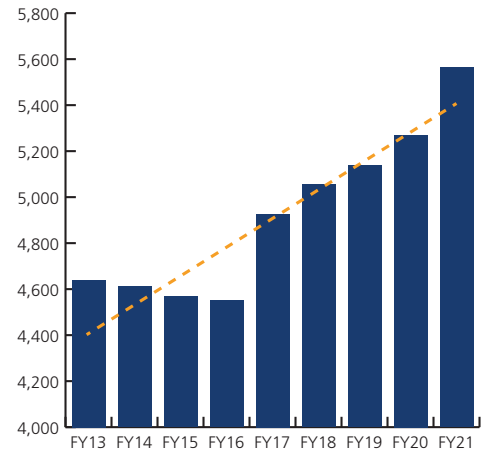
IDNYC - Total number of cards issued; HRA

## VOTER PARTICIPATION AND CIVIC ENGAGEMENT



In advance of the 2016 Presidential Election, the City saw an increase in voter registration, with more than 350,000 new registered voters, administered by the City Board of Elections. In the Mayor’s 2018 State of the City Address, the Mayor launched the Democracy NYC initiative, focused on civic engagement and voter registration initiatives. Democracy NYC works to address and eliminate historic barriers to voting through public education, outreach, and policy reform efforts. Democracy NYC encourages voters to participate in special and local elections by educating New Yorkers on Ranked Choice Voting and pushing for long term reform through legislation. Fiscal 2021 saw the greatest levels of voter participation yet—voter turnout in the 2020 Presidential Election was 11 percent higher, more than 300,000 voters, than the 2016 Election. There was also an additional increase of more than 600,000 registered voters during that time.

## Total Registered Voters



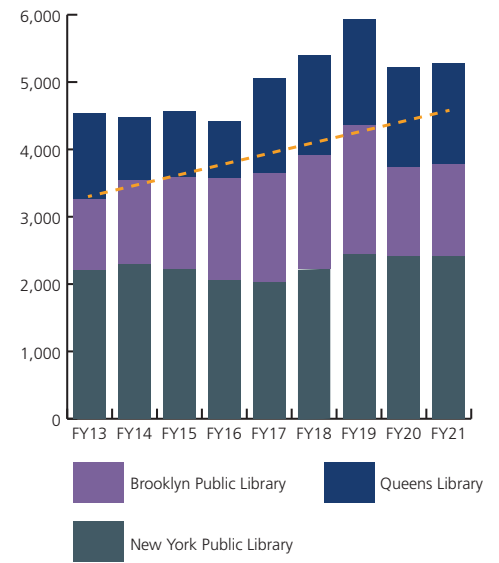
Total registered voters (000); BOE

## LIBRARY CARD HOLDERS



Libraries continue to be a popular resource for New Yorkers, providing print and digital circulation in addition computer access and extensive in-person and virtual programming. Library card holder levels declined as a result of the COVID-19 pandemic, however still remain above Fiscal 2013 levels, with over 5 million cardholders across all three systems. Additionally, in cooperation with the Council, \$39 million dollars was added to the budget for libraries in Fiscal 2016, allowing for universal six-day library service all over New York City and extended hours at libraries in many locations.

## Library Card Holders



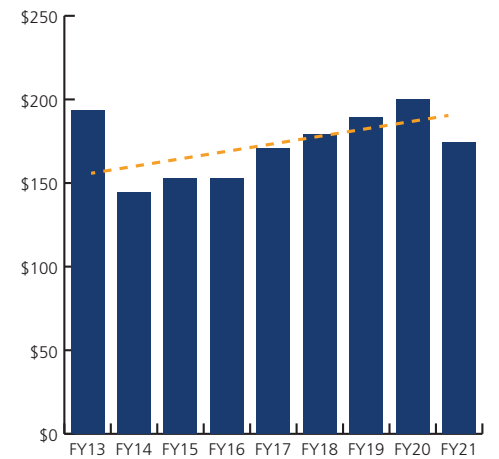
Library Card Holders (000); NYPL, BPL, QPL

## FINANCIAL SUPPORT GIVEN TO ARTS ORGANIZATIONS



The Department of Cultural Affairs (DCLA) continues to increase the amount of funding awarded to the cultural community, with over \$200M in expense funding awarded now each year, not to mention the millions in capital dollars that flow through the agency annually. The awards go to a variety of institutions including funding for the operation of the City’s Cultural Institutions Group (CIG) organizations, energy-related grants, and funds designated through City Council initiatives including Cultural After School Adventures, the Coalition of Theaters of Color Initiative, the Cultural Immigrant Initiative, SU-CASA and an Anti-Gun Violence initiative.

## Financial Support Given to Arts Organizations



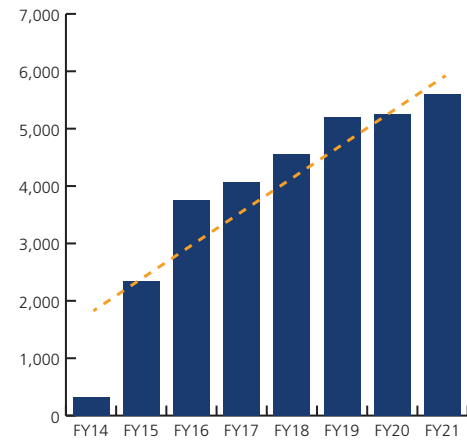
Total financial support provided to qualifying organizations (\$000,000); DCLA

## LANDMARKS AND HISTORIC DISTRICTS



The Landmarks Preservation Commission designates, regulates, and protects the City's architectural, historic, and cultural resources, which now number more than 37,600 buildings and sites. During the de Blasio administration, LPC designated 21 historic districts and 105 landmarks. LPC prioritized designations that represent New York City's diversity and will result in a more equitable landmark designation across the boroughs. LPC designated the first landmarks to specifically recognize Indigenous people, Chinese American, LGBTQ, and Latino history and culture, in addition to designating historic districts and landmarks across all five boroughs.

### Total Number of Buildings Designated (Cumulative)



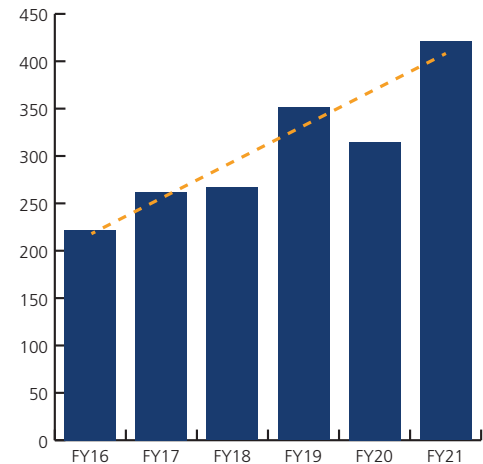
Total Number of Buildings Designated; LPC

## PUBLIC PRESENTATIONS FROM DCP



The Department of City Planning (DCP) is focused on increasing transparency and improving public access to information. DCP has released several new web application tools including, the Community District Priorities platform for community boards, a digital version of the Ten-Year Capital Strategy, and the NYC Facilities Explorer, a comprehensive dataset of public and private facilities and program sites that shape the quality of NYC neighborhoods. DCP also collects, analyzes, and releases datasets and applications through its umbrella platform BYTES of the BIG APPLE.

### Public Presentations from DCP



Planning information and policy analysis initiatives presented to the public; DCP

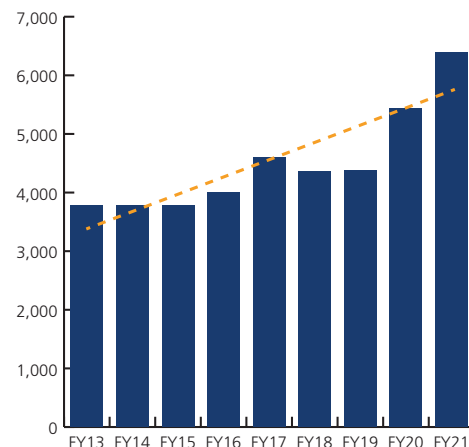


## NYC.GOV WEBSITE VISITORS



The Department of Information Technology and Telecommunications (DoITT) supports and maintains the nyc.gov domain and all of its websites. These websites have seen a significant increase in traffic with a 70 percent increase in unique visitors from Fiscal 2013 to Fiscal 2021. This is likely due to the increasing availability of digital services from every agency and the increased demand for virtual and digital services during the COVID-19 pandemic.

## NYC.gov Unique Visitors (Average Monthly) (000)



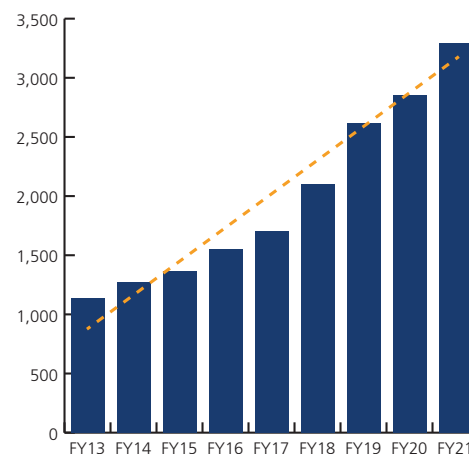
NYC.gov unique visitors (average monthly) (000); DoITT

## NYC OPEN DATA



NYC Open Data makes the information collected in the course of City agency operations available for anyone to examine and analyze. This program is jointly administered by the Mayor’s Office of Data Analytics (MODA) and Department of Information Technology and Telecommunications (DoITT), with datasets provided by a network of Open Data Coordinators from approximately 100 City agencies, offices, and commissions. The breadth of information covered by NYC Open Data has grown significantly over the past eight years, with thousands of datasets containing billions of rows of data about nearly every facet of life in New York City. Beyond just making this data available, the NYC Open Data program has focused on making it accessible—under a guiding vision of “Open Data for All.” During the de Blasio administration, the Open Data program has made data documentation easier to understand with plain-language guidelines, started a gallery of projects that make use of NYC Open Data, held classes to educate the public about Open Data, improved the reliability of the available data with more automated feeds, and bolstered reporting requirements to ensure the publication of data posted on City agency websites and support agencies in engaging with the public around their data. During our annual Open Data Week festival, thousands of New Yorkers gather to learn about all the things you can do with Open Data from City staff, experts from around the country and world, and each other. As part of this festival, events ranging from scavenger hunts and data art & crafts to app-building seminars and introductions to coding offer something for anyone interested in exploring this wealth of free information about New York.

## Datasets on NYC Open Data



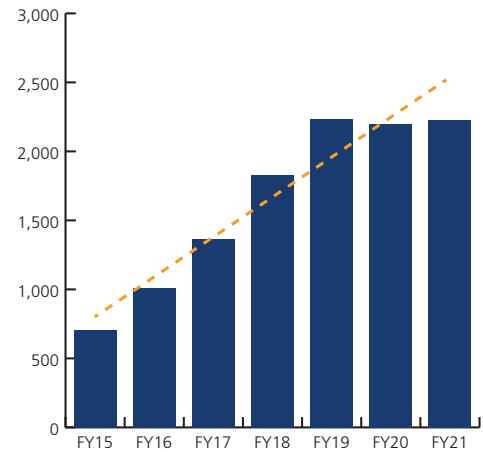
Datasets available for download on NYC.gov/OpenData; DoITT

## 311 CALLS AND 311 APP



311 continues to provide high quality customer service through several different methods, modernizing to meet the needs of New Yorkers. 311 has remained a trusted source for everyday information such as alternate-side parking, trash collections, and school closures. In calendar year 2020, the City's 311 call center handled a record 23.5 million calls, the highest volume in 311's 18 years of operation. At the height of the pandemic, 311 became a lifeline for New Yorkers seeking access to meals, healthcare, testing, remote learning devices, and more. Hundreds of call center representatives remained on-site to serve their fellow New Yorkers in need. These essential workers are among the unsung heroes of the pandemic. Furthermore, 311 and DoITT launched the NYC311 Mobile App in 2014 with a substantial re-design and new launch in 2017. For the last three fiscal years, the NYC311 Mobile App received more than 2 million contacts.

## 311 Mobile App Contacts



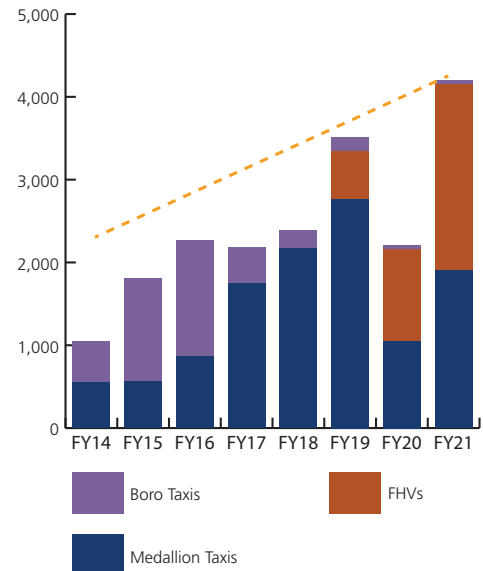
311 calls (000); 311

## ACCESSIBLE TLC-LICENSED VEHICLES



TLC continues to work toward a more accessible fleet of for-hire vehicles (FHV) and medallion and Boro taxis. While shifting trends with more FHV through app-based services and fewer active medallion and Boro taxis have changed, there is a clear trend of more total accessible vehicles on the road, with an increase from 2,269 in Fiscal 2016 to 4,204 in Fiscal 2021, an 85 percent increase.

## TLC-Licensed Vehicles That Are Accessible



Active medallion taxis that are accessible; TLC  
 Active FHV that are accessible; TLC  
 Active Boro Taxis that are accessible; TLC

Agency	Performance Indicators	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
HRA	IDNYC - Total number of cards issued	NA	NA	334,794	544,083	238,737	153,945	124,466	155,459	167,070
BOE	Total registered voters (000)	4,640	4,610	4,568	4,552	4,927	5,054	5,138	5,270	5,565
NYPL	Library Card Holders (000)	2,210	2,302	2,230	2,060	2,031	2,229	2,458	2,430	2,420
BPL	Library Card Holders (000)	1,062	1,243	1,362	1,523	1,631	1,687	1,905	1,310	1,364
QPL	Library Card Holders (000)	1,275	929	972	841	1,400	1,484	1,573	1,475	1,491
DCLA	Total financial support provided to qualifying organizations (\$000,000)	139.3	144.3	152.6	152.7	170.9	179.2	189.4	200.2	174.2
LPC	Total Number of Buildings Designated (Cumulative)	NA	324	2,337	3,748	4,072	4,557	5,199	5,262	5,601
LPC	Total Number of Buildings Designated (Annual)	1,408	324	2,013	1,411	324	485	642	63	339
DCP	Planning information and policy analysis initiatives presented to the public	NA	NA	NA	222	262	267	351	315	421
DOITT	NYC.gov unique visitors (average monthly) (000)	3,774	3,778	3,772	4,001	4,599	4,358	4,373	5,438	6,397
DOITT	Datasets available for download on NYC.gov/OpenData	1,139	1,273	1,369	1,552	1,700	2,103	2,619	2,855	3,293
311	311 mobile app contacts (000)	NA	NA	705	1,010	1,365	1,829	2,234	2,201	2,227
TLC	Active medallion taxis that are accessible	NA	553	572	876	1,762	2,173	2,767	1,052	1,914
TLC	Active FHV's that are accessible	NA	NA	NA	NA	NA	NA	579	1,113	2,247
TLC	Active Boro Taxis that are accessible	NA	492	1,240	1,393	426	216	169	43	43

# HOUSING

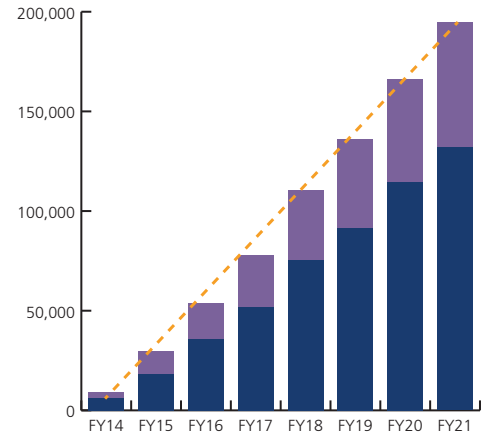
## HOUSING NEW YORKERS



The City is ahead of schedule to achieve its ambitious goal to finance the new construction and preservation of 300,000 affordable homes by 2026 through the Housing New York program (HNY).

Over 194,000 affordable homes have been preserved or built across New York City since the plan was launched in 2014, with a priority on the New Yorkers who most need housing. This includes extremely low income, low income, and homeless New Yorkers. To date, the City has started 12,657 affordable homes for seniors and 15,757 formerly homeless households under the housing plan.

## Housing NY Starts— New Construction and Preservation



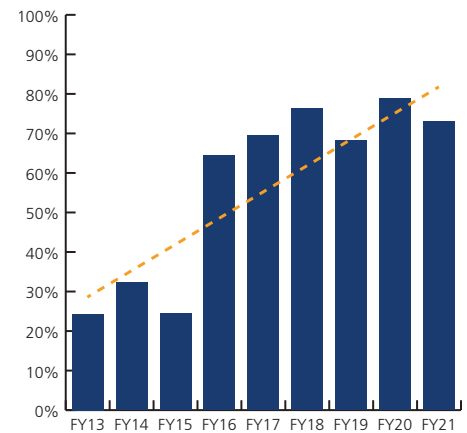
New Construction Starts; HPD  
New Preservation Starts; HPD

## NYCHA CAPITAL PROJECTS ON SCHEDULE



The City has invested in completing capital projects at NYCHA buildings to provide higher quality homes for its residents. To date, historic capital investments have enabled NYCHA to complete over 100k xrf inspections, protecting thousands of young children who live in NYHCA properties from lead exposure. With over a \$1 Billion portfolio, these critical projects include energy and sustainability upgrades, long-term resiliency projects, and critical upgrades to services such as elevators and heating systems. The percentage of all active capital projects that are on schedule has increased from 24 percent in Fiscal 2013 to 73 percent in Fiscal 2021.

## NYCHA Active Capital Projects on Schedule (%)



Active capital projects on schedule (%); NYCHA

## LEGAL SERVICES FOR HOUSING AND PREVENTING EVICTION



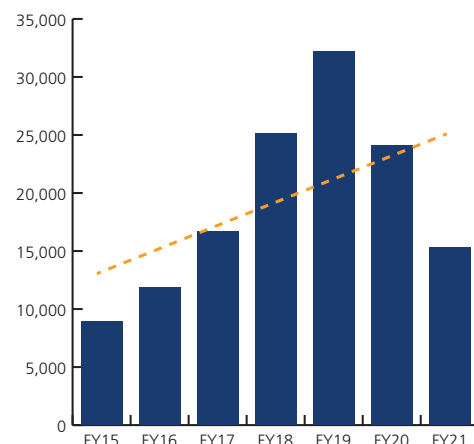
HRA

In 2015, Mayor de Blasio committed to strengthen the Anti-Harassment Tenant Protection Program with additional funding, and announced the creation of a Tenant Harassment Prevention Taskforce. In 2017, Mayor de Blasio signed the Universal Access to Counsel law, making New York the first city in the nation to commit to make legal services available to all tenants facing eviction proceedings in housing court and public housing authority termination of tenancy proceedings. Nearly 450,000 New Yorkers facing eviction and other housing-related legal challenges have received City-funded free legal assistance since 2014. Despite the near-closure of New York City Housing Court and other courts and administrative proceedings in early calendar year 2020 due to the COVID-19 pandemic, HRA's legal services providers assisted over 92,000 New Yorkers in a wide variety of housing matters in Fiscal 2020, including approximately 63,000 tenants in eviction proceedings. This is in addition to the Housing Court specific legal services reflected in the graph.

Residential evictions by City marshals declined by over 40 percent, from approximately 29,000 in 2013 to approximately 17,000 in 2019.

In addition, the Mayor created the Mayor's Office to Protect Tenants in 2019, which, among other initiatives, created the NYC Tenant Resource Portal to help tenants across the city find the resources they need and navigate public and private resources that can stabilize their housing situation.

### Legal Services for Housing Court



Low-income cases facing eviction and homelessness who were assisted with legal services in Housing Court; HRA

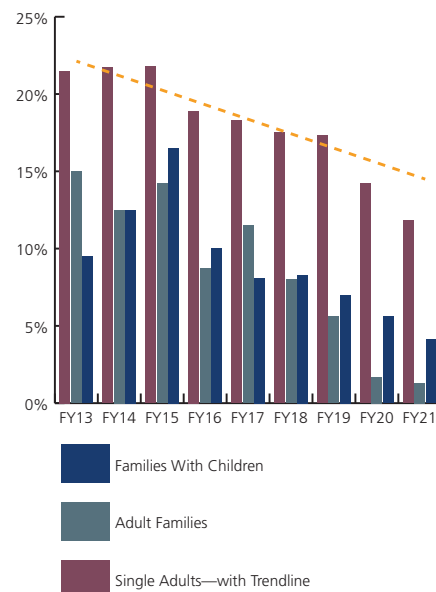
## DHS CLIENTS WHO EXITED TO PERMANENT HOUSING AND RETURNED TO DHS SHELTER WITHIN 1 YEAR



DHS

The Department of Homeless Services' (DHS) success in minimizing re-entries to the shelter system reflects the City's investment in shelter exits subsidized housing that generates sustained and permanent placements within communities. Over 170,000 people have moved out of shelter or avoided entering shelter since the beginning of the Administration through a combination of City and federally funded subsidized housing programs. In addition, the automatic renewal of the City Fighting Homelessness and Eviction Prevention Supplement (CityFHEPS), the City-funded rental assistance program, was implemented during COVID-19 to help ensure continuity of services and protect public health.

### DHS Clients Who Exited to Permanent Housing and Returned to DHS Shelter Services System Within 1 Year (%)



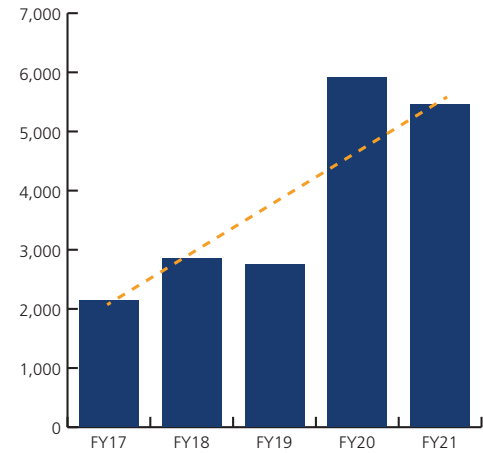
Single adults who exited to permanent housing and returned to the DHS shelter services system within one year (%); DHS  
 Adult families who exited to permanent housing and returned to the DHS shelter services system within one year (%); DHS  
 Families with children who exited to permanent housing and returned to the DHS shelter services system within one year (%); DHS

## HOME-STAT STREET HOMELESS CLIENTS REFERRED TO HOUSING



Mayor de Blasio launched a new street homeless outreach program, HOME-STAT, in 2016. Through HOME-STAT, the City more than tripled the number of homeless outreach staff, provided more collaboration between DSS and other City personnel, and increased the number of Safe Haven and other beds dedicated to serving individuals experiencing street homelessness from 600 to more than 3,000. For each of Fiscal 2020 and 2021, over 5,000 HOME-STAT clients were referred to placement in permanent or transitional housing programs during the year.

## HOME-STAT Street Homeless Clients Referred to Housing Placements



HOME-STAT clients referred to placement into permanent housing, transitional housing and other settings; DHS

Agency	Performance Indicators	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
HPD	Total housing starts under Housing New York (HNY) (units)	NA	9,347	20,568	23,623	24,375	32,479	25,597	30,281	28,310
HPD	New construction starts	NA	2,778	8,732	6,351	7,791	9,370	9,419	6,867	11,322
HPD	New preservation starts	NA	6,569	11,836	17,272	16,584	23,109	16,178	23,414	16,988
HPD	Total housing starts under Housing New York (cumulative)	NA	9,347	29,915	53,538	77,913	110,392	135,989	166,270	194,580
HPD	New construction starts (cumulative)	NA	2,778	11,510	17,861	25,652	35,022	44,441	51,308	62,630
HPD	New preservation starts (cumulative)	NA	6,569	18,405	35,677	52,261	75,370	91,548	114,962	131,950
NYCHA	Active capital projects on schedule (%)	24.3%	32.3%	24.4%	64.4%	69.4%	76.3%	68.3%	78.9%	73.0%
HRA	Low-income cases facing eviction and homelessness who were assisted with legal services in Housing Court	NA	NA	8,900	11,837	16,702	25,156	32,171	24,109	15,331
DHS	Single adults who exited to permanent housing and returned to the DHS shelter services system within one year (%)	21.5%	21.7%	21.8%	18.9%	18.3%	17.5%	17.3%	14.2%	11.8%
DHS	Adult families who exited to permanent housing and returned to the DHS shelter services system within one year (%)	15.0%	12.5%	14.2%	8.7%	11.5%	8.0%	5.6%	1.7%	1.3%
DHS	Families with children who exited to permanent housing and returned to the DHS shelter services system within one year (%)	9.5%	12.5%	16.5%	10.0%	8.1%	8.3%	7.0%	5.6%	4.1%
DHS	HOME-STAT clients referred to placement into permanent housing, transitional housing and other settings	NA	NA	NA	NA	2,146	2,849	2,753	5,909	5,454

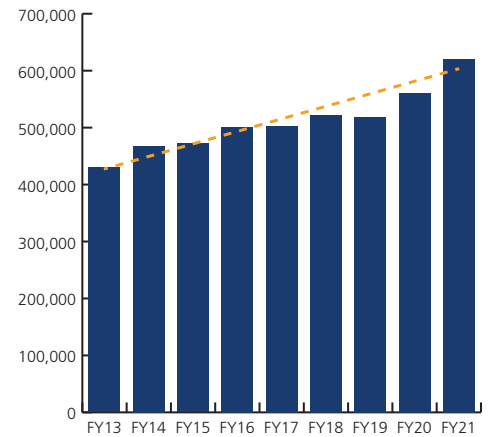
# HEALTH AND WELLBEING

## METROPLUS MEMBERSHIP



There are a variety of NYC Health+Hospitals health insurance plans under the MetroPlus healthcare umbrella. The number of people enrolled in MetroPlus has grown from 427,830 in Fiscal 2013 to 620,041 in Fiscal 2021, an increase of 45 percent. These increases come from actively identifying Medicaid eligible people within NYC communities, marketing MetroPlus within these service areas, and then enrolling these Medicaid eligible individuals. This increased enrollment provides lower cost medical services to eligible and enrolled clients, providing for better health outcomes citywide, while also supporting the sustainability of the H+H hospital system.

## MetroPlus Membership



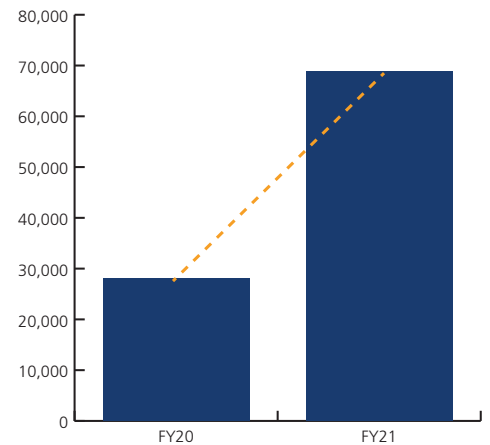
MetroPlus Membership; H+H

## NYC CARE ENROLLMENT



In 2019, Mayor de Blasio announced NYC Care, part of the administration's largest and most comprehensive plan in the nation to guarantee health care for every New Yorker. NYC Care connects the most vulnerable New Yorkers, who have no other healthcare access options, to primary and specialty care at Health + Hospitals, the City's public hospital system. NYC Care has seen tremendous progress, expanding to all 5 boroughs ahead of schedule, by September 2020, and reaching a milestone of 50,000 enrolled members in February 2021.

## NYC Care Enrollment



NYC Care Enrollment; H+H

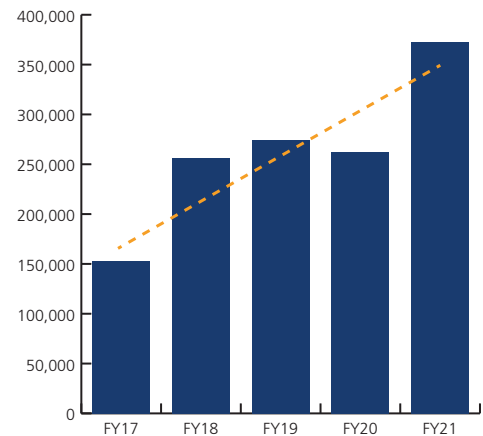
## NYC WELL SUPPORTIVE CONNECTIONS



DOHMH

In October 2016, the administration launched NYC Well, the City’s free, confidential mental health support helpline. NYC Well provides a single point of entry to the City’s mental health and substance misuse services via comprehensive 24/7/365 support over the phone, through text messaging, or through online chat. NYC Well provides robust crisis counseling, referrals to ongoing care, help with scheduling appointments, connection to mobile crisis services, peer support, and follow-up. NYC Well works to connect people to appropriate services regardless of insurance or immigration status.

## NYC Well Supportive Connections



Supportive Connections provided by NYC Well; DOHMH

## CO-RESPONSE TEAM ENGAGEMENTS



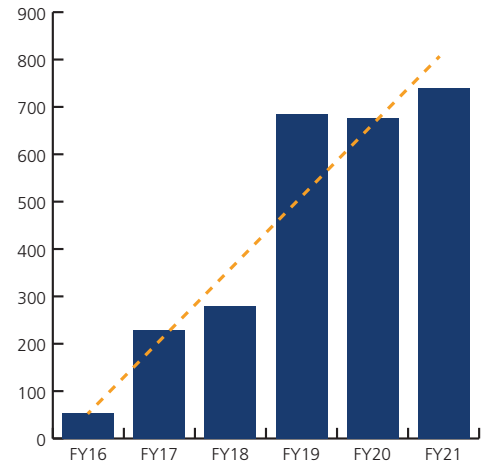
NYPD



DOHMH

Co-Response Teams (CRT) are a collaboration between the NYPD and DOHMH. CRT is a pre- and post-crisis intervention. Each team includes two police officers and one behavioral health professional. These teams work 14 hours per day, 7 days per week, to serve community members presenting with mental health or substance use challenges who are at an elevated risk of harm to themselves or others. The teams offer short-term engagement to facilitate connections to care and linkages to support services.

## Co-Response Team Engagements



New individuals engaged by a Co-Response Team (DOHMH + NYPD); DOHMH, NYPD

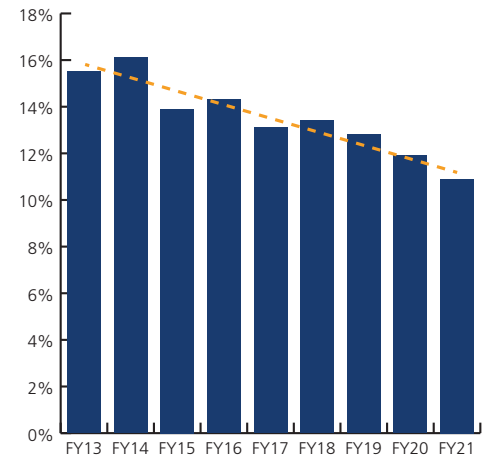


## ADULTS WHO SMOKE



The number of adults who smoke in New York City continues to decrease, from 16.1 percent in Calendar Year 2014 to a current low of 10.9 percent in Calendar Year 2021. DOHMH continues rigorous outreach and educated across impacted communities on the negative health benefits of smoking.

## Adults Who Smoke



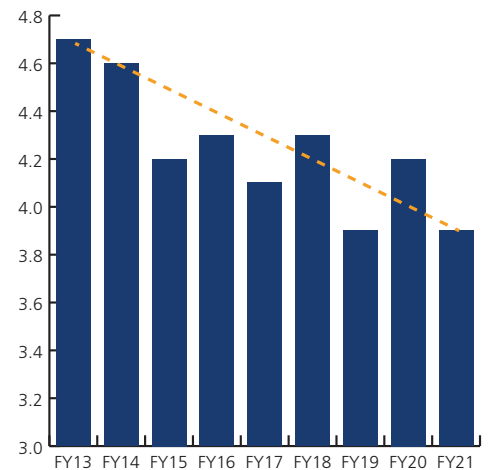
Adults who smoke (%) (CY); DOHMH

## INFANT MORTALITY RATE



The Infant Mortality Rate measures a rate of deaths under 1 year of age per 1,000 live births and is a leading social indicator of the health of a City and community. There have been steady declines since Calendar Year 2013, with still significant progress to be made as black infants are 2 to 3 times more likely to die before they turn 1 than white and Asian infants. DOHMH continues to support health equity with expanding services to mothers across NYC.

## Infant Mortality Rate



Infant Mortality Rate (per 1,000 live births) (CY); DOHMH

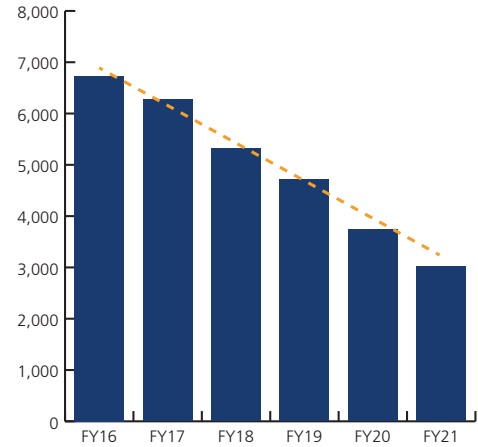
## CHILDHOOD LEAD POISONING



DOHMH

The number of children under the age of 18 with a blood lead test level at or above 5 micrograms per deciliter has decreased steadily since Calendar Year 2016. The Mayor's Lead Free NYC Program has used an interagency approach with HPD, NYCHA, DOE, DOHMH, and several other agencies accelerating lead detection, remediation, and prevention measures.

### Children Under the Age of 18 With Blood Lead Levels of 5 Micrograms per Deciliter or Greater



Childhood blood lead levels - number of children under the age of 18 with blood lead levels of 5 micrograms per deciliter or greater (CY); DOHMH

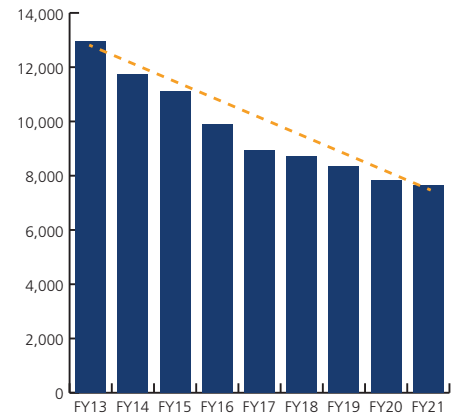
## CHILDREN IN FOSTER CARE



ACS

The number of children in foster care has decreased dramatically since Fiscal 2013 from 12,958 to just 7,827 in Fiscal 2020, a decrease of 40 percent. ACS has achieved these reductions through continued investment in prevention services, which successfully keeps children safely out of foster care and through continuing implementation of focused strategies outlined in the ACS Foster Care Strategic Blueprint to improve permanency outcomes of children and youth in foster care.

### Children in Foster Care (Average)



Children in foster care (average); ACS

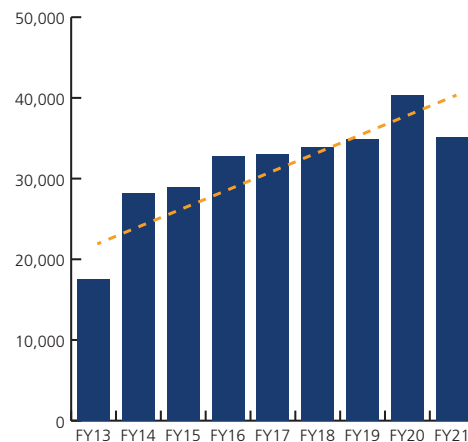
## HOME-BOUND SENIORS RECEIVING CASE MANAGEMENT



DFTA

The Department for the Aging (DFTA) provides funding for personal care and housekeeping services for homebound New Yorkers through a variety of programs. This includes case management, home care, and home delivered meals. These services help homebound New Yorkers live safely at home, especially during the COVID-19 pandemic. DFTA has increased the capacity for case management services and outreach for those services, doubling the number of recipients of case management services from 17,499 in Fiscal 2013 to 35,153 in Fiscal 2021.

### Home-bound Seniors Receiving Case Management



Total recipients of case management services; DFTA

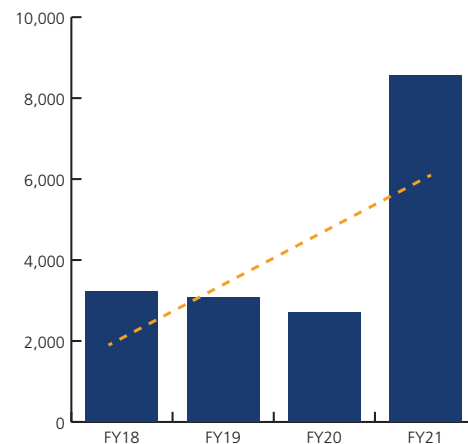
## ASSISTANCE GIVEN TO VETERANS AND THEIR FAMILIES



DVS

The Department of Veterans' Services (DVS) has firmly established itself in its charter mandated areas supporting New York City's Veteran community since its inception in 2016. Regarding education, DVS developed a consortium of Student Veteran community leaders across New York City's post-secondary schools, known as Veterans on Campus. For health, medical and rehabilitative services, DVS orchestrated outreach that enrolled uninsured Veteran community members into VA Healthcare and the New York State of Health. To account for federal, state, and local benefits, DVS erected a unit accredited by the state to assist Veteran families seeking access to government-conferred rights and privileges. The agency also pioneered one of the city's first social impact bonds; unemployed and underemployed Veterans were trained and employed per the bond. In addition, DVS' Veteran-specific housing support services transitioned more than 1,000 New York City Veterans from the shelter system into affordable housing. Finally, during the COVID-19 pandemic, DVS created Mission: VetCheck, an ongoing initiative to bridge the social isolation the pandemic generated. Veteran and non-Veteran volunteer callers provide constituents with vital information about public services, COVID-19 resources, testing locations, and online mental health support.

### Veterans and Their Families Given Assistance to Access Resources



Total recipients of case management services; DFTA

Agency	Performance Indicators	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
H+H	MetroPlus Membership	427,830	468,020	472,251	501,134	503,044	521,731	518,681	560,212	620,041
H+H	NYC Care Enrollment	NA	NA	NA	NA	NA	NA	NA	28,151	69,309
DOHMH	Supportive Connections provided by NYC Well	NA	NA	NA	NA	152,600	256,600	274,400	262,000	372,900
DOHMH	New individuals engaged by a Co-Response Team (DOHMH + NYPD)	NA	NA	NA	53	182	243	605	498	661
DOHMH	Adults who smoke (%) (CY)	15.5%	16.1%	13.9%	14.3%	13.1%	13.4%	12.8%	11.9%	10.9%
DOHMH	Infant Mortality Rate (per 1,000 live births) (CY)	4.7	4.6	4.2	4.3	4.1	4.3	3.9	4.2	3.9
DOHMH	Childhood blood lead levels - number of children under the age of 18 with blood lead levels of 5 micrograms per deciliter or greater (CY)	NA	NA	NA	6,734	6,274	5,317	4,717	3,739	3,015
ACS	Children in foster care (average)	12,958	11,750	11,098	9,906	8,921	8,732	8,341	7,827	7,639
DFTA	Total recipients of case management services	17,499	28,233	28,898	32,737	33,041	33,894	34,937	40,347	35,153
DVS	Veterans and their families given assistance to access resources	NA	NA	NA	NA	NA	3,230	3,087	2,715	8,572

# DIVERSE AND INCLUSIVE GOVERNMENT AND OTHER GOVERNMENT SERVICES

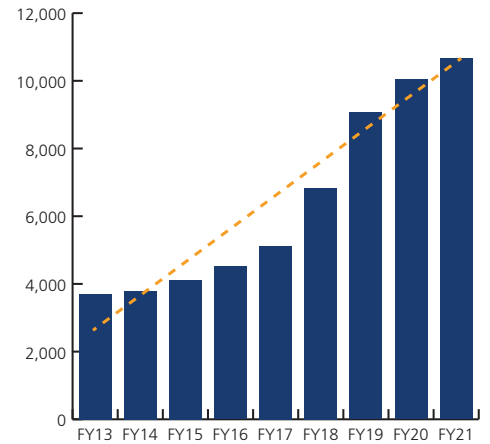
## MINORITY AND WOMEN-OWNED BUSINESS ENTERPRISES (M/WBES)



The de Blasio administration and the Office of Minority & Women-Owned Business Enterprises have advanced equity through expanding the City’s M/WBE procurements. The City has registered a record number of new M/WBEs, nearly tripling the pool since 2013 with 10,655 total businesses certified.

In July 2020, Mayor de Blasio signed Executive Order 59, implementing recommendations from the Task Force on Racial Equity and Inclusion to strengthen the City’s commitments to M/WBEs. EO 59 requires all agencies to establish a Chief Diversity M/WBE Officer; encourages agencies to use M/WBEs for all procurements up to \$500,000 and increases oversight for bigger contracts; and strengthens the City’s use of M/WBE procurement in the COVID-19 response, requiring all emergency procurements for COVID-19 to consider at least one M/WBE vendor, and requiring agencies to set specific participation goals for M/WBEs in emergency procurements.

### M/WBEs Certified



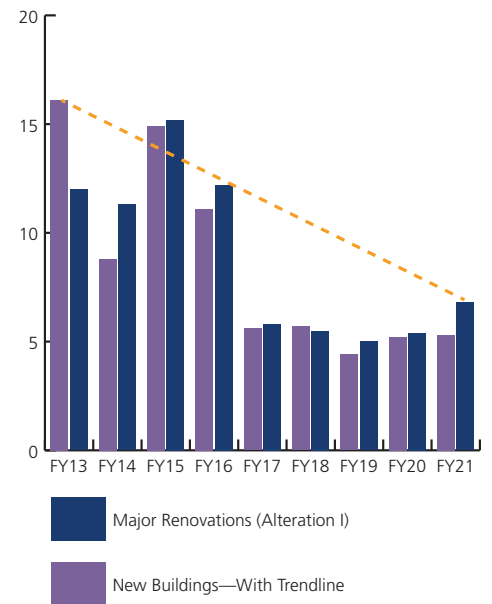
Total Minority and Women-owned Business Enterprises certified; SBS

## BUILDING PLAN REVIEW TIME



The Department of Buildings has engaged in several process improvements internally in order to better serve its clients while maintaining a high quality of plan review and safety standards. The Department is in the process of replacing the Building Information System (BIS) with a new public-facing application portal, DOB NOW.

### Building Plan Review Time



Average days to complete first plan review (Borough offices)—New buildings; DOB  
 Average days to complete first plan review (Borough offices)—Major Renovations (Alteration I); DOB

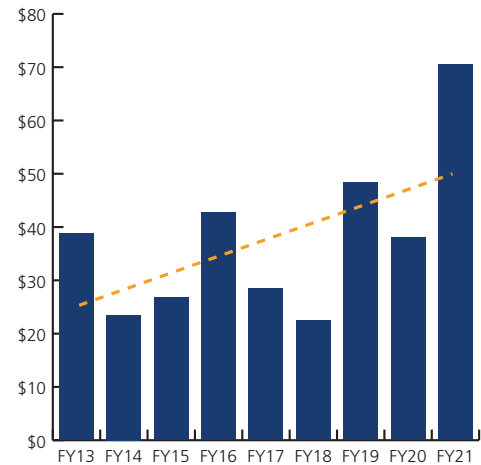
## AFFIRMATIVE LEGAL CHALLENGES ON BEHALF OF ALL NEW YORKERS



The Law Department's Affirmative Litigation Division represents the City as plaintiff. The Division litigates a wide range of issues in federal and state court and before administrative agencies, and advises City agencies on a wide range of topics. Subject areas include commercial disputes; hazardous product claims; civil racketeering and fraud claims; nuisance and restitution claims; antitrust claims; intellectual property claims; and challenges to state and federal government decisions affecting funding for public benefit programs and education.

These efforts have resulted in substantial monetary recoveries for the City over the years. For example, in 2019, the City settled with FedEx for \$35.3 million and secured a judgment of \$39 million against UPS for violations of federal and state law involving the shipment of untaxed cigarettes.

## Law Department Revenue



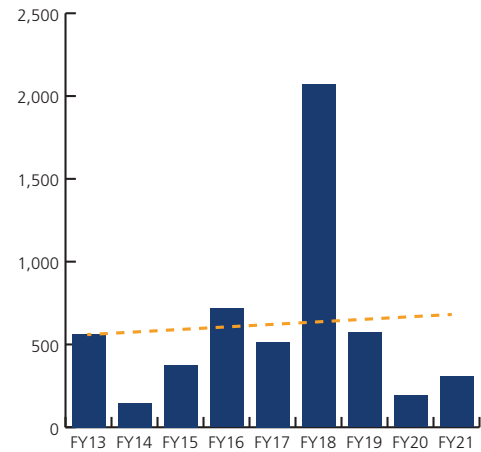
Revenues (\$000,000); LAW

## POLICY AND PROCEDURE RECOMMENDATIONS (PPRs) ISSUED TO AGENCIES



DOI's commitment to equity focuses on improving the integrity, effectiveness and credibility of City government by investigating cases involving corruption, waste, fraud, and inefficiency in City government, and issuing policy and procedure recommendations (PPRs) to mitigate vulnerabilities. To that end, DOI reviews City agencies' operations and practices, and recommends concrete ways to strengthen internal controls so public dollars are saved and agency processes improved. In early 2020, DOI released a publicly accessible and searchable database on its website of all PPRs issued since 2014. This PPR portal tracks the current status of all DOI recommendations since 2014 and is designed to increase public transparency and accountability around these recommendations. During Fiscal 2018, the substantial increase in recommendations resulted from the Department's proactive initiative to review numerous agency policies and practices citywide in order to identify specific systemic vulnerabilities, and standardize and strengthen workable controls and solutions.

## Policy and Procedure Recommendations (PPRs) Issued to Agencies



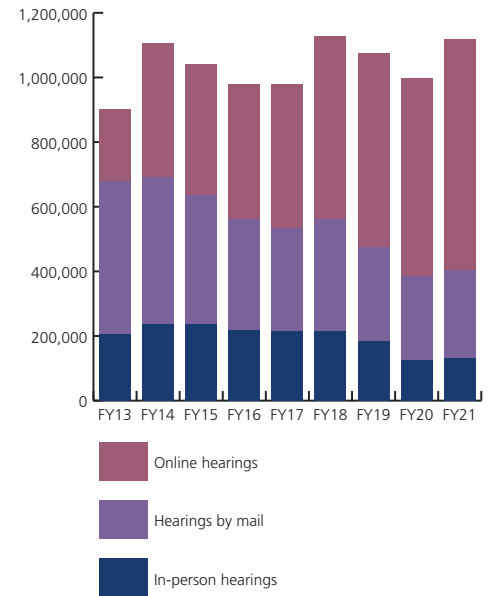
Written policy and procedure recommendations (PPRs) issued to agencies; DOI

## EASY TO PAY OR DISPUTE PARKING TICKETS



Parking summonses are an important tool to ensure that streets and sidewalks can be cleaned and that the City streets are safe for pedestrians and motorists. The Department of Finance has focused on modernizing interactions with parking tickets and making the interactions easier. Over 1 million payments are processed through the new Pay or Dispute App each year. People can also dispute parking tickets easily through the app in the event of an issue. As a result, in-person parking ticket hearing times have also decreased and 63.8 percent of hearings in Fiscal 2021 were online, up from 24.6 percent in Fiscal 2013. The Department also created the Parking Summons Advocate to help those who need to appeal their parking tickets.

## Parking Ticket Hearings by Mode



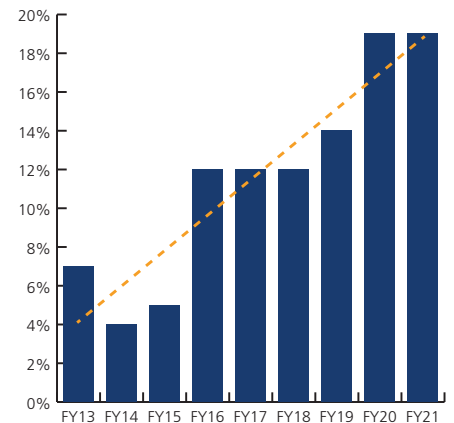
Parking ticket hearings—total; DOF  
In-person hearings; DOF  
Hearings by mail; DOF  
Online hearings; DOF

## DIGITIZING RECORDS AND IMPROVING ARCHIVE STORAGE FACILITY QUALITY AND CAPACITY



The Department of Records and Information Services (DORIS) has completed several major initiatives. These include updated record schedules and disposal of obsolete records which increased Records Center capacity for future archival work. DORIS also transferred many historical records to a new high-quality facility to preserve these records for the future. DORIS has also digitized millions of records, providing more records for online access, and innovative public programs to reach diverse new audiences.

## Warehouse Capacity Available for New Accessions (%)



Warehouse capacity available for new accessions (%); DORIS

Agency	Performance Indicators	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
SBS	Total Minority and Women-owned Business Enterprises certified	3,700	3,783	4,115	4,516	5,122	6,829	9,063	10,034	10,665
DOB	Average days to complete first plan review (Borough offices) - New buildings	16.1	8.8	14.9	11.1	5.6	5.7	4.4	5.2	5.3
DOB	Average days to complete first plan review (Borough offices) - Major Renovations (Alteration I)	12	11.3	15.2	12.2	5.8	5.5	5	5.4	6.8
LAW	Revenues (\$000,000)	\$38.8	\$23.5	\$26.8	\$42.7	\$28.5	\$22.5	\$48.4	\$38.0	\$70.5
DOF	Parking ticket hearings - total	901,026	1,104,940	1,041,841	978,447	978,574	1,126,557	1,074,662	998,215	1,117,467
DOF	In-person hearings	206,320	239,063	236,097	220,221	216,695	216,106	185,021	127,418	132,119
DOF	Hearings by mail	473,411	453,399	401,422	343,601	318,373	347,045	291,299	260,677	272,599
DOF	Online hearings	221,295	412,478	404,322	414,625	443,506	563,406	598,342	610,120	712,749
DOI	Written policy and procedure recommendations (PPRs) issued to agencies	564	148	377	717	514	2,071	573	193	307
DORIS	Warehouse capacity available for new accessions (%)	7%	4%	5%	12%	12%	12%	14%	19%	19%





# **Collaborating to Deliver Results**



# COVID-19 RESPONSE & RECOVERY

## INTRODUCTION

New York City was one of the first American cities struck by COVID-19, and among the hardest hit, becoming an epicenter for the nation. But New York City, primarily due to the resolve and ingenuity of everyday New Yorkers, showed the way forward in responding to and recovering from this enormous international health, economic, and humanitarian crisis. The city rapidly implemented a comprehensive mobilization of personnel and resources. This includes an unprecedented health response predicated on science and data; the overnight creation of new programs to combat hunger at scale; the procurement and distribution of over 100 million pieces of Personal Protective Equipment (PPE) to frontline workers; the adaptive use of technology to maintain critical services; the redeployment of thousands of City workers to tackle emergent issues such as social distancing compliance; and the creative use of streets and sidewalks for recreation, travel, and commerce.

From the beginning of the coronavirus crisis, New York City made a decision to focus on the science and to have a data-driven response. The City deployed a wide array of public health measures, including education and critical outreach campaigns; distribution of vital supplies such as masks; placement of large numbers of testing and vaccination sites throughout the city; mobilization of contact tracers and take care ambassadors; and constant response and recovery programs. The City monitored the evolving science around COVID-19 to implement and continuously expand proven methods for preventing and combatting the disease. These methods, put in place throughout the City, included social distancing, testing, and contact tracing—and eventually, vaccination. With this multiagency approach, the City administered over 12.5 million vaccine doses in the 9 months from the first vaccination dose in December 14, 2020 through September 14, 2021.

As the City focused on a “Just Recovery for All,” the Taskforce on Racial Inclusion & Equity (TRIE) has continued to be on the forefront of the City’s efforts to engage the communities hardest-hit by COVID-19. The taskforce has monitored response in affected neighborhoods and among vulnerable populations. It has also identified key disparities through analysis and dialogue with affected communities. Its goals have been both to meet the immediate needs of those neighborhoods and to shape long-term strategies so they come back stronger. The work of TRIE is highlighted throughout the chapter.

This chapter provides a summary of the City’s COVID-19 response through the MMR reporting period of July 1, 2020 through June 30, 2021. It cannot fully capture the rapid and complex nature of the efforts, but it lays out key aspects of the City’s response during this time. It is important to note that due to the public health implications of this health crisis, we have included some information outside of the traditional reporting period to provide for a more accurate and complete accounting. In addition, there are installments of this chapter in the Fiscal 2020 Mayor’s Management Report and the Fiscal 2021 Preliminary Mayor’s Management Report. These installments have additional information and context pertinent to their reporting periods.

## FRONT LINE HEALTH RESPONSE

From July 1, 2020 through June 30, 2021, the City experienced 574,281 confirmed cases of COVID-19 and 162,650 probable cases, for a total of 736,931 total cases. A confirmed case is a positive result from a molecular test (PCR/nucleic acid amplification test/diagnostic test). A probable case is defined as either a positive antigen test result; a person who has symptoms and was exposed to a confirmed case; or a person who has died whose cause of death on their death certificate is "COVID-19" or an equivalent, although a positive molecular test is not on record.

To educate City residents about COVID-19, testing and vaccines the New York City Department of Health and Mental Hygiene (DOHMH) disseminated messages to New Yorkers through many forms of media to educate the public on the health impacts of the pandemic, as well as to mitigate risk, stigma, and fear. This effort involved developing and issuing more than 300 guidance documents, including fact sheets, FAQs, presentations, and guides for the general public, as well as sector-specific materials, which were translated into at least 13, and in some cases up to 26, languages and printed and distributed more than one million copies of these communications. The Department also invested more than \$125 million in citywide, multilingual, multi-media campaigns on subways and buses, and through neighborhood businesses (including laundromats, bodegas, and supermarkets), billboards, murals, NYC Link kiosks, digital/online, newspapers, television, and radio. To meet New Yorkers where they are DOHMH partnered with 41 community-based organizations to provide education to over 2.5 million people in their communities and conducted outreach across 167 zip codes to enable wider neighborhood, cultural, language, and demographic reach.

The City also provided coronavirus resources in multiple languages, including through a specially created COVID Call Line. This call center fielded 139,152 calls, 27,073 of which were related to vaccines.

The Office of the Chief Medical Examiner (OCME) faced unprecedented demands on its operations in Spring 2020 due to excess mortality in the City from COVID-19, and since then it has maintained much of its expanded forensic operations. OCME was able to handle the sharply increased demands by establishing a full-scale disaster mortuary as well as a long-term decedent storage facility at the South Brooklyn Marine Terminal (SBMT) near 39th Street. As part of its public health role, OCME has expanded postmortem COVID-19 testing beyond deaths falling strictly under the Medical Examiner's jurisdiction to include natural deaths that occurred at home of individuals with respiratory illness history. Data from this expanded testing directly informs both City and State public health officials in their work on COVID-19 deaths and viral respiratory disease epidemiology. In the reporting period, there were 9,884 confirmed deaths and 510 probable deaths, for a total of 10,394.

During Fiscal 2021, the New York City Economic Development Corporation (NYCEDC) continued to strategically direct its resources to support the City's COVID-19 response and long-term recovery efforts. Among the highlights was the launch of the Pandemic Response Lab (PRL) in partnership with NYC Health + Hospitals (H + H) in September 2020 for the purpose of increasing the City's COVID-19 testing capacity. By the end of Fiscal 2021, the PRL had completed over 3.4 million COVID-19 tests and had capacity to process up to 45,000 tests per day. NYCEDC also continued its collaboration with local manufacturers to produce medical supplies and personal protective equipment (PPE) during the first several months of Fiscal 2021, securing approximately 900,000 test kits, 550,000 medical gowns, 3.7 million face shields and 1,670 ventilators for the City while simultaneously supporting nearly 3,000 jobs locally. In March 2021, NYCEDC selected Columbia University as the first winner of its Rapid Testing Innovation Competition to support the development of reliable and inexpensive rapid COVID-19 tests to help New York City reopen safely.

To support the City's long-term recovery, NYCEDC began laying the groundwork for the launch of the Pandemic Response Institute (PRI) later this year. PRI will help prepare the City for future pandemics and other health emergencies by promoting collaborative and innovative research, health data integration, and community workforce capacity building. PRI aims to address gaps in health infrastructure to combat structural inequities that have disproportionately caused harm to communities of color. NYCEDC's work on PRI is part of the broader LifeSci NYC initiative, which aims to invest \$1 billion in life sciences to establish New York City as a global leader in the industry.

In an effort to stay ahead of COVID-19 virus variants, the Health Department's Public Health Laboratory (PHL) increased sequencing capacity and is coordinating data with the PRL and relevant partners. As of June 30, 2021, PRL and PHL have successfully sequenced over 22,000 specimens. PHL was part of a group that identified the emergence of B.1.526 (Iota) in NYC. As of June 30, 2021, 6,881 variant genomes with B.1.526 lineage have been detected at PHL. The Delta

variant was first detected in NYC in April, and it now accounts for over 95% of variants detected in NYC. The increased transmissibility of the delta variant that has led to its rapid emergence and predominance is believed to be due to an increase in the amount of virus that infected persons produce.

The Department of Citywide Administrative Services (DCAS) contributed over \$1 billion worth of items to keep New Yorkers safe during the pandemic. In Fiscal 2021, the DCAS Central Storehouse distributed more than \$259 million in COVID-19-specific items to medical facilities, City agencies, and other public entities. This included \$83.6 million in disposable face coverings, \$52.6 million in KN95 masks, and \$11.6 million in hand sanitizer.

To mitigate healthcare facility staffing shortages at the onset of COVID-19, in July 2020 NYC Emergency Management (NYCEM) established a Group Purchasing Organization (GPO) that allows healthcare facilities to develop surge staffing contracts. GPO uses predefined rates that will help to prevent inflation during a future surge and allows facilities to manage their own contracts through direct relationships with vendors.

## **VACCINE FOR ALL**

In preparation for vaccine distribution, DOHMH developed an equity strategy to guide the agency's planning and implementation to reduce population differences in COVID-19 mortality and serious morbidity. The strategy aims to address mistrust, misinformation, and concerns about vaccine safety, and to promote transparency. In addition, DOHMH developed city health recommendations for prioritizing essential workers based on risk. DOHMH also coordinated vaccine planning discussions among healthcare partners including hospitals, Federally Qualified Health Centers (FQHCs), home health providers, the New York City Fire Department (FDNY), and OCME to establish plans for vaccinating staff in advance of a Food and Drug Administration-authorized COVID-19 vaccine. Administration of vaccines was further supported by an aggressive community engagement effort that in the period from January to June 30, 2021, conducted 51 webinar presentations and news media outlet interviews, 20 community conversations in a variety of languages and together with 15 community partners, provided services to immigrant older adults. In addition, canvassers at the Vaccine Command Center (VCC) have had over 6 million conversations and knocked on nearly 1.5 million doors.

It has been estimated that New York City's historic vaccination campaign has prevented about 250,000 COVID-19 cases, 44,000 hospitalizations and 8,300 deaths from COVID-19 infections since the start of the vaccination campaign through July 1, 2021.

To bring the vaccines to New Yorkers, DOHMH planned the ordering of almost 10 million Pfizer, Moderna and Johnson & Johnson (J&J) doses under the initial weekly allocation caps of the Centers for Disease Control. Administration of doses was facilitated by significant enhancements made to the Citywide Immunization Registry (CIR), which is used to capture immunizations administered in New York City. CIR was expanded to include an online application used to enroll health care facilities into the NYC COVID-19 vaccination program. As of August 3, 2021, over 1,870 providers were registered, representing more than 2,860 NYC vaccination locations. To achieve this level of participation, over 40 webinars and 2 feedback surveys were conducted to help providers with enrollment, vaccine management and clinical operations.

Helping New Yorkers find vaccines was facilitated using the interactive online NYC COVID-19 Vaccine Finder. Over 1000 sites were added to the NYC Vaccine Finder between January and June 2021 including those operated by the City and state governments, chain and independent pharmacies, community health centers, private providers and pop-up locations.

In December 2020, the Mayor's Office created the NYC COVID-19 Vaccine Command Center (VCC), an interagency effort to facilitate, coordinate, and promote the equitable distribution of vaccine throughout the City. As of July 2021, VCC and DOHMH have worked with providers to administer more than 10 million doses, including more than 20,000+ through a City-run in-home vaccination program. The VCC worked with NYCEM, DOHMH and H+H to create 60 fixed vaccination sites and more than 40 mobile teams that conduct pop-up vaccination events at over 100 locations per week. The City also conducted outreach about vaccines at over 5,500 outreach events and across 4.5 million outbound calls to NYC residents. Thanks to these efforts, nearly 80% of adults and 70% of eligible children have received at least one dose, outpacing the national rate.

DOHMH COVID-19 Points of Dispensing (PODs) or Vaccination Hubs were initiated on January 10, 2021 with three sites, expanding quickly to 15 sites within a week. By June 27, 2021, 819,000 vaccinations were administered at PODs to over 407,000 individuals, constituting over 9 percent of all vaccinations administered citywide. During the reporting period, over 10,000 staff from City agencies, the NYC Medical Reserve Corps (MRC) and clinical temp agencies worked more than 14,000 hours at PODs.

DOHMH conducted extensive vaccine handling and supply operations to support its own PODS and other providers. As of June 30, 2021, DOHMH:

- Received and stored 1,032,350 doses of Pfizer, Moderna, and J&J vaccine
- Packed and shipped over 959,070 doses of vaccine in 1,910 deliveries to PODs and other providers without loss of a single vial due to temperature excursions or handling issues
- Filled over 1,100 supply requests

The City also contracted with 16 vendors to provide immunization services through fixed site, pop-up and mobile clinics, and at-home vaccination services. To improve equitable access to vaccines, from January to July 2021, a high-capacity immunization vendor with 34 DOHMH-operated clinics administered over 368,000 vaccinations and set-up 26 pop-up clinics administering over 2,500 vaccinations. Two contracts with non-profit organizations supported the City's 28 FQHCs and 42 independent pharmacies to prepare them to offer COVID-19 vaccinations in their catchment areas. From the start of vaccine availability on December 14, 2020 through June 30, 2021, FQHCs administered 569,189 doses.

As part of the City's in-home vaccination program, DOHMH nurses and non-clinical staff called over 35,000 highly vulnerable New Yorkers to provide information about the COVID-19 vaccine, address questions, and book vaccine appointments. Calls have resulted in over 800 in-home appointments and more than 12,000 conversations to build vaccine confidence. While the in-home vaccination program began with homebound New Yorkers, it has grown into a universal program for all over the age of twelve.

When the CDC's Federal Pharmacy Partnership Program for Long Term Care Facilities (LTCFs) ended on February 21, 2021, DOHMH's Vaccine Operations Center (VOC) worked with long-term care pharmacies and community vaccinators to ensure a seamless transition of access to vaccine for LTCF residents and staff. From the conclusion of the federal program through July 28, 2021, resident vaccination in nursing homes increased from 66 percent to 82 percent while staff vaccination increased from 41 percent to 68 percent. In congregate settings, including group homes for people living with developmental disabilities, behavioral health supportive housing and congregate treatment centers for people living with substance use disorder, approximately 21,400 staff and residents were vaccinated as of July 19, 2021. Notably, 85 percent of residents living in group homes for people living with developmental disabilities have been vaccinated—a significant accomplishment given the risk to these residents and the high rates of transmission observed in these settings.

To assure New York City residents that vaccination remains safe, the VOC continually monitors reports from the FDA/CDC Vaccine Adverse Events Reporting System (VAERS). From December 18, 2020 through July 2, 2021, 7,775 VAERS reports were received about individuals living in the City. Investigations were conducted of 491 of these to verify the association of the adverse event with vaccination and to determine the associated medical circumstances.

In June 2020, DOHMH created the Congregate Settings Investigations and Response Unit (CSIRU). This unit coordinates with federal, state, and local agencies to conduct COVID-19 outbreak detection and response in congregate settings in the City to reduce overall COVID-19 mortality and morbidity among vulnerable populations. Between July 1, 2020 and June 30, 2021, CSIRU investigated 19,076 cases and identified 62,472 contacts and 1,956 clusters across 1,804 facilities. In addition, this unit facilitated 29,305 COVID tests at 1,032 facilities and vaccinated more than 1,000 residents and 1,200 staff in nursing homes. For non-nursing-home settings, the CSIRU initiated an onsite vaccination program in 93 facilities which administered 119 doses of J&J and 796 doses of Pfizer COVID-19 vaccines to residents and staff. To help prevent the spread of COVID-19, CSIRU provided Infection Prevention and Control (IPC) training to 77 DOHMH staff and 433 participants representing staff and residents of congregate residential facilities, and CBOs. It

also conducted 53 onsite IPC safety consultations. This unit also conducted 525 investigations of vaccine breakthrough cases, 355 re-infection cases, and 140 cases that were both re-infection and vaccine breakthrough.

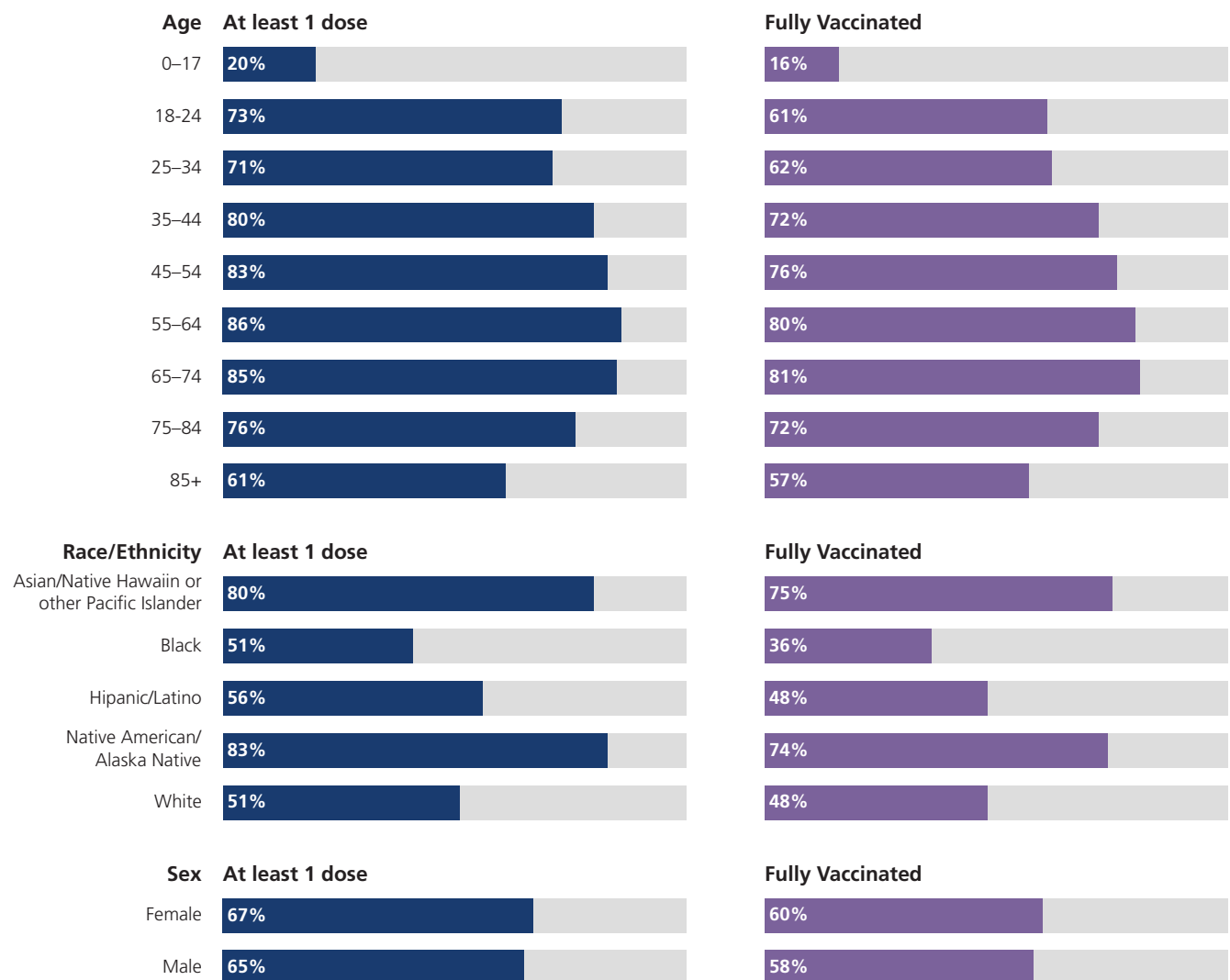
To support enthusiasm for the available COVID-19 vaccine, the City was able to offer incentives. The incentive program began with tickets to local New York City attractions to cultural attractions. It has grown to include \$100 for every first dose that can be redeemed digitally, picked up in person, or received via mail. The City is also offering referral incentives to Community Based Organizations, faith organizations, and businesses to empower them to serve as a trusted voice.

## Vaccinations by Demographic Group

This table shows data on the percent of NYC residents vaccinated by age, race/ethnicity and sex

Data as of 9/8/2021.

### NYC Residents Vaccinated



Only residents 12 and older are eligible for vaccination

The number of people who received at least one dose includes people who are fully vaccinated.

The Hispanic/Latino category includes people of any race. Vaccination rates for people identified with unknown sex, unknown race/ethnicity, or other race/ethnicity are not available.

## TEST AND TRACE

On June 1, 2020, the Trace Program was launched as one of the major pillars of the New York City Test & Trace Corps, with the goal of slowing the spread of COVID-19 by interrupting the chains of transmission. Since then, the City has carried out one of the largest contact tracing efforts in modern history, using a force that is now comprised of over 4,000 contact tracers. Each day, contact tracers work to identify cases (people known or presumed to have COVID-19), trace their contacts (people they were in contact with who might have been exposed to COVID-19), recommend isolation or quarantine, and assist with the provision of resources. In addition, contact tracers provide education, monitor cases and contacts daily, support individuals in isolation or quarantine by evaluating their needs for supportive services, and let individuals in isolation or quarantine know when they can leave.

The Trace Program constantly evolves as the pandemic evolves. Examples of its evolution include the City's special contact tracing efforts (e.g., accelerated contact tracing, community engagement, information gathering, home specimen collection, and the investigation of facility exposures) and new contact tracing tools (e.g., Validate My Tracer, which helps to verify the identity of a tracer to reduce the risk of scams, and the COVID Alert NY Proximity app). Since April 2021, tracers can now screen and connect patients to monoclonal antibody treatment (mAb) in order to reduce the risk of severe infection. Finally, they have made over 7 million outbound calls to connect former cases and contacts with vaccination information and appointments. The contact tracers, who speak more than 40 languages, represent and build trust among the communities they serve. The Trace Program is voluntary, and many New Yorkers have chosen to participate as a result of their interactions with the contact tracers. As of June 30, 88 percent of 820,147 cases have been reached; 78 percent of all cases (638,922) and 62 percent of all contacts (660,692) have completed intakes; and 98 percent of cases and 96 percent of contacts report having not left their homes since the last time they spoke with a contact tracer. Additionally, tracers began identifying contacts of contacts in summer 2021. Through the Take Care initiative, NYC Test & Trace Corps ensures that anyone who tests positive for COVID-19 and their close contacts have the resources needed to safely separate in a hotel, free of charge, or at home, to help prevent the spread of the virus. In Fiscal 2021, there have been 289,026 Resource Navigators referrals completed and 22,258 guests who have safely separated in take care hotels.

In April, the NYC Test & Trace Corps announced the launch of the AfterCare program to support New Yorkers living with the long-term effects of COVID-19. The new initiative, which is housed in the Take Care program, leverages the City's wide-ranging resources to help Test & Trace clients cope with the far-reaching impact of COVID-19 on all aspects of life. An estimated 10 percent of people with COVID-19 experience "Long COVID," a collection of symptoms that develop during or following a confirmed or suspected case of COVID-19, that continue for weeks or months afterward. AfterCare connects Test & Trace clients with ongoing health and social needs to the full range of resources and referrals relating to Long COVID, including H + H COVID-19 Centers of Excellence. These centers provide assistance in the areas of physical health, mental health, community support, and financial support, such as paid sick leave.

NYC Test and Trace Corps also operates 3 mass vaccination (24/7) sites in 3 boroughs, Bathgate, Brooklyn Army Terminal, and Citi Field. Citi Field is the most popular City-run site in New York City and recently surpassed 200,000 doses administered since its first day in operation to September 2021. This is an average of approximately 1,200 doses per day. As of September 2021, NYC Test and Trace's mobile vaccination fleet has administered over 125,000 doses.

## EDUCATION

After extensive efforts to ensure the health and safety of its staff and students, the City was able to reopen its school buildings in September 2020, the only major school district in the country to welcome back students at the start of the school year. The City supplied all schools with abundant personal protective equipment; ensured safe ventilation; instituted mandatory school-based COVID-19 testing; and created an interagency Situation Room that enables quick responses to positive cases in schools.

In preparation for the 2020–2021 academic year, H+H, and DOHMH ensured nursing coverage in every public school building and all early childhood programs across the City. As a result, every student and staff member has a qualified medical professional available every day who can respond if they present with symptoms at school. These medical professionals work in close partnership with the NYC Test + Trace Corps team assigned to public schools.



The “Bridge to School” citywide initiative for the 2020–2021 school year, announced in August 2020 focused on the social and emotional wellbeing of students and adults to create a safe, supportive learning environment that confronts the trauma caused by the COVID-19 crisis. Through this initiative, which builds on past expansion of mental health supports in schools, schools across the City were equipped to integrate trauma-informed practices into school reopening. Beyond training and direct classroom support, the Department of Education (DOE) produced a Bridge to School Resource Guide. This guide made grade-appropriate tools available to educators, including activities and lesson plans for both remote and in-person learning, which helped students build coping skills; process grief; re-connect; and better orient themselves to blended-learning or online classrooms during first the few weeks of school.

The Office of Community Mental Health (OCMH) partnered with DOE and DOHMH to offer onsite mental health support in 248 high-need schools and access to onsite mental health clinics in 129 of those schools. OCMH also supported training to help educators and caregivers better identify symptoms of trauma and emotional and psychological distress in order to meet the mental health needs of their school communities.

In all schools, for all students, the City ramped up its capacity to provide high-quality remote learning. In addition to providing more than 500,000 LTE-enabled iPads to students, efforts expanded to improve internet service and technical help to families. The City has also provided educators with highly rated educational resources and professional development that facilitate effective learning from home.

For families opting for in-person instruction, City agencies came together to ensure that schools had access to additional outdoor space during the school day. The City approved over 150 streets for various educational uses, such as classroom education, physical education, recess, lunch, and school arrival and dismissal activities. Schools are allowed to use approved streets Monday through Friday, 7 a.m. to 4 p.m.

The City looks forward to welcoming all children and staff back for in person instruction for the 2021–2022 academic year.

## **SAFEGUARDING OUR MOST VULNERABLE**

The City continues to maintain a robust surveillance and epidemiologic infrastructure to monitor the impact of the COVID-19 pandemic in NYC. Trends in case, hospitalization and death rates are assessed by area of the City, age group, race/ethnicity, and poverty level. Daily analyses are conducted to identify cases and clusters in high risk congregate residential settings (e.g., shelters, supportive housing, and assisted living facilities) as well as clusters associated with non-congregate settings, including workplaces, schools, and day care centers. New cases are transmitted to the NYC Test & Trace Corps daily for case monitoring and contact investigations.

### **ESTABLISHING FOOD SECURITY**

COVID-19 has caused food insecurity in the City to rise significantly from pre-pandemic levels. At the height of the pandemic, over 1.6 million New Yorkers experienced food insecurity. This number is now estimated to have declined to approximately 1.4 million. Over the past 18 months, the City has taken bold and effective steps to make sure all New Yorkers have access to the food they need during the crisis. At the onset of the pandemic, the City launched the Feeding New York Plan and GetFood NYC.

The GetFood Emergency Home Food Delivery (EFD) program has continued to be available for homebound New Yorkers who do not have anyone who can bring them food and who cannot afford private food delivery options. Vendors engaged by the program provide lunch and dinner for up to two persons in a household. All of the meals provided by these vendors adhere to the nutritional guidelines set forth by DOHMH.

Since the start of the 2020–2021 school year, more than 1,100 DOE schools have continued distributing meals to children learning in person or remotely and there are over 260 DOE Grab & Go sites offering meals to adults. A defining feature of these programs is the vast range of food offered—Halal and kosher meals are available at select Grab & Go sites and vegetarian meals are available at all locations. Certain schools are also offering hot meal service to students attending in-person.

Across both programs since March 2020, GetFood NYC has served over 225 million free meals, provided emergency home delivery to over 1.5 million New Yorkers, and Grab & Go pickup at over 500 DOE Community Meal Hub sites across the City. Among other services, Take Care provides individuals isolating at a hotel with daily free breakfast, lunch, and dinner. Those isolating at home have the option to enroll in GetFood and receive two meals daily for the duration of isolation. Take Care also assists clients with enrolling in food benefits like SNAP and WIC and with accessing food through local food pantries. Take Care Resource Navigators have reached out to more than 280,000 New Yorkers quarantining or isolating in their homes, to help connect them to resources. The Department of Social Services—Human Resource Administration (HRA) managed historic increases in the need for SNAP and Cash Assistance (CA) by building on its pre-pandemic capacity to provide online and telephone access for SNAP clients and then creating such access for Cash Assistance clients. Both SNAP and CA offer a lifeline for New Yorkers who need it the most.

Finally, at the start of the pandemic the City experienced various disruptions in its supply chain, from sharp increases in prices of staples food items, to concerns from truck drivers about entering NYC when it was the epidemic's epicenter. As part of the City's plan to ensure that no New Yorker went hungry as a result of the pandemic, \$50M was designated for a food reserve. Fortunately, these disruptions quickly subsided and in August 2020, the Administration made the decision to transition this food reserve into a new program, the Pandemic Food Reserve Emergency Distribution Program, also known as P-FRED. This program provides direct food resources to hundreds of pantries and community organizations across the city that continue to experience high demand because of COVID-19. Since September, in partnership with HRA, the City has distributed over 11 million pounds of fresh produce and high-quality shelf-stable food through P-FRED.

## **ENSURING ACCESS TO MENTAL HEALTH**

Due to considerable COVID-19-related operational adjustments, there were substantial changes in how clients were served through many City services, including OCMH programs. Nearly all of OCMH programs have continued to offer critical support to New Yorkers during the COVID-19 pandemic as new engagement strategies were launched to eliminate barriers to care for particularly high-need populations.

To reach veterans during the pandemic, OCMH and the Department of Veterans' Services (DVS) launched Mission: VetCheck, in which volunteers from the veterans community were trained to make supportive check-in calls to veterans. Volunteers have made nearly 31,000 calls to veterans since Mission: VetCheck began in April 2020, with nearly 18,000 calls made during Fiscal 2021. Mission: VetCheck has helped reduce social isolation for veterans and is addressing veterans' needs during the pandemic (callers made 836 referrals back to DVS for help with issues like food assistance, housing insecurity, unemployment, and COVID-19 testing information during Fiscal 2021).

In October, the City announced two additional initiatives that added new mental health services to hundreds of schools in the neighborhoods most affected by the COVID-19 pandemic. The first program, the School Mental Health Specialist Program, represents a re-engineering of the School Mental Health Consultant Program, an existing OCMH program implemented by DOHMH in partnership with DOE. Launched in 2016, the Consultant Program employed social workers and mental health counselors in public schools to survey existing mental health resources, create mental health plans tailored to individual schools, and, when needed, connect students to mental health support in their community. In the new program, these same mental health workers serve as Mental Health Specialists and provide direct service to students through trauma-informed group work at 350 schools in the neighborhoods hardest hit by the COVID-19 pandemic. Each Mental Health Specialist will serve up to five schools. In addition to their work with students, they will provide mental health education to caregivers and school staff to help them address students' mental health needs and strengthen community and family ties. The budget for the Consultant Program will now support the new Mental Health Specialist program, so the new model will not entail additional costs. The second program, Pathways to Care, creates a new partnership between H + H, OCMH, and DOE. This partnership will expedite referrals of students to outpatient mental health clinics, where they can receive ongoing therapy, psychiatric evaluation, medication management, and other clinical services.

To reach New Yorkers in their places of work and worship, OCMH trained over 600 employers and employees in workplace mental health strategies and over 150 faith leaders representing diverse faith traditions in how to promote mental health during and following a disaster.

NYC Well, the City's comprehensive behavioral health helpline, responded to unusually high need levels. NYC Well exceeded its target for answered contacts in Fiscal 2021 by 23 percent. Mobile Crisis Teams continued to go to people's homes when needed, with protocols in place to screen for COVID-19 symptoms before teams entered a home and with access to personal protective equipment for team members.

In June 2020, just before the start of the reporting period, the City replaced Mental Health First Aid trainings with COVID-19 Community Conversations (3C): a virtual model comprised of 1-hour presentations and 3-hour interactive training that provides COVID-19 resources and information to New Yorkers living in one of the 33 neighborhoods designated by TRIE as those hardest hit by the COVID-19 pandemic. These sessions reached over 18,000 residents in these neighborhoods, and 21,000 overall in Fiscal 2021.

Launched in April 2021, the Mental Health Amplifier (MHA) Program is part of the Mayoral Mental Health for All initiative and aims to have an emotional wellbeing check-in with clients at vaccination sites throughout New York City. The check-in also consists of sharing informational material on mental health services and low and no-cost health services for New Yorkers who do not qualify for or cannot afford health insurance. Between April 29 and September 11, 2021, MHAs have engaged 88,252 New Yorkers, had conversations with 65,290 New Yorkers, and distributed nearly 186,000 flyers for [NYC Well](#), [NY Project Hope](#), and [NYC Care](#), combined.

## **ENGAGING SENIORS**

Social isolation is a serious concern that affects a significant number of older adults and poses increased risk for dementia and other serious health and mental health conditions. Since the pandemic and through Fiscal 2021, the Department for the Aging (DFTA) internal staff, contracted providers and volunteers made over 4.8 million wellness and/or social engagement contacts to decrease social isolation among its clients. DFTA's ongoing efforts to decrease social isolation connected older adults to vital resources including food, mental health, and elder abuse intervention services. DFTA also launched media campaigns in the past year to highlight services for older adults, caregivers and identify often hidden victims of elder abuse. Highlighted programs and services included the Caregiver program, Elder Justice, Health Insurance Assistance (HICAP), and the Friendly Visiting and Friendly VOICES programs.

In Fiscal 2021, DFTA also worked with other City agencies, including DOHMH and VCC, to strengthen collaboration and promote COVID-19 initiatives, such as vaccine promotion, for older adults. In the summer, DFTA collaborated with VCC to implement a mobile vaccine initiative at senior centers. DFTA, and its network of providers, made tens of thousands of vaccination promotion calls per week to older adults that receive DFTA services. The calls provided appointment, eligibility information and scheduling assistance. If an older adult didn't have a ride to a vaccine appointment, callers helped them arrange transportation using the City's free transportation resources.

## **PROTECTING TENANTS**

In public housing, the New York City Housing Authority (NYCHA) took proactive steps to ensure the safety and well-being of the approximately 400,000 New Yorkers residing in NYCHA properties. From the beginning of the crisis, NYCHA staff used approximately 2.4 million communications to residents and other stakeholders in the form of phone calls, robocalls, and emails advising about the risks of the virus and measures to prevent its spread. NYCHA launched a COVID-19 resource website and posted safety posters translated into Spanish, Chinese, and Russian at all NYCHA developments. Working with Tenant Associations, NYCHA staff helped mobilize federal Housing and Urban Development Tenant Participation funds to cover the distribution of free meals in coordination with New York City's GetFoodNYC program, and to provide transportation, face coverings and PPE, and other supplies for tenants. NYCHA deployed targeted outreach programs for its most vulnerable residents, including those with active social service cases, those with life-sustaining equipment, and seniors. NYCHA also took special precautions and preventative actions to ensure that the physical state of its facilities was in compliance with public health guidance to keep residents safe, including deploying two vendors to provide regular disinfection services at NYCHA properties citywide. From March 2020 through May 2021, NYCHA's Quality Assurance and Environmental Health & Safety department conducted 5181 inspections at 291 developments to ensure vendors were doing the disinfections properly.

At the beginning of the Covid-19 pandemic, the Mayor's Office to Protect Tenants (MOPT), the Mayor's Public Engagement Unit (PEU), and HRA's Office of Civil Justice (OCJ) created a Tenant Helpline. The City's Tenant Helpline assists residential tenants as they navigate difficult situations, including inability to pay rent and eviction prevention. PEU's Tenant Support Specialists staff the Helpline and provide coaching and case management. They also connect

tenants with OCJ-contracted legal services providers, including the Right to Counsel Program. The Helpline has had great success and is now a permanent resource for NYC’s tenants. These services are available to all NYC residential tenants regardless of income, zip code, or immigration status.

In August, the City launched its first-ever resource portal to help residential renters access free resources from the City to help prevent evictions and keep tenants stably housed. The portal, launched through Mayor’s Office to Protect Tenants (MOPT), the Mayor’s Public Engagement Unit (PEU), and the Department of Information Technology and Telecommunications (DoITT), features an eviction prevention tool to help renters navigate free public and private resources that can stabilize their housing situations. The portal is free and accessible to all residential tenants. Tenants respond to a series of questions about their unique circumstances and are directed to the most relevant resources, such as help navigating an illegal lockout or eviction. The portal also has up-to-date information on the general status of evictions in New York City Housing Court. Through this effort, MOPT, PEU, and DoITT have brought together resources from multiple City agencies, City-funded nonprofit legal service organizations, and community based organizations, improving and streamlining how tenants can learn about the options that may be available to them.

In addition to online resources, the City mailed useful information to tenants about available resources, including: the Emergency Rental Assistance Program (ERAP) to pay overdue rent and hardship declaration forms to prevent eviction during the pandemic. The City also produces fact sheets with real time information for tenants on tenant rights, eviction protections, and courthouse operations. These resources are available in all required languages.

## **SERVING HOMELESS NEW YORKERS**

Since the outset of the pandemic, the Department of Social Services-Department of Homeless Services (DHS) has worked around the clock to convey the City’s latest guidance to social service provider partners, program experts, staff, and directly to clients experiencing unsheltered homelessness, or in shelters, especially as that guidance has changed in response to changing circumstances throughout the pandemic. This includes protocols for screening and connecting any individuals who experience symptoms to isolation and/or care, which DHS rolled out to shelter providers as well as outreach providers and staff at all of our specialized facilities as part of this all-hands-on-deck collaborative effort to ensure that clients’ health and safety is put front and center.

To monitor health and safety and to continue to prevent the spread of COVID-19, DHS is continuing to offer free testing. This systematic testing occurs directly at shelter locations, providing clients arriving to shelter or already in shelter with an additional layer of protection. DOHMH’s Public Health Laboratory (PHL) continued to provide testing for DHS and between July 1, 2020 and June 30, 2021, 22,272 specimens were tested.

To provide protections for DHS clients and staff and further reduce COVID-19 rates citywide, DHS continued to make it as easy as possible to get vaccinated by delivering COVID-19 vaccines directly to clients and by initially establishing a dedicated vaccination site for clients. Using the model established for COVID-19 testing, DHS implemented a proactive mobile vaccination program, making vaccines available to clients in shelters where they reside.

## **SUPPORTING SMALL BUSINESSES**

The phased reopening of nonessential businesses across the City began before the reporting period on June 8, 2020, once the region had met all metrics outlined by the Governor’s Office as well as the additional metrics outlined by the Mayor’s Office. Major phased reopening took place every 2 weeks between June 8 and July 20, with additional reopening for other industries throughout the summer and fall. Notably, outdoor dining began June 22; schools started in-person instruction September 21; and indoor dining was permitted to begin operating September 30. As of the timing of this report, most COVID-19 restrictions have been lifted as 70 percent of New Yorkers over 18 have received at least the first dose of the vaccine.

On October 6, New York State put into effect a localized approach to restrictions, based on the severity of COVID-19 cases in hyperlocal geographies. In addition to enacting red, orange, and yellow zones, all of which had restrictions beyond those in non-zone areas, the State implemented additional enforcement of business practices and engagement with the public on mask-wearing and public gathering. At the initiative’s peak, there were over 450 inspectors working and inspections surged to an average of over 1,900 completed per day in the last week of October. In total, 315,275 inspections were completed with 2,629 violations issued.

In advance of Phase 1, an interagency outreach and enforcement effort was launched to engage with businesses on the State's health and safety guidelines. Health and safety guidelines fall into five major sections: physical distancing, protective equipment, hygiene and cleaning, communication, and screening. Led by the Mayor's Office of Special Enforcement (OSE), this collaborative effort included an enforcement component, consisting mainly of inspections conducted by 13 City agencies, and an outreach component, including development and distribution of outreach materials, and communication of State and City guidelines to businesses.

In addition to inspection, engagement, and enforcement conducted by inspectors, the commissioners and staff at Small Business Services (SBS), DOHMH, Mayor's Office of Nightlife (ONL), Office of the Mayor's Counsel, and OSE hosted several events for the business community, sharing information and fielding questions about State and City requirements, and resources available for businesses. Dozens of public- and business-facing materials, including reopening guidance, flyers, and resource guides were developed by DOHMH, SBS, ONL, the Department of Transportation (DOT), the Department of Buildings (DOB), and the Mayor's Office of Operations. They were distributed by inspectors and via email, public websites and social media platforms, and at virtual and socially distanced outdoor events, such as business corridor walkthroughs. SBS's Business Restart Hotline took 28,784 calls from businesses seeking support, while the Department of Consumer and Worker Protection (DCWP) worker hotline received 11,582 calls.

As the summer of 2020 continued, the City announced the Open Restaurants Program, allowing restaurants to use open space on sidewalks and curbsides, expanding outdoor seating options. The program supports the City's restaurants by streamlining the application process while promoting social distancing. As of June 30, 2021, more than 10,000 restaurants are participating in the Open Restaurants Program. Due to its success, the Open Restaurants program has become a permanent part of the City's landscape.

On October 28, the City announced the Open Storefronts program. It permits storefront businesses to use a portion of the sidewalk to display merchandise, sell goods, complete transactions, and provide queuing areas. Building on the success of the Open Restaurants and Open Streets programs, Open Storefronts provides safer spaces for small businesses to rebound in challenging economic times. This program has been extended through September 30, 2021.

Due to rising cases of COVID-19, on November 13, all bars, restaurants, and gyms or fitness centers, and all State Liquor Authority-licensed establishments, were required to close from 10 p.m. to 5 a.m. daily. Under these revised guidelines, restaurants were still allowed to provide curbside, food-only pick-up or delivery after 10 p.m. so long as it was otherwise permitted. As of December 14, food establishments were not allowed to offer indoor dining.

As vaccine distribution began, the City was able to reopen indoor dining on February 12. Additional COVID-19 rules and regulations were subsequently relaxed and businesses were allowed to resume normal services with face coverings and social distancing in place. While outside of the reporting period, it is important to note that additional COVID-19 precautions have been enacted by the City. As of August 17, people 12 and older are required to show proof they have received at least one dose of a COVID-19 vaccine authorized for emergency use by the Federal Drug Administration or World Health Organization for:

- Indoor dining
  - Includes restaurants, catering halls, event spaces, hotel banquet rooms, bars, nightclubs, cafeterias, grocery stores with indoor dining, coffee shops and fast food or quick service with indoor dining
- Indoor fitness
  - Includes gyms, fitness centers, fitness classes, pools, indoor studios and dance studios
- Indoor entertainment
  - Includes movie theaters, music and concert venues, museums, aquariums and zoos, professional sports arenas, indoor stadiums, convention centers, exhibition halls, performing arts theaters, bowling alleys, arcades, pool and billiard halls, recreational game centers, adult entertainment and indoor play areas

This new requirement—called the Key to NYC—also means staff at these locations must be vaccinated.

In addition to its work around safely reopening, NYCEDC has collaborated with several partners to launch the new Small Business Resource Network. This public-private partnership, funded by a \$2.8 million grant, will establish a team of 22 dedicated Small Business Specialists to work with entrepreneurs in communities hardest hit by COVID-19, helping them gain access to a range of programs and services. The Network will focus on minority-, women- and immigrant-owned businesses that have limited access to the help they need to survive the pandemic.

## ACCESS TO OPEN SPACE

In Fiscal 2020, the City announced its Open Streets initiative to allow New Yorkers to safely experience summer in New York City. Open Streets are streets that are closed to through traffic and only accessible for local access, allowing pedestrians and cyclists to use the roadbed for socially distant recreation. Open Streets locations were selected through community engagement and data analysis to include neighborhoods that lack open space and were hard hit by COVID-19. The program includes streets managed by local precincts or local partners such as Business Improvement Districts, block associations, and civic groups. As of the end of the reporting period, the City implemented 83 miles of Open Streets.

At the start of the reporting period, the City announced a new initiative, Play Streets, to provide families with safe, structured activities on Open Streets during weekdays. At Play Street locations, children participated in independent crafting and art projects. Giant board games and various sports drills were also available. Reading corners, dance classes, cardio and yoga exercises were also provided. All programming was creatively designed to meet social distancing guidelines.

In March 2021, the City launched the Open Culture program, which permitted outdoor cultural programming on City streets. This program allows ticketed, socially distanced outdoor performances, rehearsals, and classes at nearly 200 street locations throughout the five boroughs. The Open Culture program provides stages for artists and cultural groups, putting artists back to work and providing New Yorkers the opportunity to enjoy the arts safely in their neighborhoods.

## ADDITIONAL RESOURCES

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

- Department of Health and Mental Hygiene COVID-19 Information page:  
<https://www1.nyc.gov/site/doh/covid/covid-19-main.page>
- Department of Health and Mental Hygiene COVID-19 Data Information page:  
<https://www1.nyc.gov/site/doh/covid/covid-19-data.page>
- COVID-19 Assistance & Guidance for Businesses:  
<https://www1.nyc.gov/site/sbs/businesses/covid19-business-outreach.page>
- 311 COVID-19 Health & Safety:  
<https://portal.311.nyc.gov/article/?kanumber=KA-03288>
- NYC COVID-19 Engagement Portal:  
<https://cv19engagementportal.cityofnewyork.us/#/display/5e7555117ad6750216160409>
- NYC Open Data Portal:  
<https://opendata.cityofnewyork.us/>
- Test & Trace Corps:  
<https://www.nychealthandhospitals.org/test-and-trace/?notification>
- COVID-19 Testing Sites:  
<https://www.nychealthandhospitals.org/covid-19-testing-sites/?redirect&notification>

PARTNER  
AGENCIES  
& OFFICES

# EXPANDING COMMUNITY-BASED MENTAL HEALTH SERVICES AND SUPPORT

In 2015, Mayor de Blasio and First Lady Chirlane McCray announced a bold and historic new commitment to mental health for all. ThriveNYC represented the first time a large American city dedicated its own funding to supporting the mental health of people who had long been underserved.

Fueled by that vision, New York City today provides more mental health services, in more places and in more ways, than ever before. More than a dozen City agencies and hundreds of community-based organizations have made this possible. Because of their work through ThriveNYC and beyond, hundreds of thousands of New Yorkers from all communities, boroughs, and levels of need are getting care and support they once could not count on.

In May 2021, Mayor de Blasio signed an Executive Order establishing the Mayor’s Office of Community Mental Health (OCMH). With that act, the City recognized the long-term value of ThriveNYC’s work—and the vision behind it. OCMH, as a permanent part of City Hall, will continue to implement this vision by addressing critical gaps in New York City’s mental healthcare system and activating every part of City government to promote mental health.





In Fiscal 2021, OCMH partnered with 13 City agencies and nearly 200 community-based organizations to implement 30 innovative mental health programs. This MMR chapter presents highlights from this work as well as key performance indicators. Beginning in the Fiscal 2022 Preliminary Mayor’s Management Report, some of the indicators in this chapter will be reported in the chapter of the primary implementing agency. This will be the final ThriveNYC chapter.

## SEVEN YEARS OF PRIORITIZING MENTAL HEALTH

For the past seven fiscal years, the ThriveNYC collaboration chapter in the Mayor’s Management Report has tracked a coordinated effort across City government to promote mental health, which included and extended beyond the work of ThriveNYC.

Through ThriveNYC, hundreds of new mental health service locations were added across the City, embedded into places where support was likely to reach New Yorkers who might otherwise go without care. These locations included onsite mental health services at 248 high-need schools, over 100 shelters for families with children; all runaway and homeless youth residences and drop-in centers; 46 older adult-centers; and every police precinct in the City to serve victims of crime, violence and abuse.

Beyond ThriveNYC, many other parts of City government have found new ways to promote mental health, ranging from more supportive housing and reentry services for people leaving the City’s jails to social emotional learning programs in public schools and NYC Care, a citywide guarantee of health care, including behavioral health services. Mental health support has also been added to EarlyLearn programs in and outside of Department of Education (DOE) public schools.

-  FDNY
-  DOE
-  DFTA
-  DHS
-  DOHMH
-  DVS
-  DYCD
-  H + H
-  HRA
-  NYPD

Mayor’s Office  
to End Domestic  
and Gender  
Based Violence

Mayor’s Office  
for Economic  
Opportunity

Mayor’s Office  
of Labor  
Relations

These new programs and initiatives have contributed to a significant citywide commitment to promote mental health. They add to considerable work already underway, including programs for New Yorkers with serious mental illness at the Department of Health and Mental Hygiene (DOHMH); street outreach teams and Safe Havens supported by the Department of Homeless Services (DHS); and extensive behavioral healthcare services provided by NYC Health + Hospitals (H+H).

## **A MENTALLY HEALTHIER NEW YORK CITY**

With more mental health support, the mental health landscape in New York City is starting to improve. OCMH's measurement approach is informed by a Science Advisory Group comprised of national and international experts in epidemiology, mental healthcare and the social drivers of mental health. In March 2020, this Science Advisory Group published two population-level measures that can be directly associated with OCMH's contributions to the City's mental healthcare landscape. If the entire range of efforts to promote mental health across City government—including OCMH's work to close gaps in care—continues, the City can expect to see improvements in the following population-level measures within five years:

1. More New Yorkers with mental health needs are connected to treatment. Defined as 1) more New Yorkers with an identified mental health need receive treatment, and 2) greater equity in connection to treatment.
2. Fewer mental health needs become crises. Defined as 1) fewer mental health emergencies, as measured by 911 dispatches and emergency department visits, and 2) less disparity in mental health emergencies.

In Fiscal 2021, New York City experienced population-level progress on both goals. First, there is some indication that more New Yorkers with mental health needs are connected to care. According to a recent evaluation of NYC Well, the City's behavioral health helpline, nearly one in five NYC Well users surveyed stated that they would not have contacted anyone in the absence of NYC Well, indicating that the helpline is increasing mental health support for people who would otherwise go without. According to data from DOHMH, in 2015, 45.9 percent of adults with suspected serious psychological distress reported that they had received counseling or prescription medication in the past 12 months. In 2019, 58.2 percent had, according to the most recent data published in Fiscal 2021.

Second, mental health emergencies are declining. From 2008 to 2018, the number of mental health 911 calls in New York City nearly doubled, increasing every year and in every precinct. In 2019, the total number of calls dropped for the first time in a decade, by nearly 8,000. In 2020, the number of calls fell by another 6 percent, to 166,565 calls. In the first half of 2021, this trend held steady. And we know that new resources, such as NYC Well, are connecting people to care so emergency resources are less needed: according to a recent evaluation, more than 20 percent of NYC Well users surveyed reported that they would have considered calling 911 or going to an emergency room if not for NYC Well.

## **OCMH'S APPROACH**

Through high-level policy coordination, programmatic oversight, and strategic partnerships, OCMH works with City agencies to build new strategies to close gaps in mental healthcare. OCMH incubates these new strategies—helping agencies to launch or change how they deliver services, enhance existing services, and maximize the reach and impact of these new approaches. The programs included in OCMH's portfolio advance four goals:

- Promote mental health for the youngest New Yorkers
- Eliminate barriers to care
- Reach people with the highest need
- Strengthen crisis prevention and response

The programs supported by OCMH bring mental health support to communities and locations where it did not exist. OCMH does this by reaching people with the highest need—those with serious mental illness, those affected by trauma and those living in historically underserved neighborhoods—and by breaking down barriers to care for all New Yorkers. OCMH's programs are motivated by six foundational principles: change the culture; act early; close treatment gaps; partner with communities; use data better; and strengthen government's ability to lead. Data on over 100 reach and impact metrics for OCMH's programs are regularly updated on OCMH's website.



OCMH is committed to countering painful, long-standing and racist inequities in mental health. One way OCMH advances equity is by concentrating new mental health support where it is needed most: in Fiscal 2021, over 70 percent of service locations for OCMH programs were in federally designated mental health provider shortage areas—neighborhoods with low levels of mental health providers per capita.

## **PROMOTING MENTAL HEALTH DURING THE COVID-19 PANDEMIC**

The COVID-19 pandemic has profoundly affected the mental health of New Yorkers. To ensure that services continued to reach people who need care, nearly all of OCMH's 30 programs have continued to deliver services during the pandemic. Many programs—specifically those that reach New Yorkers with the highest need and those that strengthen crisis prevention and response—have continued to provide in-person services. Mobile treatment teams continued to provide intensive, ongoing, community-based treatment to people with serious mental illness, many of whom are experiencing homelessness. And several programs introduced new tele-mental health services, including those for isolated older adults and students.

During the COVID-19 pandemic, OCMH also launched new engagement strategies to eliminate barriers to care for particularly high-need populations. For example, to address veterans' needs during the pandemic, OCMH and the Department of Veterans' Services (DVS) launched Mission: VetCheck, in which volunteers from the veterans' community were trained to make supportive check-in calls to veterans. Volunteers have made nearly 31,000 calls to veterans since Mission: VetCheck began in April 2020, with nearly 18,000 calls made during Fiscal 2021. Mission: VetCheck has helped reduce social isolation for veterans and is addressing veterans' needs during the pandemic (callers made 836 referrals back to DVS for help with issues like food assistance, housing insecurity, unemployment, and COVID-19 testing information during Fiscal 2021). More information, including additional COVID-19 mental health resources and toolkits, is available on OCMH's website.

## **PROMOTE MENTAL HEALTH FOR THE YOUNGEST NEW YORKERS**

Half of all mental health disorders appear before the age of 14. OCMH supports innovative programs to promote healthy development and lifelong positive mental health practices of young New Yorkers, grounded in research showing that early identification and treatment of mental health disorders can build mental health in the long term.

OCMH also partners with the DOE to enhance access to mental health support in New York City's public schools. In Fiscal 2021, OCMH partnered with DOE to offer onsite mental health support in 248 high-need schools and access to onsite mental health clinics in 129 of those schools. OCMH also supports training to help educators and caregivers better identify symptoms of trauma and emotional and psychological distress in order to meet the mental health needs of their school communities. In the beginning of the 2019/2020 school year, the City launched a new partnership between OCMH and DOE: School Response Clinicians, social workers who support students across the city. These social workers provide immediate support in times of emotional distress, onsite counseling, and help connecting students to long-term care if necessary.

During the COVID-19 pandemic, students in high-need schools and students enrolled in school-based mental health clinics continued to receive counseling remotely and School Response Clinicians offered wellness check-in calls and individual mental health sessions remotely to students in emotional distress or crisis. Additionally, school-based mental health support was added to the newly created Regional Enrichment Centers, offering in-person social and emotional support to children of frontline workers.

In October 2020, the City announced two new budget-neutral initiatives that will add new mental health services to hundreds of schools in the neighborhoods most affected by the COVID-19 pandemic. The first program, the School Mental Health Specialist Program, represents a re-engineering of the School Mental Health Consultant Program, an existing OCMH program implemented by DOHMH in partnership with the Department of Education. Launched in 2016, the Consultant Program employed social workers and mental health counselors to survey existing mental health resources in public schools, create mental health plans and resources tailored to individual schools, and, when needed, connect students to mental health support in their community. In the new program, these same mental health workers will now serve as Mental Health Specialists. Mental Health Specialists provide direct service to students

through trauma-informed group work at 350 schools in the neighborhoods hardest hit by the COVID-19 pandemic. Each Mental Health Specialist is serving up to five schools. In addition to their work with students, they provide mental health education to caregivers and school staff to help them address students' mental health needs and strengthen community and family ties.

To bring additional support to students in the neighborhoods most affected by the COVID-19 pandemic, OCMH also worked closely with H+H and the DOE to structure a new partnership between the City's public hospitals and the City's public schools. In Fiscal 2021, this program was in over 25 public schools, and the program is expanding to reach all school districts. This partnership, called Pathways to Care, expedites referrals from schools to connect students to care at outpatient mental health clinics, where students can receive ongoing therapy, psychiatric evaluation, medication management, and other clinical services.

## ELIMINATE BARRIERS TO CARE

One in five adults in New York City experiences a mental health disorder in any given year. Yet hundreds of thousands of individuals in need are not connected to care. Barriers to care vary, ranging from a lack of nearby care options, complicated healthcare systems, a lack of insurance coverage, a lack of insurance coverage, language barriers, and lack of cultural responsiveness by providers. OCMH addresses these barriers and increases access to care in many ways. Below are highlights from this work.

NYC Well is the City's comprehensive behavioral health helpline. Available by call, text or online chat, NYC Well provides a safe, easy way for New Yorkers to connect to care no matter where they are, what emotional state they are in, or what signs and symptoms they express. Trained counselors and peer support specialists provide brief counseling, peer support, assistance navigating the behavioral healthcare system and help setting up appointments with mental healthcare and substance use providers. NYC Well is free, confidential and has the capacity to respond in over 200 languages. It has answered over 1,360,000 calls, texts, and chats from people seeking mental health support since launching in 2016. NYC Well also deploys Mobile Crisis Teams operated by hospitals and community-based organizations and staffed by mental health clinicians and peers to respond to urgent mental health needs. Teams can arrive within hours of a referral and services can include de-escalation, assessment, and connection to ongoing services.

During the COVID-19 pandemic, NYC Well responded to unusually high need. It exceeded its target for answered contacts in Fiscal 2021 by 23 percent. Mobile Crisis Teams continued to go to people's homes when needed, with protocols in place to screen for COVID-19 symptoms before teams entered a home and with access to personal protective equipment for team members.

The Connections to Care (C2C) program is an innovative partnership between 14 community-based organizations (CBOs), OCMH, the Mayor's Office for Economic Opportunity, the Mayor's Fund and DOHMH. Through C2C, CBOs work with mental health providers who train and coach CBO staff to screen their clients for mental health needs, offer direct support when appropriate, and link to local health providers for further care if needed. During the COVID-19 pandemic, C2C providers continued to operate both onsite where necessary as well as remotely, conducting mental health screening and referrals by phone. Providers developed new ways to support clients during the pandemic, including creating virtual support groups on relevant topics such as anxiety, grief, and loss and delivering social work services outdoors, in parks.

In Fiscal 2021, C2C trained 87 employees from participating CBOs (for a total of 1,950 since 2016) and reached 4,803 people from all five boroughs (for a total of 51,171 since launch in 2016). This includes 801 participants who were referred to clinical mental healthcare in Fiscal 2021 (for a total of over 5,935 since launch). Service levels during Fiscal 2021 were lower than during Fiscal 2020, as contracts ended as planned on February 28, 2021, eight months into the fiscal year. C2C providers also experienced shifts in service delivery practices during the COVID-19 pandemic, as they began to deliver services via phone and video. Some also experienced data collection challenges during remote service delivery.

In March 2020, the City suspended Mental Health First Aid (MHFA) trainings due to COVID-19 safety precautions. In June 2020, the City replaced the in-person Mental Health First Aid trainings with COVID-19 Community Conversations (3C): a virtual model comprised of 1-hour presentations and 3-hour interactive training that provides COVID-19 resources

and information to New Yorkers living in one of the 33 neighborhoods designated by the City's Task Force on Racial Inclusion and Equity (TRIE) as those hardest hit by the COVID-19 pandemic. These sessions reached over 18,000 residents in these neighborhoods in Fiscal 2021.

## **REACH PEOPLE WITH THE HIGHEST NEED**

Many people who are particularly vulnerable to mental illness—often those who have been exposed to trauma—are especially underserved. OCMH supports programs that bring new, dedicated support to these individuals, with a current focus on victims of crime, families living in shelters, aging New Yorkers, veterans, vulnerable young people, and people living in historically underserved neighborhoods. Below are some highlights from this work.

### **PEOPLE HARMED BY CRIME, VIOLENCE OR ABUSE**

Before the launch of ThriveNYC, many crime victims navigated the complicated landscape of the criminal justice and social service systems alone. Only Housing Police Service Areas and three precincts had an onsite victim advocate to serve victims of domestic violence. Beginning in 2016, through ThriveNYC, victims of any kind of crime are now served by the Crime Victim Assistance Program, which operates in police precincts and Housing Police Service Areas citywide. The program provides supportive counseling, connections to individual or group therapy, safety planning, assistance with victim compensation and help navigating the legal and financial challenges that victims can face after a crime has occurred. From 2016 to June 30, 2021, the Crime Victim Assistance Program supported over 204,000 people.

During the COVID-19 pandemic, Crime Victim Assistance Program advocates ceased in-person services to ensure safe operations and transitioned to phone outreach and support. This contributed significantly to the lower-than-average volume of services the program provided during Fiscal 2021 compared to Fiscal 2020.

### **FAMILIES LIVING IN SHELTERS**

In partnership with OCMH, DHS has placed over 340 licensed social workers in over 100 shelters for families with children across the city. These clinicians served over 23,000 families in shelter since the inception of the program in 2016. Through OCMH's partnership with DHS, families with children residing in shelter now have access to dedicated licensed social workers who conduct behavioral health assessments and engage families around their barriers to permanent housing. These assessments include behavioral health history and screening for current concerns, as well as developmental screening for children.

During the COVID-19 pandemic, the City's shelters remained open and fully operational, providing essential services and support to families experiencing homelessness. Social work services were provided by licensed clinical social workers virtually and in-person in some instances in family shelters.

### **AGING NEW YORKERS**

Older adults have high rates of mental health disorders, yet low rates of assessment and treatment. Before 2016, many older adults went without access to mental health support. Since 2016, OCMH and the Department for the Aging (DFTA) have partnered to embed licensed bilingual and bicultural mental health clinicians within 46 older adult centers operated by DFTA. In Fiscal 2021, these clinicians provided tele-mental health services to older adults above age 60. Over 38,035 clinical sessions (including both short-term and long-term clinical treatment) have been provided since services began over four years ago. Over 54 percent of clients have experienced a clinically significant reduction in depression symptoms. During the COVID-19 pandemic, clinicians provided tele-mental health services to clients and conducted new client assessments by phone or virtually.

### **VETERANS**

In Fiscal 2021, to enhance mental health for veterans, OCMH partnered with DVS to support outreach teams that worked directly with veterans and their families and caretakers, connecting them to a range of community-based services as they transition home. This program is designed to serve recent veterans and those who have been veterans for many years, both of whom may need connection to services and support. In Fiscal 2021, this program made 2,142 successful connections to care, placing the program on target to exceed its annual target of 608 connections to care in Fiscal 2021. This high volume of connections to care has been possible, in part, because of referrals from the Mission: VetCheck

initiative, which connected veterans to programs providing support during the pandemic such as GetFoodNYC and financial assistance programs. Connections to care through this DVS program remain high for the second year in a row.

## **VULNERABLE YOUNG PEOPLE**

The Department of Youth and Community Development (DYCD) funds Runaway and Homeless Youth (RHY) Drop-in Centers, Crisis Services and Transitional Independent Living Programs, which provide specialized services to vulnerable youth, including LGBTQ+ identifying youth. OCMH partners with DYCD's RHY programs to enhance mental health services offered to young people residing in more than 50 RHY residential programs and served in eight drop-in centers across all five boroughs. More than 16,000 young people have been served through this program since 2016. During the COVID-19 pandemic, mental health support continued to be provided to youth both in-person and through new tele-mental health services at residential programs (which remained open and operational) and drop-in centers (which operated on a modified schedule).

## **PEOPLE LIVING IN HISTORICALLY UNDERSERVED NEIGHBORHOODS**

In January 2020, H+H launched a redesigned Mental Health Service Corps, an innovative program that provides three years of high-quality training to early-career behavioral health clinicians and embeds them into over 46 H+H sites across the five boroughs. Seventy-six percent of service locations included in this program are located in federally designated mental health professional shortage areas. The number of individuals served by Mental Health Service Corps behavioral health clinicians within H+H increased from 2,749 in Fiscal 2020 to 5,874 in Fiscal 2021, exceeding the target of 4,950. During the COVID-19 pandemic, Corps Members continued to deliver in-person and tele-mental health services.

## **STRENGTHEN CRISIS PREVENTION AND RESPONSE**

To prevent crises and help New Yorkers with serious mental health needs function well in their communities, OCMH works with several City agencies to ensure those with critical needs can access and stay connected to treatment. Below are highlights from this work.

Co-Response Teams are a pre- and post-crisis intervention. Each team includes two police officers and one behavioral health professional from DOHMH. Teams are available 14 hours a day, seven days a week to assist people with mental illness and substance use disorders who may be at an elevated risk of harm to themselves or others. Co-Response Teams connect or re-connect people to care or another stabilizing support, including medical, mental health, legal, housing and other social and clinical services. Since 2016, these teams have had over 5,600 face-to-face encounters (defined as in-person engagement) with New Yorkers and have served more than 2,200 people across the city (defined as clinical assessment, supportive counseling, health promotion and awareness, service referral, connection to care or other stabilizing support, or transportation to a hospital, clinic, or doctor's appointment).

In addition to creating greater stability for these New Yorkers, Co-Response Teams also reduce the subsequent number of enforcement interactions with NYPD. During Fiscal 2021, Co-Response Teams served 661 new people. In March 2020, Co-Response Teams suspended in-person deployments due to COVID-19 safety precautions, but Co-Response behavioral health professionals continued to offer community members support and connections to care remotely. In-person deployments resumed on August 29, 2020. Since the pandemic began, these teams have connected by phone with individuals and their support networks (such as family members, service providers, and friends) 11,044 times, often with multiple calls per person, as the teams work to connect people to stabilizing support.

OCMH also partners with DOHMH to implement several new mobile treatment team models. As one example, OCMH provides additional substance use expertise to 40 of the City's Assertive Community Treatment (ACT) Teams, which provide intensive, mobile, community-based mental health treatment and rehabilitation services to New Yorkers with serious mental illnesses. These OCMH-enhanced teams have the capacity to serve 2,720 individuals at a time. Beyond OCMH, there are eight additional New York State-contracted or operated ACT teams and one additional City-contracted team in New York City. In total, ACT teams have capacity to serve 3,312 individuals at a time.

OCMH supports four Forensic ACT (FACT) Teams, which provide the same intensive mental health treatment and rehabilitation services as ACT teams, and include additional staff focused on serving clients with current or recent justice system involvement. Beyond OCMH, there is one additional FACT team that receives enhanced funding from the State, which is contracted and supported by DOHMH. In total, FACT teams have capacity to serve 340 clients at a time.

OCMH also supports Intensive Mobile Treatment (IMT) teams managed by DOHMH. IMT teams provide a particularly flexible model of behavioral health treatment and intensive support to adults with mental illness and/or substance use disorders, homelessness and/or transience and escalating behaviors. IMT teams include mental health, substance use, and peer specialists who help individuals maintain a treatment plan and facilitate connection to housing and additional supportive services. IMT teams currently have the capacity to serve up to 297 individuals at a time, and this capacity will grow by 540 in Fiscal 2022.

Collectively, in Fiscal 2021, mobile treatment teams in NYC had the capacity to serve over 3,949 clients at a time. Due to the unique needs of particular clients, the duration of service for each client served by a team can vary, but teams work to engage clients for several months.

During the COVID-19 pandemic, ACT, FACT and IMT teams provided a combination of tele-mental health and in-person services and achieved a high level of client retention. The most recent data on client retention show that mobile treatment teams were able to keep clients engaged in care at nearly the same levels before and during the pandemic. Across mobile teams, the percentage of clients who continued to receive treatment from a team for three months or longer was 80 percent during the most recent month for which data are available (March 2021).

## **NOTE ON THE EFFECT OF THE COVID-19 PANDEMIC**

Due to considerable COVID-19-related operational adjustments, there were substantial changes in how clients were served through many City services, including OCMH programs. Nearly all OCMH programs have continued to offer critical support to New Yorkers during the COVID-19 pandemic, although operational adjustments resulted in reduced numbers of clients served for some programs. One short-term stabilization program (the Support and Connection Center in East Harlem) and two in-person training programs (Mental Health First Aid and Crisis Intervention Training) suspended operations during COVID-19 due to safety precautions. These programs remained suspended during Fiscal 2021.

SELECTED PERFORMANCE INDICATORS	Actual					Target	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22
<b>Promote mental health for the youngest New Yorkers</b>							
Schools with access to OCMH-supported on-site clinical mental health services (with DOHMH/DOE)	172	235	247	248	248	248	N/A
Mental health workshops and trainings conducted for teachers, school staff, mental health professionals, families and students (with DOE and DOHMH) <i>*Includes Community Schools, Prevention and Intervention Program, School Mental Health Specialists, Social Emotional Learning</i>	3,920	6,512	9,151	7,781	10,925	4,000	N/A
<b>Eliminate Barriers to Care</b>							
People who live or work in NYC trained in Mental Health First Aid (With DOHMH)	18,656	48,988	53,186	34,351	N/A	N/A	N/A
Supportive connections provided by NYC Well, a behavioral health helpline (with DOHMH)	152,600	256,600	274,400	262,200	372,900	303,600	335,800
Individuals who received mental health support through Connections to Care (with OEO)	7,532	12,080	14,901	11,534	4,803	4,000	N/A
<b>Reach people with the highest need</b>							
Individuals who, after reporting a crime, received support to deal with the emotional, physical and financial aftermath of crime through the Crime Victim Assistance Program (with NYPD and MOCJ)	16,088	40,410	59,008	49,904	39,283	35,000	35,000
Veterans, family members and caregivers who were successfully connected to care, services or resources through VetsThrive (with DVS)	194	282	504	1,402	2,142	608	608
Young people who received mental health support in a city-funded residential program or drop-in center serving runaway and homeless youth (with DYCD)	2,408	2,802	2,569	2,648	2,794	2,600	2,600
Percentage of families living in shelter who received biopsychosocial screenings from mental health clinicians (with DHS)	N/A	36%	66%	79%	80%	80%	80%
Individuals who received clinical services from Mental Health Service Corps behavioral health clinicians (with H+H)	N/A	N/A	N/A	2,749	5,874	4,950	4,950
<b>Strengthen crisis prevention and response</b>							
Individuals who received services from long-term mobile community-based treatment providers (with DOHMH) *includes ACT, FACT, and IMT Teams	N/A	N/A	4,706	4,477	4,583	3,649	4,489
New individuals engaged by a Co-Response Team (with DOHMH and NYPD)	182	243	605	498	661	400	500

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

Beginning in Fiscal 2022, Mental Health Services in High-Need Schools (the program associated with the indicator 'Schools with access to OCMH-supported on-site clinical mental health services (with DOHMH/DOE)') will be fully integrated into the ongoing operations of the DOE and DOHMH and no longer overseen by the Mayor's Office of Community Mental Health. In Fiscal 2022, the DOE and DOHMH anticipate significantly expanding onsite mental health services in schools.

For the indicator 'Mental health workshops and trainings conducted for teachers, school staff, mental health professionals, families and students (with DOE and DOHMH),' this does not include Youth Mental Health First Aid, which was suspended in June 2020 during the COVID-19 pandemic.

For the indicator, 'Individuals who received mental health support through Connections to Care (with OEO),' the reported number of individuals who received mental health support through Connections to Care was revised upward for Fiscal 2019 and Fiscal 2020 based on updated reporting from participating C2C providers.

In Fiscal 2020, the definition of 'new individuals engaged by a Co-Response Team' was expanded from "face-to-face contact with a community member and at least one service provided" to also include phone contacts, which were added as a method of delivering services during the COVID-19 pandemic. In this report, the Fiscal 2020 total has been adjusted downward to reflect a more precise calculation of phone contacts with community members. Additionally, the Fiscal 2019 and Fiscal 2020 totals have been adjusted downward to reflect a more accurate distinction between client records for Co-Response Teams and other programs that share DOHMH's clinical database, following significant maintenance to this database. It should be noted that both Fiscal 2020 and Fiscal 2021 totals undercount the number of new community members served, as remote work conducted by the Co-Response Teams from March through September 2020 could not be reported due to data collection limitations.

'Supportive connections provided by NYC Well, a behavioral health helpline (with DOHMH);' 'Individuals who received services from long-term mobile community-based treatment providers (with DOHMH);' 'New individuals engaged by a Co-Response Team (with DOHMH and NYPD)' are now reported in the DOHMH agency chapter.

'Individuals who, after reporting a crime, received support to deal with the emotional, physical and financial aftermath of crime through the Crime Victim Assistance Program (with NYPD)' and 'New individuals engaged by a Co-Response Team (with DOHMH and NYPD)' are now reported in the NYPD agency chapter.

'Young people who received mental health support in a city-funded residential program or drop-in center serving runaway and homeless youth (with DYCD)' is now reported in the DYCD agency chapter.

'Percentage of families living in shelter who received biopsychosocial screenings from mental health clinicians (with DHS)' is now reported in the DHS agency chapter.

'Individuals who received clinical services from Mental Health Service Corps behavioral health clinicians (with H+H)' is now reported in the H+H agency chapter.

## ADDITIONAL RESOURCES

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

- Executive Order establishing the Mayor’s Office of Community Mental Health:  
<https://mentalhealth.cityofnewyork.us/wp-content/uploads/2021/05/Executive-Order-68-Office-of-Community-Mental-Health.pdf>
- Community Mental Health Data Dashboard:  
<https://mentalhealth.cityofnewyork.us/dashboard/>
- Mayor’s Office of Community Mental Health news:  
<https://mentalhealth.cityofnewyork.us/news/>
- Evaluation of NYC Well, published by Abt Associates in fall 2020:  
<https://mentalhealth.cityofnewyork.us/wp-content/uploads/2020/11/nyc-well-evaluation-final.pdf>



# HOUSING NEW YORK

## PARTNER AGENCIES & OFFICES

Since Mayor de Blasio launched the Housing New York (HNY) initiative in 2014, over 194,000 affordable homes have been preserved or built across New York City. Through this plan, the City has pursued an ambitious neighborhood and housing development strategy with the goal to finance more than 300,000 affordable units through 2026 and build a fairer and more livable city for all New Yorkers.

After a delay in funding for HNY due to the pandemic, capital was fully restored in October 2020, and the Agencies doubled down on the Administration's focus on serving the most vulnerable New Yorkers, including the lowest-income families, seniors, and those experiencing homelessness, bringing jobs and new infrastructure to neighborhoods that have been hit especially hard by the pandemic, and improving the quality of existing housing stock.












New HPD and HDC programs are achieving deeper levels of affordability. More than 46 percent of all HNY homes financed since 2014 extremely low- and very low-income households, in addition to a record-breaking number of affordable homes for seniors and formerly homeless households, more than double the initial goal of 20 percent. Over the past fiscal year, the City secured the financing for a record 11,322 newly constructed affordable homes, 64 percent of which will serve these New Yorkers. More than 84 percent of HNY production served either low-income, very low-income or extremely low-income families and adults. In addition, the City has financed 12,657 homes for seniors and 15,757 formerly homeless households under the housing plan.

Housing New York is a critical pillar of Your Home NYC, the Mayor's comprehensive approach to helping New Yorkers get, afford, and keep housing, especially in this moment of crisis. The City has helped keep vulnerable New Yorkers affected by COVID-19 in their homes by working with initiatives like Project Parachute, which provides anti-eviction services, including rental assistance counseling for all New York City tenants; the NYS Emergency Rental Assistance Program (ERAP), which provides assistance with rent and utilities. The Tenant Helpline and Tenant Resource Portal, helps connect residents with free assistance with landlord/tenant issues and the Landlord Tenant Mediation Project helps mediate rent-related issues outside of Housing Court, focuses on the hardest hit communities.

In the wake of COVID-19, the City ramped up efforts to house vulnerable families, including working with development partners to dedicate a larger share of apartments to homeless families, in addition to streamlining the homeless placement process to move families in as quickly and efficiently as possible.

The City has also committed to supporting Minority and Women-Owned Business Enterprise (M/WBE) and non-profit firms through initiatives like a new equitable ownership requirement, which strengthens the role of M/WBE and non-profit developers on affordable housing projects developed on City-owned land; a competitive Request for Proposals (RFP) for M/WBE developers to transform two City-owned sites in Prospect Heights:

- Pathways to Opportunity, which seeks to build the capacity of M/WBE and non-profit marketing agents;
- the Building Capacity Course, which is designed for M/WBE and nonprofit developers seeking opportunities and exposure to best practices in affordable housing development;
- The commitment by the New York City Acquisition Fund to now exclusively serve M/WBE and non-profit developers.

	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

The commitment by the New York City Acquisition Fund to now exclusively serve M/WBE and non-profit developers. Over the last fiscal year, HPD closed on 10 new construction projects with M/WBE developers out of 34 financed new construction projects.

HNY's success depends on the collaboration and commitment of more than a dozen City agencies and offices, including HPD, HDC, the New York City Housing Authority (NYCHA), the Department of City Planning (DCP), the New York City Economic Development Corporation (EDC), the Department of Buildings (DOB), Human Resources Administration (HRA), 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 stated, the accomplishments below occurred between July 2020 and June 2021.

## **FOSTERING DIVERSE, LIVABLE NEIGHBORHOODS**

HNY recognizes that thriving neighborhoods require affordable housing as well as investments in other community assets such as open space, parks, schools, healthcare facilities, grocery stores, workforce development, and other resources and services that are identified by local residents through close consultation with communities. Together, DCP, HPD, HDC, SBS, NYCEDC and NYCHA work to provide housing and economic opportunities while enhancing the livability of neighborhoods.

### *Accomplishments include:*

In October 2020, HPD and NYCHA in partnership with more the 30 City agencies released *Where We Live NYC*, the City's comprehensive fair housing plan-- a five-year roadmap to break down barriers to opportunity and build more integrated, equitable neighborhoods. The final version of the plan incorporates feedback from residents and community leaders to the Draft Plan, released in January 2020, as well as updates to reflect the disproportionate impact the COVID-19 pandemic has had on low-income communities of color. The final plan includes enhanced metrics, strategies and policy proposals to address a legacy of housing segregation and build a more inclusive city.

In November 2020, HPD introduced a new equitable ownership requirement to strengthen the role of M/WBE and non-profit developers on affordable housing projects developed on City-owned land. The new requirement mandates that an M/WBE or non-profit partner holds a minimum of 25 percent ownership stake in any affordable housing project awarded on public land through an RFP. The new requirement aligns with the vision of the *Where We live NYC Plan*, by reducing industry barriers for M/WBEs and non-profits, expanding and diversifying the city's construction industry, and allowing affordable housing spending to serve a greater diversity of New Yorkers.

In November 2020, HPD released the *Bedford-Stuyvesant Housing Plan* to advance a health-centered vision for new affordable housing and protect local homeowners and tenants against displacement. The Plan builds on the pioneering neighborhood preservation success of local organizers in the 1960s, and helps to ensure City programs, public services, and community resources are coordinated and aligned with the neighborhood's unique challenges. As part of the plan, HPD issued the new *Bedford-Stuyvesant Community Wealth and Wellness RFP* for two projects that will create approximately 280 affordable homes and pair new affordable housing with community health and wellness facilities. The RFP was also the first to introduce the new equitable ownership requirement described above.

In December 2020, HPD released an RFP seeking qualified development teams to submit plans to build 100 percent affordable housing in Stapleton on the North Shore of Staten Island. The City-owned site provides approximately 108,000 square feet of land for much-needed affordable housing, community amenities and services, and other improvements for the community through high-quality, mixed-use development. The RFP aims to further the goals of the *Bay Street Corridor Neighborhood Plan* and the *Where We Live NYC Plan*, and was informed by resident input gathered through a series of online *Community Visioning Workshops* held in September 2020.

Two neighborhood plans, if approved, would significantly advance the City's goals around fair housing and equitable growth. The *Gowanus Neighborhood Plan*, a shared, long-term vision for a thriving, inclusive, resilient, and more sustainable neighborhood anchored by affordable housing entered the city's formal public review process on April 19, 2021. On May 17, 2021, the City Planning Commission certified the *SoHo/NoHo Neighborhood Plan*, which would replace outdated zoning regulations that preclude residences, including affordable housing, and severely restrict ground floor uses.

In January 2021, along with Enterprise Community Partners, LISC, and a coalition of public, private, and philanthropic partners, the City announced that the New York City Acquisition Fund will exclusively serve M/WBE and non-profit developers in its mission to support affordable and supportive housing development. Established in 2006, the Fund offers flexible bridge loans to affordable housing developers to acquire vacant sites and occupied buildings and finance predevelopment work.

In February 2021, HPD, Goldman Sachs, Local Initiatives Support Corporation (LISC), and Enterprise announced new funding and training to build the capacity of marketing agents through the Pathways to Opportunity initiative, furthering the City's commitment to create fair and equitable access to affordable housing. The initiative seeks to offer training to 40 different M/WBE and non-profit firms to equip them to submit competitive applications to HPD's Qualified Marketing Agent RFQ, released in September 2020.

In June 2021, HPD worked closely with both the City Council and the Public Advocate's office on final legislation that will advance the goals of the City's fair housing plan, Where We Live NYC, by providing a data tool that promises to improve transparency and promote equitable development for projects making their way through the land-use process.

## **PRESERVING THE AFFORDABILITY AND QUALITY OF THE EXISTING HOUSING STOCK**

The City works to create new affordable homes while also preserving the affordability of existing housing so that tenants and homeowners can stay in their homes into the future. It has also launched a suite of initiatives focused on protecting tenants and keeping them in their homes.

*Accomplishments include:*

In July 2020, HPD announced the Landlord-Tenant Mediation Project, an initiative to help tenants and landlords address rent-related issues due to the COVID-19 pandemic in a mediation setting outside of housing court. The Project is managed by locally based Community Dispute Resolution Centers (CDRCs) in coordination with HPD, the Mayor's Office to Protect Tenants (MOPT), and the Mayor's Public Engagement Unit (PEU), with support from the Human Resource Administration's Office of Civil Justice (OCJ). So far, more than 90% of the project's mediations have produced agreements.

In August 2020, HPD and City agencies collaborated with MOPT to launch the NYC Tenant Resource Portal, an online resource to help residential renters access resources to help prevent evictions and keep tenants in stable housing.

In December 2020, HPD and HDC released a Request for Expressions of Interest (RFEI) aimed at providing renters more choices for paying their security deposits. Traditional lump-sum security deposits can present a barrier for low- and middle-income households and prevent tenants from relocating to new housing when they need it. The Security Deposit Alternatives RFEI is the first step in identifying eligible companies that can offer alternatives to traditional, lump-sum deposits for affordable housing applicants of newly constructed homes.

In March 2021, HPD, partners, and elected officials secured financing to convert four City-owned buildings in East and Central Harlem into affordable housing. Delivering on Mayor Bill de Blasio's commitment to explore new housing models, the East Harlem El Barrio CLT is the first to receive public land, capital financing, and startup support from the City in decades. Under the model, a board of tenants, community members and nonprofit leaders will oversee the building management and operate the development as an affordable rental mutual housing association project. The CLT will be committed to long-term affordable homes and community participation.

In March 2021, HPD, EDC, and the New York City Department of Consumer and Worker Protection (DCWP) issued a Shared Equity Request for Information (RFI), seeking models that enable low- to moderate-income households and households of color to build wealth through collective ownership of neighborhood assets, while keeping these assets affordable for their communities in the long-term.

In May 2021, HPD announced the expansion of the Homeowner Help Desk, a joint initiative with the Center for NYC Neighborhoods (the Center), the New York State Attorney General (OAG), Enterprise Community Partners (Enterprise), and community housing groups to support homeowners at risk of displacement. As part of the expanded initiative, new funding will allow seven community housing organizations to partner with HPD, the Center, and the OAG to provide struggling homeowners in key neighborhoods in Central Brooklyn, Southeast Queens, and the North Bronx affected by COVID-19 with critical one-on-one housing counseling, financial assistance and legal services and to proactively raise awareness about deed theft and scams.

In May 2021, HPD and the Center announced the first rehab project completed through the HomeFix program, which provides affordable financing for essential home repairs in small family-owned properties across the city to promote safe, quality, and affordable housing. In partnership with the Center's extensive network of non-profit partners, the program also provides eligible homeowners with technical assistance, education, and financial counseling.

## **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 its neighborhoods through financing affordable housing for all income levels that will produce affordable housing on vacant and underdeveloped parcels of public land in all five boroughs.

### *Accomplishments include:*

In July 2020, HPD completed the launch of the new and improved Housing Connect website. Significant upgrades to the new portal make it quicker and easier for New Yorkers to apply for new affordable housing projects. All affordable housing opportunities now appear on this site, providing New Yorkers with a streamlined option to search for opportunities that suit their household size, income, and needs. The website includes more types of housing than ever, such as re-rentals and homeownership.

In August 2020, HPD and HDC announced the financing of three new affordable housing developments that will spur the construction of 400 deeply affordable homes in Brooklyn and the Bronx and create thousands of jobs. The developments include 1921 Atlantic Avenue and 461 Alabama Avenue, two projects selected through the first M/WBE RFP, and Victory Commons. All three deals will be led by M/WBE development teams and were made without deploying direct City capital, helping the City to continue delivering on its commitments to create more affordable housing despite budget limitations due to COVID-19.

In October 2020, Mayor Bill de Blasio restored capital funding within the City's affordable housing plan, a major step toward ensuring a fair recovery from the COVID-19 crisis. The City shifted \$466 million to the current fiscal year's capital budget during the upcoming Preliminary Plan to address urgent affordable housing needs, bringing the capital investment this fiscal year to over \$1.4 billion. The Housing New York goal of creating and preserving 300,000 affordable homes by 2026 remains on track.

In October 2020, NYCHA and HPD announced the development of a 100 percent affordable homeownership housing development at NYCHA's Soundview campus. The closing marks the most recent phase of real estate projects the Authority has helped facilitate in Soundview, starting with a 120-unit multifamily development and 86-unit senior building in the area that were completed in 2016.

In December 2020, HPD announced the financing for Rockaway Village 3, the third phase of a multi-phase mixed-use development located in Downtown Far Rockaway, Queens that is replacing a derelict shopping mall with affordable housing along with commercial space, public plazas, a new library and other infrastructure improvements. This third phase includes an additional 354 affordable homes, nearly half of which will serve very low-income families; the remaining units will serve low-income families.

In March 2021, HPD released revised Design Guidelines for City affordable housing to ensure newly constructed buildings promote equity, health, and sustainability. In light of the COVID-19 pandemic, HPD worked with the City's Taskforce on Racial Inclusion and Equity and the wider affordable housing community to issue stronger requirements and recommendations to improve standards of living for more New Yorkers, promote broader public health, and

reduce the city’s carbon footprint. Key additions include facilitating broadband access for tenants, improving cooling and ventilation, increasing energy efficiency, and building out a supplementary guide that serves as a framework for accessibility requirements.

In April 2021, HPD released a competitive RFP for M/WBE developers to transform two City-owned sites in Prospect Heights, Brooklyn into affordable housing. The two completely affordable projects will create approximately 180 new affordable homes, mainly serving low-income families, and with one site dedicated to homes for seniors as part of the City’s Seniors First initiative. The RFP is the second issued exclusively for M/WBE developers through HPD’s Building Opportunity Initiative.

In May 2021, Mayor Bill de Blasio joined HPD and numerous City agencies, elected officials, and hip hop luminaries to celebrate the groundbreaking for Bronx Point, a mixed-use project along the Harlem River waterfront in the South Bronx. Bronx Point’s first phase will deliver 542 units of permanently affordable housing, along with approximately 2.8 acres of public open space. Additionally, the project will deliver an array of cultural and community-focused programming, including the permanent home of the Universal Hip Hop Museum, an early childhood space run by BronxWorks, and outdoor science programming run by the Billion Oyster Project.

In June 2021, HPD joined elected officials and community partners to celebrate the near completion of buildings A and B of the five-building La Central development. In addition to nearly 500 units of new housing, the buildings feature a state-of-the-art YMCA, a production studio for BronxNet and a fully programmed rooftop farm operated by GrowNYC as well as dynamic retail tenants. Once complete, La Central will consist of more than 1,000 affordable homes, including a 160-unit supportive housing and low-income building completed in 2019.

<b>INCOME BAND DEFINITIONS</b>			
<b>Affordability</b>	<b>AMI %</b>	<b>Income Range 3-Person Household</b>	<b>Monthly Rent Required To Prevent Rent Burden</b>
Extremely Low	0-30%	<\$32,220	<\$806
Very Low	31-50%	\$32,221 - \$53,700	\$807 - \$1,343
Low	51-80%	\$53,701 - \$85,920	\$1,344 - \$2,148
Moderate	81-120%	\$85,921 - \$128,880	\$2,149 - \$3,222
Middle	121-165%	\$128,881 - \$177,210	\$3,223 - \$4,430

## **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:*

In August 2020, HPD awarded funding to nine community-based organizations as a part of an accessibility expansion of the Housing Ambassador Program. The awardees will be able to expand services accessible to people with disabilities and/or limited English proficiency who are applying for affordable housing, including technology upgrades, wheelchair accessible space, language interpretation, and assistive technology for those deaf or hard of hearing. The expansion is made possible with support from Citi.

In October 2020, HPD and New York State officials joined Arker Companies to celebrate the completion of the initial phase of The Fountains in Brooklyn, a 6.7-acre mixed-use development complex that will ultimately offer 1,163 affordable homes. The City provided financing for 911 Erskine Street, which offers 267 affordable apartments for families and adults with intellectual and development disabilities. The Fountains is close to public transportation, green space, grocery stores, schools, and retail. The Block Institute will provide supportive services to help residents live independently.

In October 2020, HPD joined New York State officials, this time to celebrate the start of construction on 245 units of affordable and supportive housing in the South Bronx. 1159 River Avenue will offer 148 apartments specifically for individuals and families who have previously experienced homelessness and those recovering from mental illness. The 19-story building will include 20,500 square feet of commercial space on the ground floor, as well as art, exercise, laundry, and computer rooms. Community Access, Inc. will provide supportive services.

In October 2020, HPD and HDC joined Breaking Ground in celebrating the start of the transformation of 90 Sands. Once a Jehovah's Witness Hotel, 90 Sands is now on its way to becoming 491 units of affordable and supportive housing in the DUMBO neighborhood of Brooklyn. 305 units will be set aside for formerly homeless New Yorkers, who will have access to onsite supportive services provided by the Center for Urban Community Services. More than 28,000 square feet of the building will also be set aside for community-serving purposes such as community facilities and commercial space.

In December 2020, HPD announced the award of \$13.6 million in housing credits to seven developments for the creation and preservation of 583 affordable homes across the city. The awards benefiting six new construction and one preservation project will finance two supportive housing developments, two senior developments, and 189 homes for formerly homeless tenants.

In January 2021, HPD announced the selection of the development team to transform a City-owned site in Astoria, Queens into 100% affordable senior housing. The mixed-use development at 31-07 31st Street will feature 135 affordable homes for seniors, a community center, and commercial space. HANAC and Mega Development LLC were selected as the winning proposal from the Broadway and 31st Street Astoria Seniors RFP that HPD issued in late 2019 as part of the Seniors First Initiative.

In March 2021, HPD and HDC joined Monadnock Development, Signature Urban Properties, and Wells Fargo to celebrate the groundbreaking of Compass Six, the final phase of a large-scale affordable housing development serving West Farms, one of the neighborhoods in the Bronx hardest hit by the COVID-19 pandemic. The full Compass Residences Development will bring 1,400 affordable homes to the neighborhood, serving low- to moderate-income households and households experiencing homelessness. Nearly 300 homes are set aside for formerly homeless families.

In May 2021, HPD and development partners celebrated the groundbreaking for the Broome Street developments at 64 Norfolk and 55 Suffolk. 64 Norfolk is a senior housing project that will provide 114 permanently affordable homes for seniors on the Lower East Side and develop a new congregation and cultural heritage space for the Beth Hamedrash Hagodol Synagogue (BHH). 55 Suffolk is private development that will provide 94 permanently affordable homes through the MIH program out of total of 378 total new homes. The building will also provide a new headquarters for the Chinese American Planning Council.

In June 2021, HPD and the Department of Social Services (DSS) closed on the third deal to convert cluster apartments to permanent affordable housing. Through the conversion, the City created affordable housing for more than 550 families experiencing homelessness and preserved more than 200 additional units of affordable housing in the process. The prior two conversions created permanent affordable housing for almost 700 families and almost 300 additional units of affordable housing.

		Actual			Annual Target		Cumulative	
		FY19	FY20	FY21	FY21	FY22	HNY(1/1/14-6/30/2021)	Target 2026
<b>HOUSING UNITS STARTED</b>								
<b>Total starts (new and preservation)</b>		25,597	30,281	28,310	25,000	25,000	194,481	300,000
<b>New construction starts</b>		9,419	6,867	11,322	10,000	10,000	62,558	120,000
<b>Preservation starts</b>		16,178	23,414	16,988	15,000	15,000	131,923	180,000
<b>Total starts (new construction and preservation) by income band</b>	Extremely low income units	5,394	2,360	5,266	*	*	30,885	31,500
	Very low income units	8,542	12,841	11,816	*	*	58,799	43,500
	Low income units	8,098	9,570	7,149	*	*	73,805	166,500
	Moderate income units	1,449	2,412	1,349	*	*	11,930	30,000
	Middle income units	1,979	3,036	2,620	*	*	18,217	28,500
	Other units (includes units for building superintendents)	135	62	110	*	*	845	*
<b>Total starts (new construction and preservation) by bedroom distribution</b>	Studio Units	4,390	3,127	4,611	*	*	28,387	*
	1 bedroom units	9,007	11,108	11,018	*	*	68,660	*
	2 bedroom units	8,685	10,293	9,430	*	*	67,067	*
	3 bedroom units	3,118	5,607	3,118	*	*	25,191	*
	4+ bedroom units	309	145	125	*	*	2,085	*
	Unclassified units	88	1	8	*	*	3,091	*
<b>Total units started for special needs populations</b>	Units started for homeless individuals or families	2,682	1,417	2,849	2,500	2,500	15,818	15,000
	Units started for senior individuals or families	2,001	698	3,299	2,250	2,250	12,657	30,000

HOUSING UNITS COMPLETED		Actual			Annual Target		Cumulative	
		FY19	FY20	FY21	FY21	FY22	HNY(1/1/14 -6/30/2021)	Target 2026
<b>Total completions (new and preservation)</b>		19,187	14,957	10,523	*	13,350	110,784	*
<b>New construction completions</b>		9,702	6,134	5,772	*	6,570	31,656	*
<b>Preservation completions</b>		9,485	8,823	4,751	*	6,780	79,128	*
<b>Total completions (new construction and preservation) by income band</b>	Extremely low income units	4,296	2,538	2,975	*	*	18,587	*
	Very low income units	3,239	1,601	2,495	*	*	23,895	*
	Low income units	8,222	6,552	3,625	*	*	46,864	*
	Moderate income units	1,317	1,787	418	*	*	8,028	*
	Middle income units	1,999	2,401	938	*	*	12,836	*
	Other units (includes units for building superintendents)	114	78	72	*	*	574	*
<b>Total completions (new construction and preservation) by bedroom distribution</b>	Studio Units	3,414	2,477	2,646	*	*	16,223	*
	1 bedroom units	6,569	5,817	3,378	*	*	40,744	*
	2 bedroom units	6,159	4,976	3,157	*	*	36,814	*
	3 bedroom units	2,281	1,472	1,223	*	*	12,615	*
	4+ bedroom units	372	143	113	*	*	1,423	*
	Unclassified units	392	72	6	*	*	2,965	*
<b>Total units completed for special needs populations</b>	Units completed for homeless individuals or families	2,230	1,331	1,601	*	*	9,329	*
	Units completed for senior individuals or families	1,500	857	1,376	*	*	6,870	*

### HNY UNITS ASSOCIATED WITH PROJECTS CONTAINING PUBLIC LAND/BUILDINGS

(1/1/2014 - 6/30/2021)

Fiscal Year	Total HNY Units with Public Land/Building
2nd Half of FY14	1,380
FY15	1,995
FY16	1,784
FY17	3,106
FY18	3,086
FY19	4,056
FY20	2,204
FY21	2,965
<b>TOTAL</b>	<b>20,897</b>



FISCAL AND ECONOMIC INDICATORS		Actual			Annual Target		Cumulative	
		FY19	FY20	FY21	FY21	FY22	HNY(1/1/14 -6/30/2021)	Target 2026
<b>Total City investment</b>	Housing New York - Direct City Investment (\$000,000)	\$1,520	\$761	\$1,275	*	*	\$7,949	*
<b>Employment impacts</b>	Estimated number of temporary jobs associated with Housing New York construction projects	28,558	16,558	29,599	*	*	178,859	*
	Estimated number of permanent jobs associated with Housing New York projects	450	326	551	*	*	3,012	*
<b>Economic impacts</b>	Estimated economic output associated with Housing New York construction spending	\$6,942	\$4,064	\$7,362	*	*	\$42,527	*
	Estimated annual economic output associated with ongoing operations of Housing New York projects (in millions)	\$129	\$82	\$137	*	*	\$856	*

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

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Fiscal 2022 completion targets appear for the following indicators in the Housing Units Completed” table: ‘Total completions (new and preservation),’ ‘New construction completions’ and ‘Preservation completions.’

## 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 2.0  
<https://www1.nyc.gov/assets/hpd/downloads/pdfs/about/housing-new-york-2-0.pdf>



**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 273 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, funded with a total of \$4.5 billion through Fiscal 2025, has ensured resources will be available to continue an accelerated pace of redesign and reconstruction of City streets as well as for enforcement and education initiatives to deter unsafe driving and promote safe walking and biking.

Progress happened with the full force of City government—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 expansion of the speed camera program, 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 Fiscal 2021 the City announced that speed limits would be lowered on 45 miles of major streets with some the highest rates of crashes across Brooklyn, Queens, the Bronx and Staten Island. Additionally, the City created 83 miles of Open Streets in Calendar 2020 and legislation was signed in May 2021 to make the program permanent.

In Fiscal 2021, overall citywide traffic fatalities rose 30.3 percent, from 211 to 275. Fatalities among all modes increased, with the largest jump among passengers (88.2 percent) and the smallest among bicyclists (13.6 percent). The lockdown and less pedestrian activity in Fiscal 2020, coupled with less traffic and increased speeding in Fiscal 2021 led to a higher-than-usual annual change.

Fatality Type	Actual					FY20-FY21 % Change
	FY17	FY18	FY19	FY20	FY21	
<b>Total Fatalities</b>	<b>211</b>	<b>209</b>	<b>218</b>	<b>211</b>	<b>275</b>	<b>30.3%</b>
Pedestrians	132	107	120	107	123	15.0%
Bicyclists	16	21	17	22	25	13.6%
Motorcyclists	20	35	34	31	52	67.7%
Motor vehicle operators/other motorized	21	30	30	34	43	26.5%
Passengers	22	16	17	17	32	88.2%

*Source: NYPD*

## STREET DESIGN

DOT continued to make streets safer by implementing designs that simplify complex intersections, discourage speeding, slow down turns, provide bicycle lanes, make pedestrians and cyclists more visible and shorten pedestrian crossing distances at Vision Zero priority locations. In Fiscal 2021 DOT completed 69 street improvement projects at high crash locations, constructed 104 speed humps, activated 256 leading pedestrian intervals, installed accessible pedestrian signals at 211 intersections, installed 65.3 bike lane miles, which includes 29.2 miles of protected bike lanes and implemented safety signal retiming on two priority corridors.

In Fiscal 2021 DOT advanced work on all Vision Zero Great Streets projects:

- **Queens Boulevard:** in June 2021, the City began construction on the Phase 4 operational project (Yellowstone Boulevard to Union Turnpike) after receiving the necessary final approvals from the Federal Highway Administration (FHWA) and the New York State Department of Transportation (NYSDOT). The Department of Design and Construction and its consultant restarted design work on Phases A and B of the capital project (Roosevelt Avenue to Eliot Avenue), with Phase B moving into the final design stage. In Calendar 2020, DOT completed the conceptual design and traffic study work on Phases C and D (Eliot Avenue to Union Turnpike).
- **Grand Concourse:** the City completed construction on Phase 3 of the capital project (East 171st to East 175th Streets) with a ribbon cutting on August 11, 2020. Construction continues on Phase 4 (East 175th Street to East Fordham Road) and design continues on Phase 5 (East Fordham Road to East 198th Street). The City recently funded the new Phase 6, which includes reconstruction from 138th to 161st Streets. DOT began its detailed scoping process for this most southerly phase of the corridor; the conditions of the Concourse within these limits differ from the earlier project phases. The design process will focus on accommodating these new conditions while aiming to achieve significant improvements beyond the earlier phases.
- **Atlantic Avenue:** construction of Phase 1 (Georgia Avenue to Logan Street) is substantially complete, with only one punch list item remaining. DDC transferred a portion of work to another contract, which began preliminary construction in Spring 2021. The City issued a Notice to Proceed on Phase 2 (Logan Street to Rockaway Boulevard) in June 2021. DOT presented the Percent for Art proposal to the Public Design Commission and received preliminary approval in May 2021. The Percent for Art law requires that eligible City-funded construction projects spend part of their budget on public art.
- **4th Avenue:** the City completed its operational work between Flatbush Avenue and 64th Street in December 2020. The median improvement capital project (between 8th and 64th Streets), led by DOT and DDC, will begin construction in early Fiscal 2022. Further capital work (between Atlantic Avenue and 64th Street) is currently in the design procurement phase.
- **Northern Boulevard:** DOT's ongoing operational work continued on this corridor, which is now designated as an additional Vision Zero Great Street. DOT completed additional concrete pedestrian refuge islands during the Summer 2020 construction season, with interim geometric improvements planned for the 2021 season. DOT began scoping for the capital project and will continue in Fiscal 2022.

## ENFORCEMENT

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

Each week at Traffic Safety Forum, NYPD's Chief of Transportation meets with NYPD executives to outline, review and manage NYPD's traffic program. In Fiscal 2021, NYPD issued 105,352 speeding summonses and 26,766 failure to yield to pedestrian summonses, decreases of 27.6 percent and 63.2 percent, respectively, from Fiscal 2020. NYPD also issued 1,979 violations of NYC Administrative Code 19-190—the "right of way law"—to drivers who struck a pedestrian

or cyclist who had the legal right of way and made 13 arrests for these violations. NYPD has a total of 2,226 officers trained in LIDAR devices that measure speed and 661 LIDAR guns in service.

In response to the pandemic, TLC Enforcement redeployed its officers to support the City's emergency work during the first four months of Fiscal 2021. The focus for TLC Enforcement was PPE distribution to drivers, coordination of food delivery services with NYCEM and work with the New York City Sheriff, including distribution of COVID-19 educational materials to the public. As TLC has now resumed standard enforcement, officers are once again issuing Vision Zero safety-related summonses to licensees.

## OUTREACH AND ENGAGEMENT

The Vision Zero Street Teams integrate education and enforcement to discourage unsafe behavior on City streets. Teams of DOT and NYPD staff work together to identify corridors with significant crash history, along with the causes of those crashes. Staff then spend a week distributing fliers to pedestrians and drivers with safety tips about the most common causes of crashes in those corridors, followed by NYPD enforcement in the same area. In Fiscal 2021 Street Teams concentrated efforts on nine high-priority corridors.

Vision Zero also delivers safe-driving messaging and training to specific populations of drivers, such as for-hire vehicle drivers, City employee drivers and MTA bus operators. At the City level, DCAS has reinforced the safety message to City employees with 6,671 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 over 70,000 since the beginning of Vision Zero. Almost 90 percent of all non-emergency service drivers of City vehicles have gone through defensive driving training at least once. NYPD and FDNY provide driver training to all uniformed staff as part of orientation. Defensive driving training was significantly impacted by COVID-19: training shut down in March 2020, but resumed in August 2020 via a new online class. In Fiscal 2021 DCAS continued to pilot virtual reality (VR) training to augment in-class sessions beginning with DPR. DCAS also worked with DOT, BIC, TLC and MTA to share best practices and coordinate training themes for fleet operators. Additionally, DCAS worked with the New York City Department of Education (DOE) to train DOE employees to teach defensive driving and develop the Vision Zero training curriculum for school bus operators.

In October 2020, TLC approved the resumption of in-person driver training and testing via TLC-authorized education providers after pandemic-related closure by State order in March 2020. These nine schools and 12 test centers reopened in compliance with State, City and TLC COVID-19 safety guidelines, including setting 50 percent class capacity, spacing of seating, posting of public health signage, PPE provision and enhanced cleaning protocols. The pre-licensure driver training offered by these education providers includes a specialized Vision Zero curriculum developed for for-hire drivers that highlights important street safety information, such as road designs like bike lanes, high-risk driving behavior that can lead to crashes and the crucial role that professional drivers play in promoting a culture of safe driving. With the safe reopening of these training facilities, new applicants can pursue their TLC Driver License and receive crucial safe driving information.

The "Dusk and Darkness" campaign returned for a fifth year in Fiscal 2021. Based on a 2016 DOT and NYPD analysis of crash trends, it was found that the earlier onset of darkness in the fall and winter is correlated with a 40 percent increase in severe injury and fatal crashes involving pedestrians in the early evening hours compared to crashes during those same hours outside the fall and winter. In addition, there were twice as many fatal and severe injury crashes involving driver turns during these hours. In response, the Vision Zero Task Force developed this multiagency seasonal enforcement and education approach. NYPD focused additional enforcement resources on the most hazardous violations, including speeding and failure to yield to pedestrians, with precincts increasing their on-street presence around sunset hours.

## FLEETS

In Fiscal 2021 DCAS continued installations of 63,000 vehicle safety devices in City vehicles, including vehicle telematics, truck sideguards, backup cameras, automatic braking, pedestrian avoidance systems, driver alerts and automatic headlights that were acquired at the end of Fiscal 2020 through new vehicle purchases and retrofits. DCAS has installed

telematics in more than 12,000 City vehicles and over 10,000 school buses. These investments are designed to reduce collisions, improve training and driver awareness and lessen the impact of crashes that do happen.

Through June 2021, the number of City vehicles with truck sideguards exceeded 3,750. New units with sideguards were delivered and retrofits were completed on a daily basis with over 880 trucks either retrofitted or replaced with sideguards in Calendar 2020. The City's rollout of sideguards is the biggest implementation in North America and DCAS continues to work with other public and private fleets to advocate for these lifesaving safety devices.

Progress continued on the Connected Vehicle Pilot as hundreds of vehicles from DOT, TLC and other agencies were equipped with connected vehicle technology during the reporting period. This program is outlined in the Safe Fleet Transition Plan Update, prepared by DCAS in partnership with the U.S. Department of Transportation Volpe Center (Volpe). DCAS and road safety partner Together for Safer Roads (TSR) also collaborated on the development of the Global Safety Leadership Council and launched a pilot program for small and medium-sized private fleets in Fiscal 2021. DCAS and TSR also are collaborating on a "Truck of the Future" pilot with other private fleets to test various technologies to improve driver and road safety as well as partnering globally on training programs and panels.

DCAS and Volpe will continue their collaboration by launching a series of projects and reports over the next five years. These will focus on safety in technology, vehicle design, private trucking fleets and school bus contractors. Volpe will also support the City's efforts to have the safest fleet in the nation by reviewing vehicle specifications and providing research and advice on the implementation of high vision truck cabs, pedestrian and bicyclist avoidance systems, automatic braking for larger vehicles and intelligent speed assistance.

NYC Fleet is making progress towards its safest-in-the nation goal by requiring high-vision truck cabs, where available. One of the biggest safety risks on our roads is line-of-sight restrictions for truck operators. High-vision truck cabs help to solve this problem, but are not yet available on all models and vehicle types. However, truck surround cameras and back up sensors can be installed on any vehicle and during the reporting period over 870 such installations were completed. This represents 58 percent of the total phase one implementation, with installations continuing in Fiscal 2022.

TLC actively engaged licensees on safe driving techniques, street changes and partnered with Vision Zero sister agencies to promote the Dusk and Darkness campaign to its licensees. In coordination with DOT, TLC also educated taxi and for-hire drivers on pandemic-related changes to the City's streets, including Open Streets and outdoor dining, to ensure the influx of pedestrians, cyclists and diners sharing the roadway remained safe. TLC also informed licensees about new busway pilot projects, including the Main Street Busway in Queens and the Jay Street Busway in Brooklyn, to ensure that they were aware of changes in traffic patterns and any restrictions for through-traffic.

In Fall 2020, TLC relaunched an updated and improved distracted driving retraining course required for all drivers convicted of using an electronic device while driving for-hire. The course's new curriculum standards include an overview of the dangers of distracted driving, how to prevent this unsafe behavior and a review of safety enforcement and point-based penalty programs. Five education providers were approved to offer the course through an application, interview and teaching demonstration process established by TLC to ensure curriculum and teaching quality.

## DATA-DRIVEN SOLUTIONS

While the burden of traffic injury and death in the City is well established, many questions still remain related to how and why crashes happen and the effects of prevention efforts. Vision Zero agencies continue working to improve what they know about the circumstances of roadway crashes and learning from the data they collect to inform decision making. In Fiscal 2021 the Vision Zero Data Working Group made progress on prioritizing research agenda questions and collaborating with academic partners such as University of Chicago and Columbia University. This work included advancing the Speed and Red-Light Camera & Driver Behavior Study, which aims to determine the impacts of speed and red-light cameras on driving behavior over time and to characterize repeat offenders across violations and involvement in traffic crashes. DOHMH, working with other City agencies, coordinated a fourth convening (and first virtual convening) of Research on the Road, a traffic safety research symposium. About 100 people attended the event, through which Vision Zero continues to promote action related to addressing Vision Zero research priorities.

In November 2020, DOHMH published a cycling data story on the Environment & Health Data Portal, which highlights cycling as a healthy and safe way to get around the city. Putting together injury data and bicycling infrastructure data, a “safety in numbers” story emerges: the more extensive the infrastructure and the more people riding bicycles, the safer streets are as an environment for physical activity.

SELECTED PERFORMANCE INDICATORS	Actual					Target	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22
Vision Zero-related moving summonses issued	688,515	715,637	715,329	551,645	307,783	*	*
- NYPD	675,949	698,709	696,012	537,742	298,377	*	*
- TLC	12,566	16,928	19,317	13,903	9,406	*	*
Speed boards deployed	58	94	70	64	16	*	*
Speed humps installed	365	409	318	112	104	250	250
Senior centers partnering with DOT to increase feedback on street safety improvements	125	170	188	114	82	*	*
Bicycle lane miles installed - total	82.9	70.5	67.5	82.4	65.3	50	50
- Bicycle lane miles installed - protected	16.0	23.9	20.2	21.0	29.2	*	*
Leading pedestrian intervals installed (signal timing that allows pedestrians to start crossing before traffic is released)	939	749	1,121	819	256	300	300
Intersections with accessible pedestrian signals installed	116	51	112	222	211	75	75
City employees trained in defensive driving citywide	7,876	11,162	10,307	5,443	6,671	9,000	9,000

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

For additional information go to:

- Vision Zero Website: [www.nyc.gov/visionzero](http://www.nyc.gov/visionzero)
- Vision Zero View: <http://www.nycvzv.info/>
- Vision Zero Year Seven Report: <https://www1.nyc.gov/assets/visionzero/downloads/pdf/vision-zero-year-7-report.pdf>
- Environment and Health Data Portal: <http://www.nyc.gov/health/tracking>
- Safe Fleet Transition Plan Update 2018-2019: <https://www1.nyc.gov/assets/dcas/downloads/pdf/fleet/Safe-Fleet-Transition-Plan-Update-2018.pdf>
- Global Leadership Council for Fleet Safety and FOCUS on Fleet Safety <https://www.togetherforsaferroads.org/programs/safer-companies-and-fleets/>
- The Road to Safety: Environments Matter <https://a816-dohbsp.nyc.gov/IndicatorPublic/Closerlook/streets/Index.html>





## PARTNER AGENCIES & OFFICES

## INITIATIVE OVERVIEW

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 promoting neighborhood safety and preventing crime. MAP models an effort to build safety proactively by acknowledging the expertise of community residents in defining their own priorities of safety and well-being and positioning government to be responsive, just, and accountable to those priorities. Since 2014, the initiative has worked in partnership with neighborhood residents, city agencies and community based partners in 15 housing developments that have faced historic disinvestment and, as a result, persistent crime. Rather than rely on the traditional model of attempting to maintain safety solely by responding to crime, MAP addresses the factors underlying safety and well-being—enhancing opportunities for work and play, health and well-being and youth development; promoting well-designed spaces that are active and well maintained; and improving trust between neighbors and with a responsive and just government.

Through MAP's fundamental organizing process, NeighborhoodStat (NStat), partner agencies and residents come together for joint issue identification and the piloting of solutions that enable system-wide change. NeighborhoodStat is intentionally designed to span from hyper-local development-based convenings to citywide policy making discussions. The foundation of the NStat process is the Stakeholder Team in each of the 15 MAP developments, which consists of at least 15 residents of varying ages per site. This group of highly committed residents develop priority areas by engaging their broader community and auditing the physical and social infrastructure of their development. Stakeholder Teams meet weekly, with increased frequency at times such as the COVID-19 emergency, and have led the identification and deployment of a diverse array of social services, physical space interventions and infrastructure improvements. Resident stakeholder teams also meet at least monthly with MAP partner agencies who are dedicated to supporting MAP communities with a wide range of resources such as health services, public benefits support, physical space improvements, youth programming and employment, and much more.

Importantly, the NStat process builds in mechanisms to engage whole communities of each MAP development, ensuring that all members of the 15 NYCHA MAP developments are included in proposal and pursuit of local solutions for safety and wellbeing with dedicated funding attached. Local NeighborhoodStat is MAP's annual convening, held in partnership with the Center for Court Innovation, to invite all residents to help determine priorities and physical and programmatic interventions that are responsive to the community context. From 2019–2020, NStat teams engaged 15 percent of their neighbors with over 9,200 votes cast for the selection of Local NStat community safety projects. Due to the severe and disproportionate impact of COVID-19 in MAP communities, NStat teams shifted their focus and energy to providing essential emergency relief in their communities. However, in 2021, teams resumed their work in implementing the projects that each MAP development selected through their Local NStat event. A new series of Local NStat events will take place from July through October of 2021.



DFTA

DOP

DPR

DYCD

HRA

NYCHA

NYPD

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

Because of the need for system-level solutions and policy change to address the persistent safety concerns across MAP communities, NeighborhoodStat also includes a platform for central decision making and problem-solving. Central NeighborhoodStat identifies thematic issues across MAP communities, prioritized by residents, and brings them to the table shared by residents, community based organizations, and City agency leadership, all of whom are responsible for policy change. The Central NStat process facilitates dialogue between community members who have the deepest knowledge and expertise about local conditions and City policy-makers who are in a position to make system-wide change in response to the residents' priorities. Central NStat may lead to the expansion or redeployment of existing resources, new policies, programs and commitments, and increased accountability by relevant agencies. Additionally, although Central NStat focuses on the issues shared across MAP communities in particular, the solutions that arise from Central NStat serve as a model for neighborhoods across New York City.

The pandemic's impact during last fiscal year has exacerbated existing racial disparities and created historic challenges for both the City and for MAP, in particular, as many of the NYC communities that were hardest hit by COVID-19 have also been disproportionately impacted by gun violence. Between July 2020 and June 2021, MAP experienced an eight percent increase in index crimes and a 79 percent increase in shooting incidents compared to the previous year. This is in line with similar rates reported NYCHA-wide, which had a 10 percent rise in index crimes and a 74 percent increase in shooting incidents over the same period. Citywide shooting incidents also rose by 84 percent year-over-year, despite index crime complaints remaining stable overall.

Although gun violence remains a challenge that MAP is committed to addressing, it is also worth observing that overall index crimes are down 4 percent in the last fiscal year compared to Fiscal 2014 – with a particularly noteworthy 36% decline in felony robbery complaints during this period. Additionally, early indications of a decline in crime rates since the beginning of the upcoming fiscal year are promising. Shooting incidents within MAP developments during the first 12 weeks of Fiscal 2022 are 50 percent lower compared to the same period in Fiscal 2021, while index crime complaints are 18 percent lower.

In response to the dual public health crises of COVID-19 and surging gun violence, MAP taps into the relationships it has been cultivating over the past seven years to respond to resident needs. On top of continuing to invest in networks of community leadership and adapting much of its programming to a virtual format, MAP has also been hosting community healing fairs in the wake of recent gun violence to connect residents to needed social services, Cure Violence organizations, and COVID-19 testing and vaccinations.

Through MAP, MOCJ has also made significant investments to help create a safer environment through physical infrastructure improvements including exterior lighting and closed-circuit TV cameras at the 15 developments. The following section describes MAP's investment in community-centered design in greater detail.

## DESIGN

*Promoting activated, well-maintained spaces through design increases pride and a sense of safety by reducing exposure to hazards such as crime and violence, while creating places where the community can come together.*

### **TURNING RESIDENT IDEAS INTO ACTION PLANS**

Over the past three years, MAP stakeholder teams received training that builds capacity in community organizing, human-centered design, placemaking, city processes, and maintenance. The teams use these skills to design action plans, develop priority areas, execute community projects, and work with city agencies to leverage resources to address public safety challenges.

In Fiscal 2021, MAP stakeholders continued to complete project ideas from previous years, including murals in Boulevard, Butler and Ingersoll Houses to revitalize underutilized areas, new wayfinding signage in Stapleton Houses, and youth-focused social programs at Bushwick and St. Nicholas Houses. Some of the other teams continue to move forward highly ambitious and transformative built environment projects that have required a lot of coordination with agencies and technical detail from our designers, ranging from new public plazas and play areas to novel lighting approaches and art installations.

In Fiscal 2021, all 15 NStat teams also designed their winning community safety projects from Local NeighborhoodStat 2019. Most of the social programs are taking place from the summer through fall of 2021, while the physical space improvements are using the busy summer months to engage more residents in design.

Additionally, to expand knowledge and opportunity to more residents, MAP published three Mini-Guides based on our Safe Places, Active Spaces: A Community Playbook for Transforming Public Spaces in Your Neighborhood. The Mini-Guides are focused exclusively on the processes for NYCHA to help residents organize public events, create new gardens, and lead art projects.

MAP continues to work with partners across a variety of agencies to raise the profile and improve policy around resident-driven design and planning, including through NYCHA's Connected Communities initiative, DOHMH's revised Active Design Guidelines, City Planning's revised Urban Design Guidelines, HPD's Where We Live Plan, and DOT's Open Streets program.

## TRUST

*Building trust between neighbors, elected officials and government agencies is vital to any effort to make change happen.*

### **NEIGHBORHOODSTAT SUMMIT, WORKING GROUPS, AND A COLLECTIVE ACTION AGENDA**

In January of 2021, more than 300 New Yorkers (residents, community based organization leadership, City representatives) joined MAP for its first-ever virtual Central NStat event, the 2021 NeighborhoodStat Summit: Reimagining Public Safety. During this Summit, resident leaders and policymakers came together to discuss how key community priorities in health and well-being, safety and justice, economic stability, physical space, and youth development can influence policy. These major priority areas were selected through years of input from MAP community residents.

Then, from February through May 2021, smaller groups of residents and agency/organization representatives participated in a series of five virtual Working Group sessions organized by priority area in order to build a collective Action Agenda for now until 2022, plotting the path for making ideal solutions a reality. In total, almost 200 residents and partners met in working groups on health & wellbeing, safety & justice, economic stability, physical space, and youth development, which includes the Youth Leadership Council described below, to create a shared action agenda for public safety and well-being across MAP communities.

Working Groups dedicated over 70 hours to collaboration and strategizing to ultimately identify the policy actions necessary for real change. Each Working Group focused on the most pressing and actionable issues impacting public safety. The resulting Action Agenda reflects residents' priorities and agency commitments to re-imagining public safety across all NYCHA communities. It is meant to be a living, working document that is continually re-visited, revised and updated by all stakeholders. Most importantly, it was informed by the brilliance and insights of many residents, community partners and government agencies, and evolved into its current shape with a great deal of hard work, time and patience. While the Action Agenda includes tangible recommendations, as well as short, medium, and long-term strategies focused on each priority area, it is framed by 16 clear goals, listed below, within the topics of physical space, economic stability, health and well-being, and safety and justice. The Youth Leadership Council, described in the following section, is currently crafting the youth development goals.

#### **Physical Space Goals:**

- Reduce door breakage and improve the door repair process
- Develop rapid responses to unsafe conditions like construction and low lighting
- Clean common spaces led by active residents with better NYCHA infrastructure and service
- Create quality open and recreation facilities and programming for all residents

### **Economic Stability Goals:**

- Increase residents' access, awareness and participation in education and employment opportunities, trainings and programs
- Connect education and job training to long-term/stable careers
- Connect residents launching their own businesses to resources to help them be successful

### **Health and Well-being Goals:**

- Take proactive measures to destigmatize mental health
- Increase access to and training around culturally competent "mental wellness" information and services
- Increase equitable access to supportive services, preparedness, testing and vaccination
- Increase access to fresh, nutritious, and affordable food for residents
- Support the creation, sustainability and access of local food distribution systems/networks to ensure day-to-day availability and during emergency relief

### **Safety and Justice Goals:**

- Reduce gun violence
- Increase awareness and accessibility about resources/ services available to re-entry for individuals and their families
- Increase the capacity of community based wraparound support services that respond to and address the specific needs of populations that may be vulnerable to the criminal justice system
- Courteous, professional and respectful interactions between law enforcement and community

### **ANTI GUN VIOLENCE FAIRS / COMMUNITY HEALING DAYS**

In response to the violence that coincided with the COVID 19 Pandemic, and as a way to transform spaces for community healing, the Office of Neighborhood Safety (ONS) has activated historically unsafe or underused spaces in the most severely impacted neighborhoods. These events connect residents to vital resources and change the narrative from one of crime to one of community strength and connectivity. They are also critical for building relationships between neighbors and with the City and community based partners who can provide essential support, violence prevention resources, and more.

## **OPPORTUNITY**

*Enhancing opportunities for work, play, health, well-being, and youth development is essential to improving equity.*

### **ENHANCING YOUTH LEADERSHIP OPPORTUNITIES:**

#### **YOUTH LEADERSHIP COUNCIL**

In Fiscal Year 2021, the Mayor's Action Plan for Neighborhood Safety and the Neighborhood Safety Initiative (a project of the Center for Court Innovation) launched the inaugural MAP-wide Youth Leadership Council (YLC). The YLC brings together 50 young NYCHA residents, between the ages of 16–21, to set and achieve social justice goals. Through a series of workshops over the course of nine months, these young leaders are supported as advocates for safety in their communities and throughout New York City. This initiative is dedicated to uplifting young voices to define community safety and well-being out of a deep respect and acknowledgement for the unique experience of youth and young adults in New York City. The YLC brings together young people from 17 different NYCHA developments to pursue creative ideas that address the root causes of violence in their communities.

The 2021 Youth Leaders are working with artist and activist Sophia Dawson, to paint and capture stories of hope and inspiration along with photographer and videographer, Shaunese Crawford, who is guiding them through using digital media for their storytelling journey. Additionally, the Youth Leadership Council is working on their own Action Plan. To that end, the 2021 cohort is implementing a survey to hone in on the design of their project, and has decided to launch a mobile project that offers social programming based on the needs of each borough that will travel across all five boroughs. Finally, the YLC is designing their own Action Agenda to pair with the larger NStat Action Agenda of 2021 to ensure that the voice, experience, concerns, and creativity of youth and young adults is represented in the larger policy change agenda across MAP communities.

### **BROWNSVILLE YOUTH LEADERSHIP COUNCIL**

Since its inception, MAP has prioritized resident voice in decision making to improve community safety and well-being because of the immense value in their experience and expertise. In particular, young people from MAP communities are disproportionately impacted by crime, whether they are victimized by it directly or facing the consequences of stigma and trauma. After the Brownsville mass shooting in 2019, the Brownsville Youth Leadership Council was created to center young people in the community as leaders in creating safety and promoting healing of unaddressed trauma that has resulted from years of disinvestment, violence and other forms of oppression.

Participants engage in community level service, peer-to-peer mentorship, mediation, and personal and community development. Through our trusted local partner, the Brownsville Community Justice Center, young people receive holistic support and intensive coaching. Brownsville YLC participants analyze their community and prioritize issues and places that challenge safety. Next, they craft and carry out solutions.

In Spring 2021, The Brownsville Youth Leadership Council participated in 15 weeks of Creative Design and Healing Space workshops. Workshops included topics discussing the connection between individual and collective spaces for healing, identifying areas around Brownsville to address community healing, and also developing design tools and fabrication skills to co-create their own healing space. In conjunction with the Brownsville Keepers, the cohort connected with 10 different community pop-up events at each development in Brownsville. They also developed their own name for the cohort, "Next Generation Gems," which is a representation of their group identity based on "diamonds in the rough" modeling unity, courage, and joy with branding material to market their work. Finally, the goal of their new healing space was to build on the original 2020 Healing Sanctuaries or headspaces, centered around the 3 senses of smell, sight, and sound. With the guidance of the Youth Design Center and A+A+A architecture firm, they conceptualized, constructed, and launched in June the "Release & Restore" room, a healing space for youth to release anger and restore collectively and individually. After assessing the community surveys collected from the all site activations, the Gems are developing a strategy for deploying their fleet of new mobile healing spaces while forming a healing guide for engaging community and easing tensions, particularly among youth, within the neighborhood.

### **BUILDING HEALTHY RELATIONSHIPS**

In 2021, the Mayor's Action Plan for Neighborhood Safety engaged a Minority and Women-owned Business Enterprise, When Love Works Dynamically (WLWD), to provide technical assistance in relational health in six NYCHA developments in the South Bronx and Central Brooklyn. During the pilot program, the COVID-19 pandemic placed a significant strain on relationships of all kinds, and simultaneously made in-person engagement and capacity building difficult. MAP and When Love Works Dynamically partnered to build capacity in local communities to co-create safety and well-being through the identification and betterment of healthy and unhealthy relationships.

When Love Works Dynamically provides support for intimate, familial, and professional relationships. In a few short months, the WLWD team connected with residents from the abovementioned MAP neighborhoods and staff from local organizations that serve these communities, and led them through a six-session virtual capacity building training designed to sharpen the skills to cultivate positive and strong relationships. Participants learn personal and community competencies to build and maintain healthy relationships, identify and address negative relationships, and acquire culturally relevant tools to support themselves and their communities. They also receive a referral guide to existing local domestic violence support services. Through the fierce advocacy of residents who recognize the training as a valuable community resource, WLWD expanded the Healthy Relationships Capacity Training to Polo Grounds Towers in March 2021.

## SUPPORTING ECONOMIC STABILITY

The financial strain of COVID-19 is hard-hitting and long-lasting, particularly for the communities that have faced historic disinvestment. The Department of Social Services/Human Resources Administration (HRA) has partnered with MAP since its inception, and has adapted its engagement strategies in a number of creative and responsive ways to ensure that MAP households have continuous access to public benefits and emergency relief. HRA MAP outreach teams have held pop up, outdoor events in each MAP community to offer case management and application assistance for SNAP/Cash Assistance, rental assistance, restaurant allowances during gas outages, and much more. Additionally, when regular in person engagement is not possible, the HRA team hosts virtual office hours for all MAP communities, enabling real-time assistance without risking health during the COVID-19 Pandemic. It also conducts one-on-one follow up with individuals who make requests through the HRA MAP hotline and request forms. Finally, the HRA MAP team has taken its role of building capacity in the community to meet their own needs in managing public and emergency benefits very seriously—in Fiscal 2021, it has held continuous training and webinars for resident leaders and community partners to utilize ACCESS HRA and other public tools.

## EVALUATION

The John Jay College of Criminal Justice has finished conducting a comprehensive evaluation assessing MAP's effect on area crime rates and resident perceptions of community safety.

The evaluation found that, relative to similar NYCHA comparison sites and controlling for other factors, the presence of MAP in NYCHA developments was associated with a statistically significant seven percent decline in overall misdemeanors with a particularly sharp 14 percent decline in misdemeanors against persons.

Additionally, a survey of NYCHA residents administered by NORC at the University of Chicago found promising and statistically significant associations between declines in crime and positive perceptions in social cohesion, collective efficacy, awareness of social supports, and willingness to engage with government—all constructs which the MAP model targets.

CRIME STATISTICS IN THE 15 DEVELOPMENTS										
Number of Incidents									% Change	
	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY14- FY21	FY20- FY21
Total Index Crime	862	801	829	750	767	738	765	824	-4%	8%
Violent Crime	613	552	606	542	549	519	527	574	-6%	9%
Property Crime	249	249	223	208	218	219	238	250	0%	5%
Shooting Incidents	34	35	29	27	22	27	28	50	47%	79%

The seven index crimes are murder, rape, robbery, felony assault, burglary, grand larceny and grand larceny auto. Violent index crimes include felony murder, rape, robbery and felony assault. Property index crimes include felony burglary, grand larceny, and grand larceny auto. Note: Calculations for Fiscal 2014 through Fiscal 2019 numbers have been changed slightly to be consistent with the latest available data and methods.

Agency/Office	Indicator Name	Actual		Target	
		FY20	FY21	FY21	FY22
<b>Improved Infrastructure / Environmental Design</b>					
NYCHA	Layered access projects completed (repairing and adding additional security to development entry and access points) (# bldgs.) <sup>1</sup>	*	13	14	1
	Cameras installed (closed circuit television) (#cameras) <sup>2</sup>	276	469	469	*
<b>Community Engagement &amp; Programming</b>					
Parks	Kids in Motion participants across MAP sites <sup>3</sup>	45,622	659	*	700
	Shape-Up participants across MAP sites <sup>4</sup>	20,128	459	*	500
DYCD	MAP Summer Youth Employment (SYEP) participants <sup>5</sup>	2,961	2,003	2,000	2,200
DOP	Participants enrolled in the Next STEPS youth mentorship program <sup>6</sup>	185	180	200	200
HRA	Appointments to connect individuals to HRA services <sup>7</sup>	2,673	2,239	2,000	2,000
	Individuals connected to HRA services <sup>7</sup>	2,195	2,386	1,600	1,800
DFTA	Total Participants in DFTA Support Groups, Trainings, and Workshops <sup>8</sup>	3,685	1,857	1,500	1,800
	Seniors engaged at public events <sup>8</sup>	4,392	850	*	900
	Program intakes <sup>8</sup>	462	498	400	500
	Wellness Checks <sup>9</sup>	*	193	500	*
GCF	Program Enrollees <sup>10</sup>	5	20	20	20
MOCJ/CCI	Central NStat Virtual Summit Attendance <sup>11</sup>	*	367	*	350
	Central NStat Virtual Working Group Participants <sup>11</sup>	*	178	*	180
	COVID Emergency Relief Agency Referrals Made <sup>12</sup>	*	1,446	*	*

<sup>1</sup>One layered access point installation remains to be completed at Patterson Houses; all other layered access projects are completed

<sup>2</sup>All CCTV work is now completed.

<sup>3</sup>Fiscal 2021 data impacted by COVID-19 Kids in Motion suspended at MAP sites, data includes playgrounds within 0.5 miles of a MAP site.

<sup>4</sup>Fiscal 2020/2021 data impacted by COVID-19 Attendance reported reflects virtual Shape Up classes.

<sup>5</sup>Fiscal 2021 data impacted by COVID-19 Attendance reported reflects virtual SYEP Summer Bridge program.

<sup>6</sup>Fiscal 2020/2021 data impacted by COVID-19 Next Steps sessions held virtually.

<sup>7</sup>Fiscal 2021 data impacted by COVID-19 In-person appointments held during outdoor pop-up events with proper social distancing measures. Fiscal 2020/2021 data now includes appointments and connections regardless of official MAP residence, since MAP intentionally makes these services available to the community regardless of lease status.

<sup>8</sup>Fiscal 2021 data impacted by COVID-19 All in-person DFTA services transitioned to virtual format

<sup>9</sup>New metric: DFTA "Wellness Checks" reflects calls made to clients during COVID-19 crisis.

<sup>10</sup>Fiscal 2020/2021 data impacted by COVID-19.

<sup>11</sup>New metrics: In-person Central NStat events transitioned to virtual format.

<sup>12</sup>New metric: Referrals to agency services as part of COVID emergency relief response.

<sup>13</sup>Targets for FY21 and FY22 modified or to be determined due to COVID-19 restrictions.

# PARTICIPATING NYCHA DEVELOPMENTS

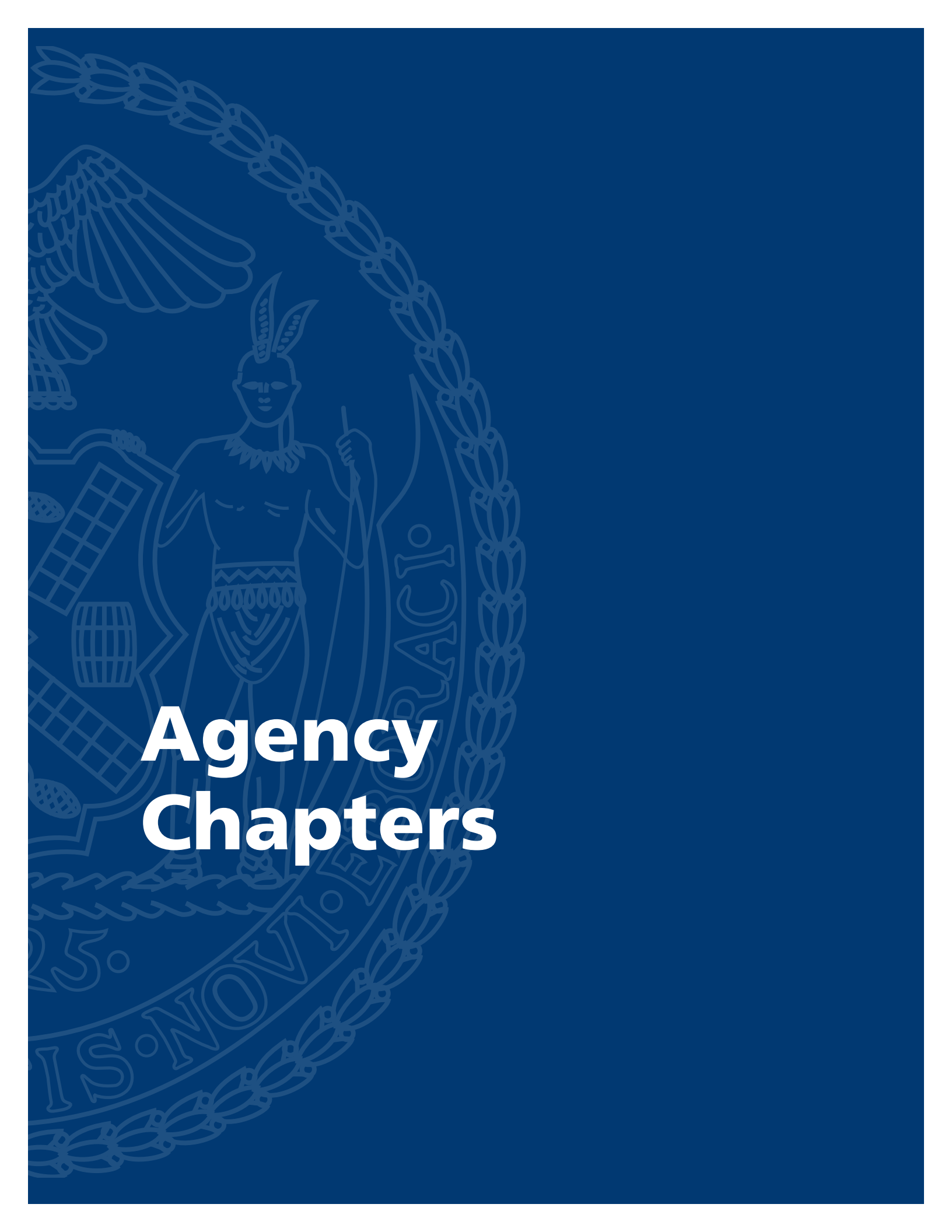
- **THE BRONX**  
Butler  
Castle Hill I and II  
Patterson
- **MANHATTAN**  
Polo Grounds  
St. Nicholas  
Wagner
- **BROOKLYN**  
Boulevard  
Brownsville  
Bushwick  
Ingersoll  
Red Hook E and W  
Tompkins  
Van Dyke I and II
- **QUEENS**  
Queensbridge I and II
- **STATEN ISLAND**  
Stapleton



## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.





# Agency Chapters



# Public Safety and Access to Justice



# Public Safety and Access to Justice



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# NEW YORK CITY POLICE DEPARTMENT

Dermot Shea, Commissioner



## WHAT WE DO

Established in 1845, the NYPD is today responsible for policing an 8.8-million-person city. It performs a wide variety of public safety, law enforcement, traffic management, counterterrorism, and emergency response roles. Historically, the Department has achieved spectacular declines in both violent and property crime, ensuring that New York City has the lowest overall rate of major crimes in the 20 largest cities in the country.

NYPD is divided into major bureaus for enforcement, investigations, and administration. It has 77 patrol precincts with patrol officers and detectives covering the entire city. The Department also has 12 transit districts to police the subway system and its nearly three-million daily riders, and nine police service areas (PSAs) to patrol the city's public housing developments, which are home to more than 400,000 residents. Additionally, uniformed civilians serve as traffic safety agents on the city's busy streets and highways, and as school safety agents, protecting public schools and the over-one-million students who attend them.

## FOCUS ON EQUITY

In Fiscal 2021, the equitable, needs-based allocation of police personnel has been a major factor in continuing the historically low levels of crime in the City, while also reducing arrests and criminal summonses. Each of the city's 77 precincts, 12 Transit Bureau districts, and nine Housing Bureau PSAs has unique community and operational needs within their geographical boundaries, including high profile locations, transient working and visitor populations, and quality-of-life and community concerns. These factors, coupled with crime statistics and the number of 911 calls requiring police response, all contribute to the equitable deployment of police resources to address the problems and challenges our communities face.

At a time when further police reforms are imminent and essential, Neighborhood Policing, initiated in May 2015, stands as a wide-ranging set of reforms that affirms the Department's commitment to reducing crime, promoting trust and respect, and solving problems collaboratively, both within the Department and with neighborhood residents. To further this effort, the Department recently established a youth coordination officer position in each precinct and housing PSA to engage with young people and to closely monitor and manage youth crime. The Department's enhanced training includes instruction in implicit bias, training in de-escalation tactics, and guidance for officers on how to be active bystanders who intercede when they observe police misconduct. NYPD is committed to cultivating a diverse and inclusive workplace for all its employees.

To increase transparency, NYPD has posted interactive dashboards on hate crimes and staffing demographics and published a customer survey to solicit feedback from members of the public. The NYPD discipline system has also been opened to public scrutiny. The discipline records of all uniformed members are now available online. Working with a wide array of police reform advocates, the Department has published an agreed-upon matrix of presumptive penalties. These penalties are assigned to various acts of police misconduct to clarify how and when penalties will be imposed. Also, with invaluable input from the community and external stakeholders, NYPD's use-of-force policies have been revised and continue to exceed national standards.

## OUR SERVICES AND GOALS

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### **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 IN FISCAL 2021

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

### Goal 1a Reduce the incidence of crime.

Crime reduction is achieved through collaboration between the public, patrol officers, neighborhood coordination officers (NCOs), investigators and regional criminal justice and law enforcement partners. The effectiveness of patrol officers as local crime fighters and local problem solvers has been enhanced by Neighborhood Policing. Sector officers and NCOs have been assigned to each sector within precincts and are working with local neighborhood forums on the most critical issues and crimes facing each community, helping prioritize and adapt police operations to respond to community concerns.

Despite significant hardships and challenges caused by the COVID-19 pandemic and extensive civil unrest, the NYPD remained operational at all levels in Fiscal 2021, responding to 911 and 311 calls for service, patrolling the entire city, investigating crimes, and taking police action when necessary. The Department continued to address criminal activity, counter threats of terrorism in New York City, manage traffic control, and ensure the safety of motorists, as well as providing a safe environment for New Yorkers using medical facilities and patronizing essential service establishments.

During Fiscal 2021, overall major felony crime slightly increased by 0.6 percent compared to Fiscal 2020. Murder increased 38.9 percent and grand larceny of autos increased 47.2 percent. Forcible rape decreased by 13.7 percent compared to Fiscal 2020.

Because of COVID precautions, NYC schools provided remote learning for most students, which resulted in limited face-to-face school participation in Fiscal 2021. Largely as a result, major felony incidents in schools decreased by 70.5 percent, and other criminal categories decreased by 82.7 percent when compared to Fiscal 2020. Juvenile arrests for major felonies also decreased 46 percent.

By expanding its precision policing capabilities, NYPD has improved its capacity to more accurately identify incidents as gang-related, which has led to an increase in gang-motivated incidents by 82.8 percent in Fiscal 2021 compared to the prior year. Gun arrests have also increased by 39.5%.

Narcotics arrests decreased 32.6 percent in Fiscal 2021, following several years of decline. This trend is in line with the NYPD's prioritization of felony-level narcotics arrests of higher level organized narcotics distributors, as opposed to minor drug arrests.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Major felony crime	98,991	95,868	93,631	94,790	95,369	↓	↓	Neutral	Down
★ – Murder and non-negligent manslaughter	300	303	278	352	489	↓	↓	Up	Down
★ – Forcible rape	1,109	1,293	1,368	1,136	980	↓	↓	Down	Down
★ – Robbery	14,759	13,573	12,556	13,438	13,030	↓	↓	Down	Down
★ – Felonious assault	20,651	20,141	20,240	20,369	21,387	↓	↓	Neutral	Down
★ – Burglary	12,454	11,856	11,053	13,229	13,823	↓	↓	Up	Down
★ – Grand larceny	43,787	43,101	42,956	39,524	35,735	↓	↓	Down	Down
★ – Grand larceny auto	5,931	5,599	5,180	6,742	9,925	↓	↓	Up	Down
★ Major felony crime in housing developments	5,084	4,853	4,766	4,844	5,373	↓	↓	Neutral	Down
★ Major felony crime in transit system	2,475	2,399	2,590	2,378	1,452	↓	↓	Down	Down
Crime related to domestic violence - Murder	55	53	54	64	53	*	*	Neutral	Down
– Rape	504	466	726	645	591	*	*	Up	Down
– Felonious assault	8,082	7,912	8,288	8,182	8,324	*	*	Neutral	Down
★ School safety - Major felony crime	504	466	444	288	85	↓	↓	Down	Down
– Murder	0	1	1	0	0	*	*	Down	Down
– Rape	4	16	8	2	5	*	*	Down	Down
– Robbery	60	37	49	31	0	*	*	Down	Down
– Felonious assault	140	134	122	60	5	*	*	Down	Down
– Burglary	37	46	27	40	35	*	*	Down	Down
– Grand larceny	263	228	235	155	37	*	*	Down	Down
– Grand larceny auto	0	4	2	0	3	*	*	Up	Down
School safety - Other criminal categories	2,007	2,026	1,537	976	169	*	*	Down	Down
– Other incidents	4,361	5,112	4,202	2,912	461	*	*	Down	Down
Gang motivated incidents	350	347	495	750	1,371	*	*	Up	*
Gun arrests	5,081	4,684	4,300	4,608	6,426	*	*	Up	*
Major felony crime arrests	41,869	41,748	41,522	40,445	34,587	*	*	Down	*
Narcotics arrests	50,902	43,574	25,098	15,886	10,708	*	*	Down	*
Juvenile arrests for major felonies	2,198	2,200	2,754	4,252	2,297	*	*	Up	*
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↑↓ Directional Target	* None					

## Goal 1b Prevent terrorist attacks.

The Department places a high priority on the prevention and detection of terrorist acts. Instead of drawing personnel from patrol precincts and depleting local patrol squads as previous counterterrorism deployments once did, NYPD's Critical Response Command—a sub-unit of the Counterterrorism Bureau—is staffed with dedicated personnel, trained and equipped to respond swiftly to active shooters and other attacks. There are continuous efforts to conduct in-depth training for all first responders, to maintain partnerships with other government agencies at the local, state, and federal levels, and to gather terrorism-related intelligence as effectively and expeditiously as possible. In Fiscal 2021, Counterterrorism training hours decreased 17.5 percent for uniformed members of the service and 93.7 percent for non-members. Although incoming recruit and promotional classes continued to receive training during Fiscal 2021, the COVID-19 pandemic resulted in the cancellation of training sessions for school safety agents and non-members of the service.

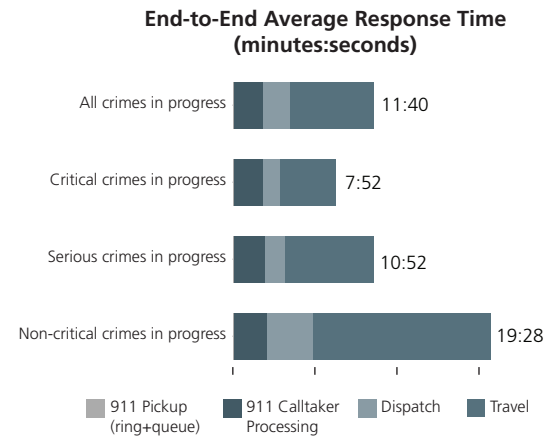
Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Counterterrorism training (hrs) - Uniformed members	182,331	129,302	144,617	99,681	82,243	*	*	Down	*
– Non-members	49,477	42,482	42,699	24,982	1,563	*	*	Down	*
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↑↓ Directional Target	* None					



**Goal 1c** Respond to police emergencies quickly.

The Department strives to respond to all calls for service as expeditiously as possible, while also ensuring that the public is provided with optimal levels of police service in every instance where the police assistance is required. Average response time rose slightly compared to Fiscal 2020 in all categories. Response time to all crimes in progress increased 6.6 percent but response time for critical crimes in progress increased only 3.1 percent.

The Department continues to invest in the enhancement of new technology to provide patrol officers with vital and accessible information to enable a swifter and safer response to breaking crime and requests for service.



Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
End-to-end average response time to all crimes in progress (minutes:seconds)	10:06	10:08	9:55	10:56	11:40	*	*	Up	Down
End-to-end average response time to critical crimes in progress (minutes:seconds)	6:49	6:44	6:38	7:38	7:52	*	*	Up	Down
End-to-end average response time to serious crimes in progress (minutes:seconds)	8:50	8:53	8:56	9:47	10:52	*	*	Up	Down
End-to-end average response time to non-critical crimes in progress (minutes:seconds)	17:58	19:37	19:04	19:01	19:28	*	*	Neutral	Down
Average response time to all crimes in progress (dispatch and travel time only) (minutes)	8.0	8.1	7.9	8.9	9.3	*	*	Up	Down
★ Average response time to critical crimes in progress (dispatch and travel time only) (minutes)	4.9	4.8	4.7	5.7	5.6	↓	↓	Up	Down
Average response time to serious crimes in progress (dispatch and travel time only) (minutes)	6.8	7.0	7.0	7.9	8.6	*	*	Up	Down
Average response time to non-critical crimes in progress (dispatch and travel time only) (minutes)	15.2	16.9	16.3	16.5	16.6	*	*	Neutral	Down
Crime in progress calls	255,489	259,584	252,599	264,246	255,362	*	*	Neutral	*

★ Critical Indicator    \* Equity Indicator    "NA" Not Available    ↑↓ Directional Target    \* None

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

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

The Department strives to improve and maintain the safety of pedestrians, motorists, and bicyclists alike. Yet Fiscal 2021 saw a 30 percent increase in total fatalities compared to Fiscal 2020. Passenger fatalities saw the greatest increase at 88 percent, and motorcyclist fatalities increased by 68 percent compared to Fiscal 2020. These increases are attributable to more vehicles on the road after COVID-19 restrictions were lifted and New Yorkers returned to normal driving patterns. Driving While Intoxicated (DWI) arrests decreased 33 percent, while DWI-related fatalities saw no change compared to Fiscal 2020. Moving violation summonses decreased by 38 percent. The Department will continue to intensify its efforts on traffic safety outreach to the public, in addition to enforcing vehicle and traffic law.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Traffic fatalities (motorist/passengers/other motorized)	63	81	81	82	127	↓	↓	Up	Down
★ Traffic fatalities (bicyclists/pedestrians)	148	128	137	129	148	↓	↓	Neutral	Down
Driving while intoxicated (DWI) related fatalities	26	28	20	17	17	*	*	Down	Down
DWI arrests	7,171	6,738	5,826	3,896	2,583	*	*	Down	*
Total moving violation summonses (000)	1,062	1,075	1,027	749	461,167	*	*	Up	*
– Summonses for hazardous violations	923,513	942,684	902,482	664,974	387,469	*	*	Down	*
– Summonses for prohibited use of cellular phones	130,934	131,984	113,263	74,944	44,596	*	*	Down	*
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↑↓ Directional Target	* None					

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

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

The Department, through rigorous analysis and other available resources, continues its efforts to identify and target conditions that affect the quality of life of residents and visitors. Through Neighborhood Policing, officers perform their law enforcement duties while also embedding themselves in the communities they serve as part of a team that works together to improve safety and quality of life for everyone. In Fiscal 2021, the total number of quality-of-life summonses decreased 39.8 percent and the number of unreasonable noise summonses decreased nine percent compared to Fiscal 2020. As neighborhood coordination officers learn more about the people who live in, work in, and visit their respective sectors, they develop a greater degree of detailed knowledge about quality-of-life issues affecting a particular community, and a greater capacity to remedy these problems without resorting to summonses.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Quality-of-life summonses	279,117	168,104	128,265	96,197	57,876	*	*	Down	*
– Unreasonable noise summonses	4,325	1,785	1,160	1,024	932	*	*	Down	*
– Graffiti summonses	3	0	1	1	4	*	*	Up	*
Graffiti arrests	1,750	1,772	1,262	1,083	1,211	*	*	Down	*
New individuals engaged by a Co-Response Team	182	243	605	498	739	400	*	Up	*
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↑↓ Directional Target	* None					

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

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

NYPD's efforts to win and maintain the trust of communities is the hallmark of Neighborhood Policing patrol. Patrol officers assigned to the same sector areas each day interact with members of the community on a daily basis, strengthening the police/community bond. Neighborhood meetings, convened by the neighborhood coordination officers in each sector within a precinct, provide a forum for cooperative and integrated problem solving. Additionally, the Department as a whole regularly partners with community members to strengthen police-community relations. The number of total Courtesy, Professionalism, and Respect tests conducted in Fiscal 2021 increased by 7.9 percent. The results of the tests were overwhelmingly positive, with 99.7 percent rated 'acceptable,' consistent with the positive results in Fiscal 2020.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Courtesy, Professionalism and Respect (CPR) testing	8,167	7,698	5,028	3,583	3,867	*	*	Down	*
– Exceeds standard	9	2	3	1	0	*	*	Down	Up
– Meets standard	7,992	7,619	4,992	3,559	3,857	*	*	Down	*
– Below standard	166	77	33	23	10	*	*	Down	Down
Total civilian complaints against members of the service	4,215	4,392	5,236	4,597	3,326	*	*	Down	Down
Individuals who, after reporting a crime, received support to deal with the emotional, physical and financial aftermath of crime through the Crime Victim Assistance Program	16,088	40,410	59,008	49,904	39,283	35,000	35,000	Up	*
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Cases commenced against the City in state and federal court	2,115	2,065	2,084	1,763	2,003	*	*	Neutral	*
Payout (\$000)	\$259,423	\$205,084	\$178,412	\$179,070	\$154,432	*	*	Down	Down
Collisions involving City vehicles (per 100,000 miles)	4.6	4.3	4.4	4.0	3.6	*	*	Down	Down
Workplace injuries reported (uniform and civilian)	6,626	6,829	6,654	9,159	5,023	*	*	Neutral	Down
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	60%	55%	50%	57%	65%	*	*	Neutral	*
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	288,561	291,745	275,981	287,866	267,680	*	*	Neutral	*
CORE facility rating	92	96	NA	94	84	*	*	NA	Up
Calls answered in 30 seconds (%)	99%	99%	99%	99%	99%	*	*	Neutral	Up
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Response to 311 Service Requests (SRs)									
Percent meeting time to close – Residential Noise - Loud Music/ Party (0.3 days)	87	91	91	90	92	*	*	Neutral	*
Percent meeting time to close – Residential Noise - Banging/ Pounding (0.3 days)	84	89	88	88	99	*	*	Up	*
Percent meeting time to close – Noise - Street/Sidewalk (0.3 days)	87	90	90	92	99	*	*	Up	*
Percent meeting time to close – Commercial Noise (0.3 days)	92	94	94	91	99	*	*	Neutral	*
Percent meeting time to close – Blocked Driveway - No Access (0.3 days)	83	86	84	77	97	*	*	Neutral	*
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

# AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$5,584.0	\$5,788.4	\$5,976.8	\$6,083.0	\$5,565.4	\$5,244.3	\$5,436.7	Neutral
Revenues (\$000,000)	\$99.4	\$95.6	\$109.7	\$101.8	\$99.0	\$100.6	\$104.0	Neutral
Personnel (uniformed)	36,254	36,643	36,461	35,910	34,858	35,007	35,030	Neutral
Personnel (civilian)	16,722	17,112	17,025	17,506	15,638	17,092	17,452	Neutral
Overtime paid (\$000,000)	\$709.0	\$724.6	\$736.3	\$623.4	\$442.1	\$267.9	\$434.4	Down
Capital commitments (\$000,000)	\$204.5	\$327.1	\$194.4	\$127.7	\$190.2	\$420.5	\$492.2	Down

<sup>1</sup>Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. <sup>2</sup>Authorized Budget Level <sup>3</sup>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 FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$5,454.0	\$4,958.5	
001 - Operations	\$3,584.8	\$3,152.1	All
002 - Executive Management	\$562.7	\$523.2	All
003 - School Safety	\$308.8	\$311.1	1a, 1b, 1c, 4a
004 - Administration - Personnel	\$290.6	\$290.3	All
006 - Criminal Justice	\$57.7	\$60.1	1a, 1c, 2a, 3a, 4a
007 - Traffic Enforcement	\$187.5	\$171.9	1a, 2a, 3a, 4a
008 - Transit Police	\$248.9	\$246.7	1a, 1b, 1c, 3a, 4a
009 - Housing Police	\$213.1	\$203.2	1a, 1c, 3a, 4a
Other Than Personal Services - Total	\$632.2	\$606.9	
100 - Operations	\$127.1	\$126.8	All
200 - Executive Management	\$139.4	\$100.9	All
300 - School Safety	\$4.9	\$4.5	1a, 1b, 1c, 4a
400 - Administration	\$348.0	\$362.4	All
600 - Criminal Justice	\$0.5	\$0.6	1a, 1c, 2a, 3a, 4a
700 - Traffic Enforcement	\$12.3	\$11.8	1a, 2a, 3a, 4a
Agency Total	\$6,086.2	\$5,565.4	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds. <sup>2</sup>City of New York Adopted Budget for Fiscal 2021, as of Jun 2021. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter. "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Equity NYC indicators are identified with a burst (\*). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

For additional information go to:

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

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



# FIRE DEPARTMENT Daniel A. Nigro, Commissioner



## WHAT WE DO

The Fire Department (FDNY) responds to fires, public safety and medical emergencies, natural disasters and terrorist acts to protect the lives and property of City residents and visitors. The Department advances fire safety through its fire prevention, investigation and education programs, and contributes to the City's homeland security efforts. The Department responds to more than 300,000 fires and non-fire 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 each year, 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. 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 as well as its Inclusive Culture Strategy. These objectives are supported by its Equal Employment Opportunity, Sexual Harassment, Anti-Hazing/Anti-Bullying and similar policies. While continuing to enforce its members' compliance with the law and related policies, FDNY also provides diversity and inclusion education, restorative practices, mentoring and messaging to enhance authentic trust, supportive relationships, positive motivation, excellent education, community engagement and inclusive leadership development tools. Improving diversity, equity and inclusion is integral to every FDNY objective, especially the recruitment of firefighters. In addition, during Fiscal 2021, the Department participated in the Mayor's Taskforce on Racial Inclusion and Equity. The Department maintains a separate website for recruitment, [JoinFDNY.com](https://www.joinfdny.com), which received 747,000 views in Fiscal 2021. Join FDNY social media content received 3.7 million views and interacts directly with prospective applicants.

## OUR SERVICES AND GOALS

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### **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.
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### **SERVICE 2** Respond to medical emergencies.

- Goal 2a Promptly respond to medical emergencies.
- Goal 2b Provide high quality emergency medical care.



# HOW WE PERFORMED IN FISCAL 2021

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

**Goal 1a** Reduce the risk associated with fire incidents.

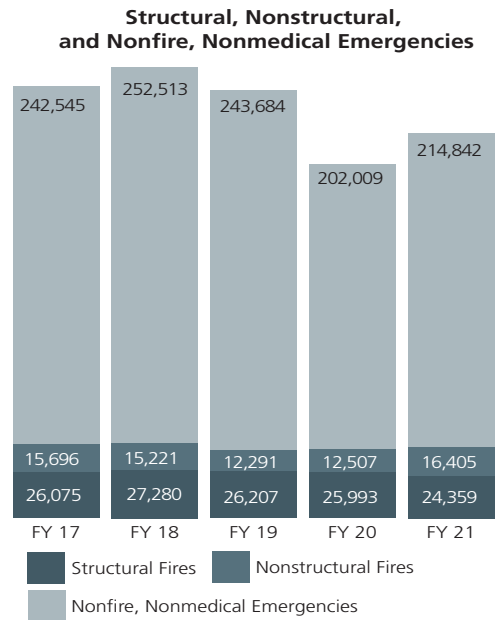
In Fiscal 2021 structural fires decreased 6 percent and non-structural fires increased 31 percent compared to Fiscal 2020. The rise in non-structural fires is attributed to a rise in manhole fires which more than doubled from 2,587 in Fiscal 2020 to 6,104 in Fiscal 2021. Fire company runs between Fiscal 2020 and Fiscal 2021 increased 5 percent.

FDNY reduces the risk associated with fires through its inspection, education and investigation programs. Fire inspections are designed to reduce the loss of life and property from fires through two separate and distinct inspection programs, one carried out by FDNY fire protection inspectors, the other carried out by firefighters and fire officers. Throughout the coronavirus pandemic, the Bureau of Fire Prevention continued to conduct inspections but conducted 15 percent fewer compared to the prior year because COVID-19 Emergency Orders restricted access to many locations and inspector and support staff faced high rates of COVID-19 related leave. The Bureau of Fire Prevention conducted additional inspections to ensure compliance with COVID-19 Emergency Orders and the phased reopening.

Mandated inspection requirements are determined each year based in part on the number of permits issued by the City for new construction, demolition, alterations and abatements, as well as complaints received from the public. COVID restrictions throughout most of the fiscal year resulted in a decrease in total inspections completed. Firefighters conducted 26 percent fewer mandatory inspections as well as 62 percent fewer risk-based inspections. Regular building inspection operations resumed in April 2021.

The primary mission of the Bureau of Fire Investigation is to conduct investigations that identify the cause of fires, including arson, as well as to analyze fire trends and risk factors. Those trends and factors are then targeted by FDNY's Fire Safety Education Program, the Bureau of Fire Prevention and Community Engagement and External Affairs personnel with the goal of preventing or limiting the occurrence of future incidents. In Fiscal 2021 fire investigations decreased 15 percent compared to Fiscal 2020. Additionally, there was a 25 percent decrease in incidents where arson was determined to be the cause of fire.

The COVID-19 pandemic also had a significant impact on the Fire Safety Education Unit, leading to a 88 percent reduction in educational events. To limit public gatherings and protect FDNY employees, fire safety outreach transitioned to digital platforms. In April 2020, the FDNY launched the website which provided a variety of digital content on fire and life safety topics for youth and families. Since the launch, the website has received over 48,000 views.

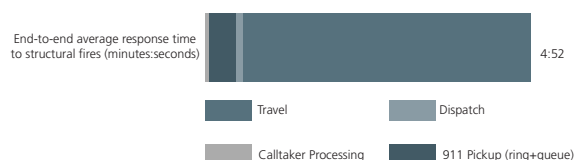


Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Structural fires	26,075	27,280	26,207	25,993	24,359	↓	↓	Neutral	Down
Structural fires per 100,000 people	316	331	312	310	277	*	*	Down	Down
★ Non-structural fires	15,696	15,221	12,291	12,507	16,405	↓	↓	Neutral	Down
Completed inspections performed by civilian fire prevention personnel	225,025	203,052	209,410	177,386	179,943	161,000	161,000	Down	Up
Violation orders issued	56,001	55,107	65,201	54,777	55,077	*	*	Neutral	*
Violation orders corrected	50,245	48,657	56,720	47,216	45,675	*	*	Neutral	*
Violation orders corrected (%)	90%	88%	87%	86%	83%	*	*	Neutral	Up
Summonses issued	9,336	7,900	7,225	3,827	1,521	*	*	Down	*
★ Hazard complaints resolved within one day (%)	87%	90%	93%	91%	93%	85%	85%	Neutral	Up
Completed risk-based inspections performed by uniformed personnel	43,619	47,494	54,072	43,389	16,526	*	*	Down	*
Completed mandatory inspections performed by uniformed personnel	60,795	55,815	47,237	37,706	27,824	*	*	Down	*
Investigations	7,837	7,062	6,565	6,844	5,825	*	*	Down	Up
Arson fires	1,653	1,469	1,329	1,495	1,119	*	*	Down	Down
Fire and life safety education presentations	9,295	11,063	9,315	6,746	798	*	*	Down	*
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↑↓ Directional Target	* None					

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

In Fiscal 2021 end-to-end average response time to structural fire incidents called into 911 was the same as Fiscal 2020. Response time to incidents that are not reported through 911, such as those reported through private fire alarms, are not included in end-to-end response time metrics—for example, in Fiscal 2021 43 percent of structural fire incidents did not go through 911. These incidents are included in FDNY dispatch plus travel time indicators. In Fiscal 2021 average dispatch and travel time to all structural fire incidents, including those reported via private fire alarm companies, decreased two seconds compared to Fiscal 2020.

**End-to-End Average Response Time (minutes:seconds)**



Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
End-to-end average response time to structural fires (minutes:seconds)	4:55	4:58	5:02	4:52	4:52	*	*	Neutral	Down
★ Average response time to structural fires (FDNY dispatch and travel time only) (minutes:seconds)	4:13	4:20	4:28	4:24	4:22	4:14	4:14	Neutral	Down
Average response time to all emergencies by fire companies (FDNY dispatch and travel time only) (minutes:seconds)	4:56	5:06	5:15	5:13	5:23	*	*	Neutral	Down
Total fire company runs	1,164,940	1,166,170	1,146,803	985,491	1,038,405	*	*	Down	*
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↑↓ Directional Target	* None					

**Goal 1c** Minimize damage to persons and property.

In Fiscal 2021, 64 civilians died from injuries sustained in fires, representing a 20 percent increase from Fiscal 2020.

Total service-connected injuries in FY 2021 increased 9 percent compared to Fiscal 2020 with a 12 percent increase in firefighter injuries and a 15 percent increase in firefighter burns. The rate of service connected injuries per 10,000 runs rose 6 percent.

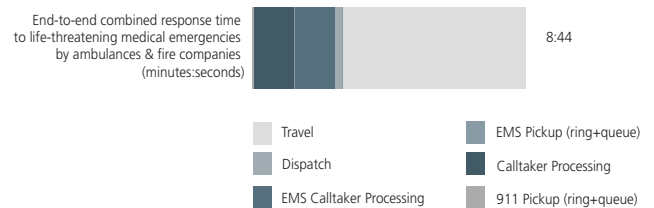
Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Serious fires per 1,000 structural fires	79	67	66	69	76	↓	↓	Neutral	Down
★ Civilian fire fatalities	43	97	67	53	64	↓	↓	Neutral	Down
Civilian fire fatalities per 100,000 people	0.5	1.2	0.8	0.6	0.7	*	*	Neutral	Down
★ Critical Indicator	● Equity Indicator	"NA" Not Available			↑↓ Directional Target	* None			

**SERVICE 2 Respond to medical emergencies.**

**Goal 2a** Promptly respond to medical emergencies.

The overall incidence of medical emergencies decreased between Fiscal 2020 and Fiscal 2021—total incidents declined 9 percent with a 9 percent reduction in life-threatening incidents. This may be best explained by an overall decrease in daytime population in New York City as well as a possible public reticence to visit hospitals during the pandemic.

**End-to-End Combined Average Response Time (minutes:seconds)**



The decrease in workload and a rise in the peak number of ambulances in service per day (see Goal 2b) resulted in a Fiscal 2021 end-to-end combined average response time to life-threatening medical emergencies decreased by 47 seconds compared to Fiscal 2020. End-to-end average response time to life-threatening medical emergencies by ambulances decreased 45 seconds compared to Fiscal 2020. In Fiscal 2020 dispatch and travel time only to life-threatening medical emergencies for ambulances and fire companies combined decreased 50 seconds compared to Fiscal 2020. Dispatch and travel time by ambulances to life-threatening medical emergencies decreased 14 seconds.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
End-to-end combined average response time to life-threatening medical emergencies by ambulances & fire companies (minutes:seconds)	8:09	8:13	8:28	9:31	8:44	*	*	Up	Down
End-to-end average response time to life-threatening medical emergencies by ambulances (minutes:seconds)	8:56	8:58	9:22	10:19	9:34	*	*	Up	Down
End-to-end average response time to life-threatening medical emergencies by fire companies (minutes:seconds)	7:27	7:38	7:49	8:25	8:29	*	*	Up	Down
★ Combined average response time to life-threatening medical emergencies by ambulances & fire companies (FDNY dispatch and travel time only) (minutes:seconds)	5:52	6:03	6:22	6:43	5:53	6:00	6:00	Neutral	Down
★ Average response time to life-threatening medical emergencies by ambulances (FDNY dispatch and travel time only) (minutes:seconds)	6:46	6:55	7:23	7:37	6:46	6:55	6:55	Neutral	Down
★ Average response time to life-threatening medical emergencies by fire companies (FDNY dispatch and travel time only) (minutes:seconds)	4:35	4:42	4:48	4:58	5:13	4:38	4:38	Up	Down
Life-threatening medical emergency incidents	563,594	568,737	567,757	564,827	515,598	*	*	Neutral	*
★ Critical Indicator	● Equity Indicator	"NA" Not Available			↑↓ Directional Target	* None			

**Goal 2b** Provide high-quality emergency medical care.

In Fiscal 2021 FDNY responded to 29,843 reports of patient in cardiac arrest or choking (segment one incidents). This represents a nine percent decrease from Fiscal 2020 and is more closely representative of pre-pandemic volume. Overall, FDNY units responded to 9,497 confirmed non-traumatic cardiac arrest patients in Fiscal 2021. The percentage of confirmed arrest patients that were revived increased four percentage points compared to Fiscal 2020. A subset of these incidents are classified as bystander-witnessed cardiac arrest, which occurs when someone is with the patient who can recognize that the patient is in arrest, call for help and possibly perform CPR, often resulting in better outcomes. The percentage of successful bystander-witnessed cardiac arrest resuscitations increased two percentage points to 41 percent in Fiscal 2021.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Segment one incidents (cardiac arrest and choking)	32,261	28,582	26,231	32,831	29,843	*	*	Neutral	*
★ Cardiac arrest patients revived (%)	22%	30%	35%	27%	32%	↑	↑	Up	Up
★ – Witnessed cardiac arrest patients revived (%)	47%	45%	47%	39%	41%	↑	↑	Down	Up
Peak number of ambulances in service per day	457	472	460	491	516	*	*	Up	*
★ Critical Indicator      ● Equity Indicator      “NA” Not Available      ↑↓ Directional Target      * None									

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
FDNY workers who sustained service-connected injuries (total agency-wide)	10,042	10,006	9,556	8,358	9,141	*	*	Down	Down
Firefighters / fire officers who sustained service-connected injuries	8,446	8,330	7,860	6,512	7,296	*	*	Down	Down
Firefighters / fire officers who sustained service-connected injuries resulting in medical leave	4,032	4,032	3,994	3,361	3,800	*	*	Down	Down
Firefighters / fire officers who sustained service-connected burn injuries	204	250	223	210	242	*	*	Neutral	Down
Firefighters / fire officers who sustained service-connected burn injuries resulting in medical leave	148	189	161	143	173	*	*	Neutral	Down
EMS workers / officers who sustained service-connected injuries	1,537	1,608	1,605	1,774	1,775	*	*	Up	Down
Civilian workers who sustained service-connected injuries	59	68	90	72	70	*	*	Up	Down
Firefighter/ fire officer service-connected injury rate (per 10,000 runs)	82.8	83.9	68.6	66.1	70.3	*	*	Down	Down
Apparatus collision rate (per 10,000 runs)	4.0	4.2	3.9	3.5	3.5	*	*	Down	Down
Ambulance collision rate (per 10,000 runs)	8.8	7.3	6.4	7.5	9.9	*	*	Up	Down
Average annual cost of an engine company (\$000,000)	\$7.2	\$7.6	\$7.9	\$7.9	\$8.5	*	*	Up	*
Average annual cost of a ladder company (\$000,000)	\$8.9	\$9.4	\$9.7	\$9.7	\$10.4	*	*	Up	*
Average annual cost of an ambulance (\$000,000)	\$2.2	\$2.4	\$2.2	\$2.3	\$2.4	*	*	Neutral	*
Average time from inspection request until inspection (days) - Fire alarm inspections	60	29	60	75	60	*	*	Up	Down
Average time from inspection request until inspection (days) - Rangehood inspections	5	5	5	5	5	*	*	Neutral	Down
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	92%	92%	93%	92%	90%	*	*	Neutral	*
★ Critical Indicator      ● Equity Indicator      “NA” Not Available      ↑↓ Directional Target      * None									

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
Letters responded to in 14 days (%)	97%	95%	95%	95%	99%	*	*	Neutral	Up
Completed requests for interpretation	5,098	4,684	4,442	5,765	7,747	*	*	Up	*
E-mails responded to in 14 days (%)	48%	38%	47%	60%	92%	*	*	Up	Up
Average wait time to speak with a customer service agent (minutes)	17:32	32:40	23:29	21:35	30:13	*	*	Up	Down
CORE facility rating	100	100	NA	97	98	*	*	NA	Up
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇕ Directional Target      * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$2,037.7	\$2,091.6	\$2,114.0	\$2,215.2	\$2,254.3	\$2,103.6	\$2,172.4	Up
Revenues (\$000,000)	\$104.3	\$100.3	\$105.5	\$100.3	\$95.1	\$98.5	\$103.5	Neutral
Personnel (uniformed)	11,090	11,244	11,244	11,047	10,750	10,943	10,945	Neutral
Personnel (civilian)	6,373	5,984	6,161	6,433	6,390	6,363	6,512	Neutral
Overtime paid (\$000,000)	\$333.2	\$332.7	\$341.6	\$324.0	\$305.7	\$251.3	\$247.3	Neutral
Capital commitments (\$000,000)	\$122.7	\$85.6	\$102.7	\$114.6	\$113.6	\$279.7	\$207.1	Neutral
<sup>1</sup> Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at <a href="http://nyc.gov/mmr">nyc.gov/mmr</a> for details. <sup>2</sup> Authorized Budget Level <sup>3</sup> 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 FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$1,883.4	\$1,930.9	
001 - Executive Administrative	\$127.2	\$125.8	All
002 - Fire Extinguishment & Emergency Response	\$1,377.5	\$1,436.0	All
003 - Fire Investigation	\$24.2	\$23.4	1a
004 - Fire Prevention	\$48.3	\$44.8	1a, 1c
009 - Emergency Medical Service	\$306.1	\$300.9	2a
Other Than Personal Services - Total	\$291.1	\$323.4	
005 - Executive Administrative	\$226.7	\$261.3	All
006 - Fire Extinguishment & Emergency Response	\$25.4	\$26.7	All
007 - Fire Investigation	\$0.1	\$0.2	1a
008 - Fire Prevention	\$1.9	\$1.6	1a, 1c
010 - Emergency Medical Service	\$37.0	\$33.7	2a
Agency Total	\$2,174.5	\$2,254.3	
<sup>1</sup> Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds. <sup>2</sup> City of New York Adopted Budget for Fiscal 2021, as of Jun 2021. Includes all funds. <sup>3</sup> Refer to agency goals listed at front of chapter.      "NA" Not Available      * None			

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Equity NYC indicators are identified with a burst (✱). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

For additional information go to:

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

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

# NEW YORK CITY EMERGENCY MANAGEMENT

John Scrivani, Commissioner



## WHAT WE DO

NYC Emergency Management (NYCEM) helps New Yorkers before, during and after emergencies through preparedness, education, response and recovery. The agency leads the coordination for multiagency responses to emergencies and other significant incidents in New York City, including planned events, severe weather and other natural and non-natural hazards. To accomplish this mission, NYCEM leads interagency and public-facing programs designed to improve overall community preparedness. This includes developing New York City emergency plans, liaising with over 400 local, state, federal, nonprofit and other entities, educating the public about emergency preparedness and hosting all-hazard training and exercises. NYCEM also works to advance long-term initiatives that reduce risk and increase the resilience of New York City through mitigation planning and FEMA mitigation grant coordination. When emergencies occur, NYCEM activates the City's Emergency Operations Center, a central location for officials from city, state and federal agencies, nonprofits, private sector, regional and utility partners to work during emergencies to coordinate response efforts, make decisions and gather and broadcast information. NYCEM also manages Watch Command – the City's 24/7 coordination center which monitors citywide radio frequencies, local, national and international media and weather and provides public information through Notify NYC, the City's emergency communications program. As the City's primary liaison with the U.S. Department of Homeland Security for consequence management, NYCEM oversees the City's compliance with federal preparedness and emergency response requirements.

## FOCUS ON EQUITY

NYCEM focuses on equity through programs and activities designed to address the needs of New York City's diverse communities. These include the agency's Disability, Access and Functional Needs (DAFN) program, Ready New York, Community Preparedness, Partners in Preparedness and the Community Emergency Response Team (CERT) program (volunteers trained in disaster preparedness and emergency response). Additionally, NYCEM partners with elected officials, community boards, civic groups, businesses, nonprofits and others. In Fiscal 2021, NYCEM established an Equity and Diversity Council to continue to prioritize an agency culture that welcomes, promotes and respects diverse communities within the agency and in our programs. In response to COVID-19, in Fiscal 2021 NYCEM established the Strengthening Communities through Recovery program to support community groups that offer important social services in areas most deeply affected by COVID-19. Through this program, local leaders were taught how to build emergency preparedness plans to support their communities before and after an emergency. In addition, NYCEM's hazard and preparedness guides offer tips and information on planning for a range of needs, including older adults, people with disabilities, children, people with limited English proficiency and people with pets. Most guides are available in 13 languages and audio format. Preparedness information is also available in Braille. In addition, contracted Certified Deaf Interpreters, American Sign Language (ASL) and multilingual interpreters are available for training, community events and during emergencies. NYCEM also hosts an annual DAFN Symposium to discuss emergency preparedness topics related to people with disabilities with community stakeholders. NYCEM's Advance Warning System sends emergency alerts to organizations that serve people with disabilities and others with access and functional needs. Notify NYC—the City's free, official source for information about emergency events and important City services—offers common notifications in 13 languages and audio format. The City's focus on equity grounds NYCEM's programming in the needs of New York City's diverse communities.

# OUR SERVICES AND GOALS

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## **SERVICE 1 Ensure that City government is ready for emergencies.**

- Goal 1a Efficiently coordinate emergency response, recovery and mitigation.
  - Goal 1b Regularly conduct planning, training, drills and exercises.
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## **SERVICE 2 Prepare New York City residents and private sector entities for emergencies.**

- Goal 2a Increase emergency preparedness and awareness among City residents, the private sector and nonprofit 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 IN FISCAL 2021

## SERVICE 1 Ensure that City government is ready for emergencies.

### Goal 1a Efficiently coordinate emergency response, recovery and mitigation.

NYCEM coordinates the City’s emergency response and recovery, as defined in the Citywide Incident Management System (CIMS). In Fiscal 2021, NYCEM was actively involved with 4,630 incidents that necessitated interagency coordination. Though this is a 24 percent decrease from the 6,084 incidents in Fiscal 2020, NYCEM activated the City’s Emergency Operations Center (EOC) for 365 days during Fiscal 2021—the entire year—a 96 percent increase over the 186 days activated in Fiscal 2020. While this was largely due to the ongoing COVID-19 response, the EOC was concurrently activated for Tropical Storms Fay and Isaias, the Bay Ridge Power Disruption, heat events, Election Day and winter weather. Notably, during Fiscal 2021, the City’s EOC was conducted almost entirely virtually for the first time.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Incidents	3,924	3,913	5,495	6,084	4,630	*	*	Up	*
– Field responses	825	748	853	879	798	*	*	Neutral	*
– Incidents monitored from Watch Command	3,099	3,165	4,643	6,035	3,991	*	*	Up	*
Interagency meetings held during field responses	198	204	342	184	155	*	*	Down	*
★ Days Emergency Operations Center activated	44	167	65	186	365	*	*	Up	*
★ Critical Indicator    ● Equity Indicator    “NA” Not Available    ⬆️⬆️ Directional Target    * None									

### Goal 1b Regularly conduct planning, training, drills and exercises.

During Fiscal 2021, NYCEM continued to conduct citywide preparedness exercises that serve to test plans, reinforce response and management techniques, identify areas for improvement and promote better interagency coordination. The agency conducted 17 discussion-based exercises (i.e., seminars, workshops, tabletops), including Hurricane Zone Evacuation, Heat and Interim Flood Protection Measures Tabletop Exercises. NYCEM also held eight operations-based exercises (i.e., drills, functional, full-scale), including a Damage Assessment Data Drill. These were decreases of 39 percent and 47 percent from Fiscal 2020, due to resources shifted to COVID-19 response.

Though the COVID-19 response challenged NYCEM’s ability to offer and attend trainings, drills and exercises, NYCEM was able to meet nearly all of the Fiscal 2021 targets. In Fiscal 2021, while continuing to maintain COVID-19 response operations, NYCEM participated in 20 drills that were coordinated by other agencies. Due to the agency’s transition to virtual trainings, NYCEM held 84 emergency management training sessions with 1,446 participants in Fiscal 2021, an increase from 1,357 participants during Fiscal 2020.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Full-scale and functional exercises/drills	18	15	17	15	8	5	14	Down	Up
★ Tabletop exercises	20	22	27	28	17	31	31	Neutral	Up
Participation in drills coordinated by other agencies or organizations	41	49	45	19	20	*	*	Down	Up
★ Participants at instructor-led emergency management training sessions	2,626	3,131	3,026	1,357	1,446	1,000	1,000	Down	Up
Online emergency management courses completed through Learning Management System	NA	NA	NA	891	624	*	*	NA	Up
★ Critical Indicator    ● Equity 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, the private sector and nonprofit organizations.

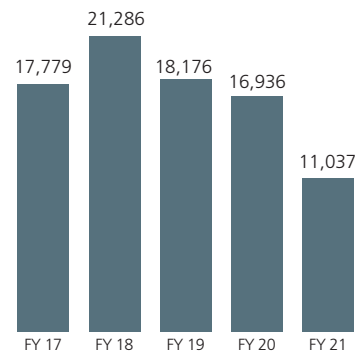
Through its Ready New York campaign, NYCEM educates City residents on preparedness. In Fiscal 2021, the agency held emergency management and preparedness education sessions for 6,833 participants, an 88 percent decrease compared to Fiscal 2020. This decrease is attributed to COVID-19, which limited the number of presentations and audience size. These sessions are typically held in workplaces, older adult centers and schools, all of which implemented closures or capacity restrictions. As NYCEM's community engagement strategies shifted to a virtual environment in response to COVID-19, in Fiscal 2021 the Ready New York program introduced the monthly "Ready Up NYC" webinar series which has helped 873 participants prepare for emergencies. Ready New York webpage views declined 55 percent in Fiscal 2021, as people continue to move toward social channels to gather information. Accordingly, NYCEM increasingly shared preparedness information through its social media where followers on Twitter, Facebook and other platforms increased by 8 percent in Fiscal 2021 from the previous year.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Total participants at emergency preparedness education sessions	92,863	102,569	90,325	57,381	6,833	75,000	75,000	Down	Up
★ New Yorkers who have received emergency preparedness training from NYCEM and partners	92,863	102,569	89,858	57,102	6,559	↑	↑	Down	Up
Ready New York webpage views	42,674	24,561	18,899	31,978	14,471	*	*	Down	*
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↕↔ Directional Target	* None					

**Goal 2b** Increase disaster volunteerism through the Community Emergency Response Team (CERT) program.

NYCEM continues to promote disaster volunteerism through the Community Emergency Response Team (CERT) Program. CERT members complete an intensive 10-week training program that raises awareness about emergencies and disasters and provides basic response skills needed for fire safety, light search and rescue, disaster medical operations and traffic control. After graduating from the 10-week program, CERT members support their communities by assisting with emergency education and response. In total, CERT members donated 11,037 hours of volunteer service in Fiscal 2021. Though this was a decrease from the 16,936 hours donated in Fiscal 2020, the number of CERT deployments increased by 127 percent from 22 in Fiscal 2020 to 50 in Fiscal 2021 due to the critical role CERT members played in COVID-19 response operations supporting, for example, the Test & Trace Program, pedestrian and traffic management at vaccination sites and mask and food distribution.

**Community Emergency Response Team (CERT) volunteer hours**



Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Community Emergency Response Team (CERT) volunteer hours	17,779	21,286	18,176	16,936	11,037	*	*	Down	*
CERT members recruited	172	91	102	127	64	*	*	Down	*
Community Emergency Response Team (CERT) deployments	NA	9	9	22	50	*	*	NA	*
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↕↔ Directional Target	* None					

## Goal 2c

Collect and disseminate timely, accurate information.

NYCEM's response role begins with around-the-clock monitoring of conditions in the City. NYCEM's Watch Command tracks incidents affecting the City 24 hours a day, seven days a week, by monitoring radio frequencies used by the City's emergency responders, local and national news, weather conditions and 911 calls, among other information channels. Though the number of Notify NYC messages issued decreased from 3,910 in Fiscal 2020 to 2,926 in Fiscal 2021 (down 25 percent), the number of subscribers to NYCEM notification channels increased 4 percent.

In Fiscal 2021 NYCEM bolstered its multilingual messaging to keep New Yorkers informed throughout the COVID-19 response and other emergency events. This includes NYCEM's continued use of the City's text notification system which was used to provide COVID-19 alerts to more than 800,000 New Yorkers in English and Spanish and provide New Yorkers living in Jackson Heights with important updates in response to the eight-alarm fire there.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Notify NYC messages issued	1,986	1,626	2,775	3,910	2,926	*	*	Up	*
★ Average time from incident to issuing of Notify NYC message (minutes:seconds)	6:44	7:50	5:54	5:38	5:45	7:00	7:00	Down	Down
Subscribers to Notify NYC, CorpNet, Advance Warning System, and Community Preparedness Newsletter	559,928	752,540	771,515	898,250	933,002	*	*	Up	*
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⇅ Directional Target    * None									

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⇅ Directional Target    * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$47.4	\$58.9	\$59.0	\$470.9	\$557.4	\$29.1	\$54.2	NA
Personnel	170	186	188	196	197	66	66	Up
Overtime paid (\$000)	\$463	\$791	\$601	\$940	\$1,271	\$692	\$184	Up
<sup>1</sup> Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at <a href="http://nyc.gov/mmr">nyc.gov/mmr</a> for details. <sup>2</sup> Authorized Budget Level <sup>3</sup> 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 FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$19.6	\$25.7	All
002 - Other Than Personal Services	\$238.3	\$531.7	All
Agency Total	\$257.9	\$557.4	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds.    <sup>2</sup>City of New York Adopted Budget for Fiscal 2021, as of Jun 2021. Includes all funds.    <sup>3</sup>Refer to agency goals listed at front of chapter.    "NA" Not Available    \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Under Goal 2b, the 'Number of CERT members trained' was changed to 'Number of CERT Members Recruited'.
- Under Goal 2b, 'Number of CERT deployments' was added as a new indicator.
- During the first eight months of Fiscal 2021, Deanne Criswell served as NYCEM Commissioner; John Scrivani was appointed Commissioner on March 17, 2021.
- Equity NYC indicators are identified with a burst (●). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

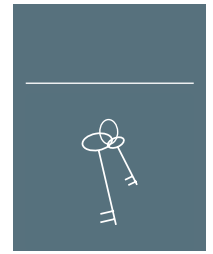
For additional information on items referenced in the narrative, go to:

- Ready New York:  
<https://www1.nyc.gov/site/em/ready/ready-new-york.page>
- Ready New York Guides & App:  
<https://www1.nyc.gov/site/em/ready/guides-resources.page>
- Community Emergency Response Team (CERT):  
<https://www1.nyc.gov/site/em/volunteer/nyc-cert.page>
- 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>
- The Social Indicators and Equity Report, EquityNYC:  
<http://equity.nyc.gov/>

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

# DEPARTMENT OF CORRECTION

Vincent Schiraldi, Commissioner



## WHAT WE DO

The Department of Correction (DOC) is dedicated to creating a safe and supportive environment while providing individuals in our care with a path to successfully re-enter their communities. Those in the Department's custody include individuals 18 years of age and older who are awaiting trial, who have been convicted and sentenced to less than one year of incarceration and persons held on state parole warrants. Pursuant to New York's Raise the Age law, 16- and 17-year-olds were removed from Rikers Island prior to October 1st, 2018. The Department operates 9 facilities housing people in custody, 8 of which are located on Rikers Island. The Department also operates court holding facilities in each of the five boroughs, and two hospital prison wards. In Fiscal 2021, the Department processed 16,179 admissions and managed a combined daily population (ADP) of approximately 5,000 individuals.

Guided by its #NewDayDOC plan, as well as ongoing work with the Nunez Federal Monitor, the Department has implemented substantive reforms informed by, and contributing to, correctional best practice. With a focus on improving safety for staff and individuals in DOC custody, the Department is working to implement the use of a new Risk Management Accountability System that will eliminate the use of punitive segregation; develop of holistic approaches to behavior management; improve staffing ratios; enhance staff training in Mental Health First Aid, Safe Crisis Management and de-escalation; and expand programming for those in custody that is designed to reduce idleness and promote skills development towards post-release success. The goal is to make sure that anyone would feel safe knowing that their son, daughter, or loved one either works or is incarcerated in DOC facilities.

## FOCUS ON EQUITY

The Department believes that the community at large benefits when we support those in our custody with the programs and services they need for successful reentry to their community. That is why we work to make sure each individual in our custody is equipped with resources that will provide them with the opportunity for a better life. To achieve that goal, we offer programming targeted to an individual's needs such as vocational training, access to education, mental health treatment, and substance abuse services among other assistance to keep people focused on their futures. We also partner with community organizations who can provide continuity of care services to people while in custody and upon community reintegration.

The Department is focused on becoming an institution that changes people for the better to improve the overall safety of our community. DOC aims to transform the lives of individuals before they leave our custody so that they are equipped with the opportunities to better themselves upon returning to their communities. With that goal in mind, the Department is committed to improving the conditions of our facilities and quality of our care. Although many programs and services were paused due to the COVID-19 pandemic, in June of 2021, DOC resumed the provision of in-person visits and in-person services in a modified manner. Visits and services are handled safely with appropriate sanitization, PPE, and social distancing protocols in place. We are also focusing on population reduction plans that will lower the overall population on Rikers Island to assist in implementing the borough-based jail system. To that end, in July of 2021, we began transferring property to the Department of Citywide Administrative Services in accordance with the Renewable Rikers Act. However, while we are still on Rikers Island, we are doing everything in our power to repair outdated equipment and fixtures; improve conditions within our facilities for people in our custody; and provide programming that will engage and support incarcerated individuals.

## OUR SERVICES AND GOALS

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

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

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

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

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

- Goal 3a Provide timely notifications to crime victims.

# HOW WE PERFORMED IN FISCAL 2021

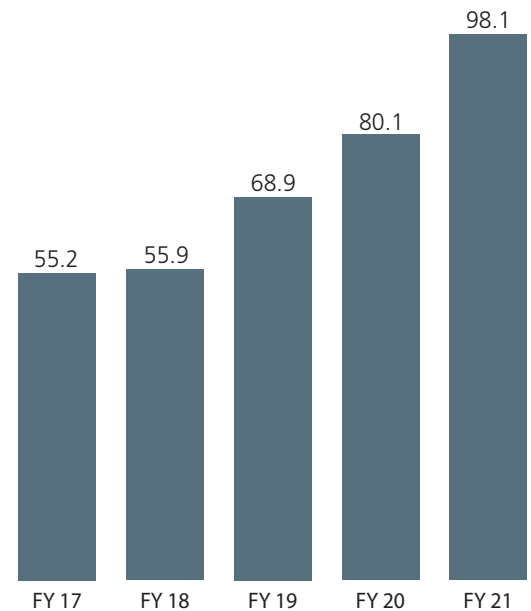
## SERVICE 1 Provide a safe and secure environment for individuals in custody, staff and host communities.

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

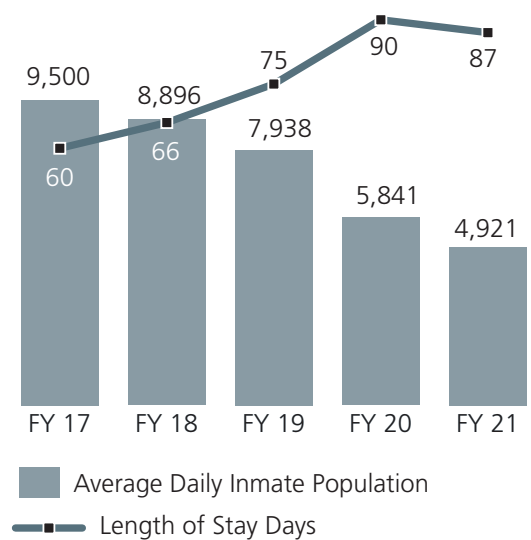
DOC is committed to ensuring the safety and security of its facilities. The Department continues to embrace a hands-on, holistic approach in managing our jails, and driving down Uses of Force and violence while increasing a global understanding of effective techniques to accomplish those goals. However, managing a population of incarcerated violent offenders is always a challenge. A recent increase of those in custody being affiliated with security risk groups has enhanced this challenge. Roughly 70 percent of individuals admitted into custody throughout Fiscal 2021 were awaiting trial for a violent felony offense. Additionally, in January 2021, 23 percent of individuals in custody were known members of a security risk group, or gangs, as compared to 17 percent of the population in custody in January 2020 and an increase from 14.7 percent in Fiscal 2017. Further, the incarcerated population has also steadily risen despite an initial decrease at the start of the COVID-19 pandemic. The backlog in the court system has caused many individuals to linger in DOC custody for substantially longer than they otherwise would have. Data shows that the longer one remains in custody, the likelihood increases that they will be involved in a violent incident. Violent incidents among individuals in custody (monthly rate per 1,000 ADP) increased from 80.1 in Fiscal 2020, to 98.1 in Fiscal 2021, a 22.5 percent increase.

With this in mind, the Department's #NewDayDOC plan is aimed at increasing safety within our jail facilities. For instance, DOC has accelerated the repair of cell doors in young adult housing, focusing on the facility that that houses a population that has historically been more prone to violence. Also focusing on young adults, the Department is implementing a plan that will safely and thoughtfully break up the housing of gang members. We have also realigned our Central Intelligence Bureau by adding staff and working closely with District Attorneys' Offices to ensure there are meaningful consequences for serious violent actions. Additionally, with the relaxation of many COVID-19-related restrictions, the Department has begun rolling out in-person visitation, programming, religious services, and barbering/hairstyling. These efforts will productively occupy individuals in custody, lead to fewer violent incidents, fewer uses of force, and ultimately a safer Department.

**Violent Incidents Among Individuals in Custody (Monthly Rate per 1,000 ADP)**



**Individual(s) in Custody Population and Length of Stay**



Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
● Admissions	58,226	49,455	39,420	23,317	16,179	*	*	Down	*
● Average daily population	9,500	8,896	7,938	5,841	4,961	*	*	Down	Down
Individuals in custody in Security Risk Group (% ADP)	14.7%	15.4%	16.4%	18.5%	22.6%	*	*	Up	Down
Fight/assault infractions	12,650	12,047	12,008	11,191	11,214	*	*	Down	Down
Jail-based arrests of individuals in custody	1,126	742	490	258	145	*	*	Down	Down
Searches	246,822	308,063	328,750	282,048	268,579	*	*	Neutral	*
Weapons recovered	3,976	3,676	2,882	2,439	2,159	*	*	Down	*
★ Violent incidents among individuals in custody (monthly rate per 1,000 ADP)	55.2	55.9	68.9	80.1	98.1	↓	↓	Up	Down
★ Serious injury to individuals in custody as a result of violent incidents among individuals in custody (monthly rate per 1,000 ADP)	2.7	2.0	2.5	9.6	13.0	↓	↓	Up	Down
★ Assault on staff by individual in custody (monthly rate per 1,000 ADP)	8.4	9.2	12.5	15.8	19.6	↓	↓	Up	Down
★ Serious injury to staff as a result of assault on staff by individual in custody (monthly rate per 1,000 ADP)	0.24	0.42	0.49	0.65	0.52	↓	↓	Up	Down
★ Escapes	0	1	1	2	1	↓	↓	Up	Down
★ Non-natural deaths of individuals in custody	1	1	2	0	2	↓	↓	Up	Down
Stabbings and Slashings	165	96	106	123	247	*	*	Up	Down
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↑↓ Directional Target	* None					

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

Throughout the COVID-19 pandemic, the Department observed a decrease in total use of force rates and a flattening of assault-on-staff rates. However, both rates began to climb once the courts reopened and the jail population began to steadily increase. Although the overall population in DOC facilities has decreased over the past year due to this crisis, the population that remains present a significant challenge to our staff. Notwithstanding an increase in the total incidents of use of force in the reporting period, the Department continues its efforts to reduce unnecessary use of force and the situations that may give rise to force.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Incidents of use of force - total	4,673	5,175	6,670	6,806	7,506	*	*	Up	Down
★ Department use of force incidents with serious injury (rate per 1,000 ADP)	0.75	1.52	1.56	2.63	5.31	↓	↓	Up	Down
Department use of force incidents with minor injury (rate per 1,000 ADP)	14.75	17.43	19.51	17.79	17.51	*	*	Up	Down
Department use of force incidents with no injury (rate per 1,000 ADP)	25.47	29.57	49.03	77.95	102.29	*	*	Up	Down
Incidents and allegations of use of force	5,070	5,589	7,064	7,047	7,743	*	*	Up	Down
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↑↓ Directional Target	* None					



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

During the reporting period, the number of health clinic visits decreased by 68 percent. However, as compared to the previous fiscal year, average clinic wait time decreased by 10 minutes. Although the Department aims to produce as many individuals to the clinic as possible, the current staffing shortages contribute to the increase in overall non-production numbers. Further, DOC is working to address any fears about attending clinics due to concerns regarding COVID-19 through weekly flyers distributed to all incarcerated individuals containing the latest information on the virus.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Individuals in custody with a mental health diagnosis (% ADP)	42%	43%	45%	46%	53%	*	*	Up	*
Individuals in custody with a serious mental health diagnosis (% ADP)	10.3%	14.3%	16.8%	14.8%	16.5%	*	*	Up	*
Individual in custody health clinic visits	79,844	76,856	81,405	52,146	16,884	*	*	Down	*
★ – Average clinic waiting time (minutes)	22	21	18	17	7	↓	↓	Down	Down
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None									

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

The jail population as a percent of capacity increased to 65 percent, up from 63 percent in Fiscal 2020. As stated above, this increase is likely attributable in large part to the backlog in the court system, causing individuals to remain in DOC custody for additional time.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Jail-cells unavailable (short-term repair) (%)	2.6%	3.7%	3.7%	4.3%	3.7%	1.0%	1.0%	Up	Down
★ Population as percent of capacity (%)	81%	77%	72%	63%	65%	96%	96%	Down	*
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None									

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

On-time court delivery remained high at nearly 95 percent. Although the Department faced challenges due to the COVID-19 pandemic, once in-person court appearances resumed, DOC continued practices such as surveillance and monitoring of on-trial incarcerated individuals, ongoing communication between the Transportation Division and facility managers and multiple daily bus departures to maintain this level of timely court transportation.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ ● On-trial individuals in custody delivered to court on-time (%)	98.4%	97.7%	97.2%	96.7%	94.6%	95.0%	95.0%	Neutral	Up
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None									

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

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

Due to the COVID-19 pandemic, many program providers that offered group-based programming, discharge planning, and post-release assistance paused their in-person services. However, several program providers returned to in-person services in May of 2021. Many of our providers continue to support people in custody by providing self-guided materials that included reentry resources, engaging activities, and inspirational content; establishing discharge planning service hotlines that people in custody could use to contact providers to discuss their reentry needs; and supporting people after their release to the community. Additionally, the Programs Division offers a wide range of other educational and engaging programming, including self-guided activity packets, tablets, books, and more.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ I-CAN Enrollments	7,569	7,685	4,703	3,050	0	*	*	Down	*
I-CAN Workshops	12,002	12,799	11,051	7,673	0	*	*	Down	*
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↕ Directional Target	* None					

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

In addition to discharge planning, the Department understands the critical importance of job readiness in the reentry process. During the past fiscal year, the percentage of individuals in custody participating in skills-building activities/discharge planning dropped significantly because we paused in-person services in order to prevent the spread of COVID-19. During that time, reentry providers continued to support people in custody by 1) providing self-guided materials that included reentry resources, engaging activities, and inspirational content, 2) establishing hotlines that people in custody could use to contact providers to discuss their reentry needs, and 3) supporting people after their release to the community. In addition, the Programs Division offered a variety of other educational and engaging resources, including self-guided activity packets, tablets, books, and more. In the summer of 2021, DOC resumed in-person programming, allowing the gradual return to offering a wide range of in-person skill-building and discharge planning services. The Department's #NewDayDOC plan specifically envisions keeping incarcerated individuals engaged to prevent idleness and promote wellness. We are expanding the tablet program, allowing all incarcerated people to use them. We are also concentrating on the young adult population where violence—and hope for the future—is highest, collaborating with the young adult task force to create the most supportive environment possible.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Average daily number of individuals in custody in vocational skills training programs	419	482	418	287	73	*	*	Down	Up
Average daily attendance in school programs	203	169	77	60	11	*	*	Down	*
★ Individuals in custody participating in skills-building activities/discharge planning (%)	14.0%	23.8%	20.9%	20.9%	0.9%	10.0%	10.0%	Down	Up
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↕ Directional Target	* None					

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

**Goal 3a** Provide timely notifications to crime victims.

Victim Identification Notification Everyday (VINE) system registrations decreased by 14 percent in Fiscal 2021. The New York City Victim Information & Notification Everyday (VINE) program was created to give crime victims easier access to important custody information about whether a particular incarcerated individual is still incarcerated.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Victim Identification Notification Everyday (VINE) system registrations	17,288	22,668	23,728	18,843	16,113	*	*	Down	Up
VINE confirmed notifications	25,250	32,856	43,092	29,484	26,303	*	*	Neutral	Up
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⇅ Directional Target   * None									

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Collisions involving City vehicles	110	114	125	119	81	*	*	Down	Down
Workplace injuries reported	3,435	3,491	4,291	4,301	3,911	*	*	Up	Down
Accidents involving individuals in custody	35	36	27	241	270	*	*	Up	Down
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⇅ Directional Target   * None									

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
Letters responded to in 14 days (%)	100.0%	100.0%	100.0%	100.0%	0.0%	*	*	Down	Up
E-mails responded to in 14 days (%)	100.0%	100.0%	100.0%	100.0%	0.0%	*	*	Down	Up
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⇅ Directional Target   * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$1,368.6	\$1,400.2	\$1,374.5	\$1,310.4	\$1,251.5	\$1,150.0	\$1,177.0	Neutral
Revenues (\$000,000)	\$22.7	\$21.3	\$19.9	\$12.6	\$11.4	\$13.5	\$15.5	Down
Personnel (uniformed)	10,862	10,653	10,189	9,237	8,388	7,219	7,460	Down
Personnel (civilian)	1,830	1,886	1,857	1,803	1,661	1,847	1,911	Neutral
Overtime paid (\$000,000)	\$266.7	\$221.7	\$180.1	\$152.7	\$150.2	\$91.2	\$87.7	Down
Capital commitments (\$000,000)	\$60.6	\$34.4	\$57.9	\$42.2	\$62.0	\$348.5	785.66	Neutral

<sup>1</sup>Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at [nyc.gov/mmr](http://nyc.gov/mmr) for details. <sup>2</sup>Authorized Budget Level <sup>3</sup>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 FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$1,112.1	\$1,091.4	
001 - Administration	\$113.4	\$110.1	All
002 - Operations	\$998.7	\$981.3	All
Other Than Personal Services - Total	\$175.1	\$160.1	
003 - Operations	\$159.2	\$143.6	All
004 - Administration	\$16.0	\$16.5	All
Agency Total	\$1,287.2	\$1,251.5	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds. <sup>2</sup>City of New York Adopted Budget for Fiscal 2021, as of Jun 2021. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter. "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Equity NYC indicators are identified with a burst (✪). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

For additional information go to:

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

For more information on the agency, please visit: [www.nyc.gov/doc](http://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 by expanding opportunities for them to move out of the criminal and juvenile justice systems through meaningful education, employment, health and behavioral health services, family engagement and civic participation. DOP also supplies information and recommendations to the courts to help inform sentencing and disposition decisions. In Family Court, DOP provides reports in family offense, custody, child support, visitation, adoption and guardianship cases. In total, DOP provides intake and interstate services, investigations and supervision in some 50,000 cases per year.

DOP operates the Neighborhood Opportunity Network (NeON) in seven communities that a high concentration of people on probation call home, providing a range of opportunities to people on probation and other neighborhood residents. Through the NeONs, DOP reaches thousands of New Yorkers through arts programming, High School Equivalency classes, free groceries, access to health insurance enrollment services and more.

## FOCUS ON EQUITY

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

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

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

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

## OUR SERVICES AND GOALS

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### **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 IN FISCAL 2021

## 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.

The Department completed 3,708 pre-sentence investigations (PSIs) for adults and 388 juvenile Investigation and Reports (I&Rs), respectively a 43 and 60 percent decrease from Fiscal 2020. These trends were primarily based on reduced court activity related to COVID-19 restrictions and are also consistent with a year-to-year decline in NYPD arrests. The adult PSI on-time completion rate increased four percentage points to 100 percent during the reporting period, and the juvenile on-time rate increased nine percentage points to 97 percent. Increased focus on court-related performance measures during remote and hybrid operations was prioritized at DOP's senior leadership meetings.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Adult investigation reports completed - total	14,987	13,263	10,949	6,550	3,708	*	*	Down	*
Adult investigation reports - on time completion (%)	88.0%	94.0%	98.0%	96.0%	100.0%	*	*	Up	Up
Juvenile investigation reports completed	1,927	1,779	1,429	971	388	*	*	Down	*
Juvenile investigation reports - on time completion (%)	87.0%	87.0%	87.0%	88.0%	97.0%	*	*	Neutral	Up

★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    \* None

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

All youth arrested between the ages of seven and fifteen who fall under family court jurisdiction are processed post-arrest by DOP. Based on Raise the Age legislation enacted in September 2017, sixteen- and seventeen-year-olds in New York State charged with lower-level crimes are also processed through family court intake. The Department processed 3,691 juvenile intakes during Fiscal 2021, a 39 percent decrease, based on reduced court operations during the COVID-19 pandemic.

During the juvenile intake process, probation officers make individual assessments for statutory eligibility and suitability for adjustment, including outreach and communication with complainants, NYPD, and youths' families. The juvenile intake adjustment eligibility rate increased one percentage point to 34 percent. The Department continues to improve and monitor screening practices by conducting a standardized assessment instrument on all youths eligible and suitable for adjustment.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Juvenile supervision - Intake cases received	3,856	3,699	4,406	6,097	3,691	*	*	Up	*
★ Juvenile delinquency cases eligible for adjustment (%)	25%	30%	37%	33%	34%	30%	30%	Up	Up
– low-risk (%)	36%	41%	45%	55%	57%	*	*	Up	Up
– medium-risk (%)	14%	12%	12%	17%	14%	*	*	Up	*
– high-risk (%)	11%	11%	7%	6%	4%	*	*	Down	*

★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    \* None

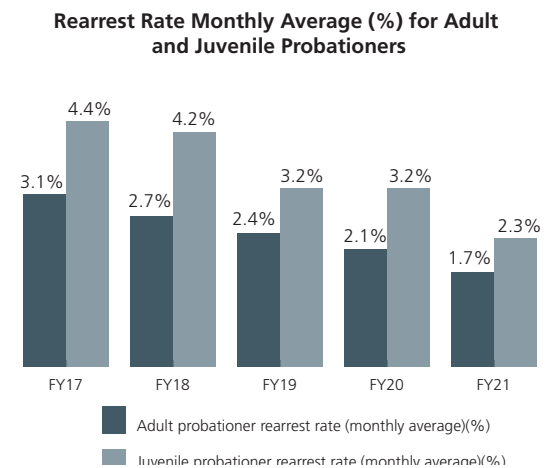
## SERVICE 2 Improve community safety through a combination of accountability and support activities with those under probation supervision.

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

During the reporting period probation officers completed 5,346 initial risk / need assessments for adults entering probation supervision, and 1,526 initial assessments for juveniles, decreases of 43 percent and 32 percent, respectively. A significant COVID-19 based reduction in new supervision cases added during the fiscal year, as well as continued overall year-to-year declines in NYPD arrests, reduced demand for new assessments. 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 2.1 percent to 1.7 percent, while the juvenile rate decreased nine-tenths of a percentage point to 2.3 percent. When viewed as a percentage of all NYPD arrests, the adult rate decreased from 3.1 to 2.7 percent, while the juvenile rate dropped one-tenth of a percentage point to 0.2 percent. The Department continues to analyze and respond to Citywide arrest trends.

The average monthly violation of probation (VOP) rate for adults on probation decreased from 1.0 to 0.7 percent. Probation violation proceedings ending in revocation for adults declined by 12 percentage points to 22 percent. The violation rate for juveniles decreased eight tenths of a percentage point to 0.9 percent, while the revocation rate decreased one percentage point to 29 percent. DOP continued to utilize a broad continuum of alternatives to a probation violation such as intensive supervision, programming, and behavioral health services to reduce violation filings.



Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Adult supervision cases - end of period	20,404	19,229	17,299	14,504	11,531	*	*	Down	*
Juvenile supervision cases - end of period	1,023	973	770	624	449	*	*	Down	*
Adult initial risk assessments completed	21,313	17,246	10,705	9,432	5,346	*	*	Down	*
Juvenile initial risk assessments completed	1,413	1,375	1,905	2,264	1,526	*	*	Up	*
★ Adult probationer rearrest rate (monthly average) (%)	3.1%	2.7%	2.4%	2.1%	1.7%	3.0%	3.0%	Down	Down
★ Adult probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	3.3%	3.1%	3.1%	3.1%	2.7%	2.6%	2.6%	Down	Down
★ Juvenile probationer rearrest rate (monthly average) (%)	4.4%	4.2%	3.2%	3.2%	2.3%	3.5%	3.5%	Down	Down
★ Juvenile probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	0.3%	0.3%	0.2%	0.3%	0.2%	*	*	Down	*
★ Average monthly violation rate for adult probationers (%)	1.0%	1.0%	1.0%	1.0%	0.7%	*	*	Down	*
★ Average monthly violation rate for juvenile probationers (%)	3.5%	3.3%	3.0%	1.7%	0.9%	3.0%	3.0%	Down	Down
Probation violation proceedings ending in revocation for adult probationers (%)	51%	49%	44%	34%	22%	*	*	Down	Down
Probation violation proceedings ending in revocation for juvenile probationers (%)	41%	30%	25%	30%	29%	*	*	Down	Down
Revocation of juveniles not resulting in placement (%)	29.0%	47.0%	51.0%	42.0%	44.0%	*	*	Up	*
Revocation of juveniles resulting in placement (%)	71.0%	53.0%	49.0%	58.0%	56.0%	*	*	Down	*
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↑↓ Directional Target	* None					



**Goal 2b**

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

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 57 new enrollments of juveniles in alternative-to-placement (ATP) programs, a 21 percent decrease. In the context of the COVID-19 pandemic, these enrollments are reflective of DOP’s overall supervision population trends and individual needs as determined by risk assessments and IAPs.

There were 4,047 targeted behavioral health intervention contacts to individuals on probation Citywide. This represented a 17 percent decrease year-to-year in overall contacts, but when viewed as a percent of the total probation population supervised, clients serviced increased one percentage point to 23 percent.

Early completions were unchanged at 16 percent of all adult probation supervision case closings, and the approval rate for early completion applications was 92 percent, a three-percentage point increase. The Department continues to prioritize identifying qualified candidates for early discharge based on compliance with the terms of probation and working towards goals set in individual action plans, and monitors these indicators at its quarterly performance management meetings.

The rate for adults successfully completing their probation terms during the reporting period was 89 percent, a six percentage point increase. The juvenile rate increased one percentage point to 91 percent. Reductions in rearrests and violation (VOP) filings, as well as an increase in early completions for adults, contributed to the successful probation term completion rates.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Adult supervision- new individual action plans (IAPs) created for eligible clients (%)	100%	100%	100%	100%	100%	*	*	Neutral	*
Juvenile supervision - new Individual action plans (IAPs) created for eligible clients (%)	100%	100%	100%	100%	100%	*	*	Neutral	*
New enrollments in alternative-to-placement (ATP) programs	100	82	68	72	57	*	*	Down	*
☛ New enrollments in DOP-managed programs	1,476	1,452	1,279	857	1,115	*	*	Down	*
Adult probationer early completion rate (%)	12%	10%	12%	16%	16%	*	*	Up	*
Adult probationer early completion approval rate (%)	75%	75%	86%	89%	92%	*	*	Up	Up
★ Successful completion rate for adult probationers (%)	NA	76%	78%	83%	89%	↑	↑	NA	Up
★ Successful completion rate for juvenile probationers (%)	NA	84%	90%	90%	91%	↑	↑	NA	Up
★ Critical Indicator      ☛ Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None									

**Goal 2c**

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

The Department’s Intelligence Unit (Intel) completed 1,417 enforcement actions, a 23 percent decrease, reflective of modified field operations and a reduced probation supervision population during the COVID-19 pandemic.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Intel enforcement events	2,548	2,269	2,650	1,843	1,417	*	*	Down	*
★ Critical Indicator      ☛ Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None									

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	11,870	11,117	9,661	9,485	6,227	*	*	Down	*
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up

★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    \* None

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$94.5	\$103.1	\$114.2	\$115.6	\$128.5	\$123.7	\$125.0	Up
Revenues (\$000)	\$460	\$442	\$453	\$329	\$375	\$452	\$452	Down
Personnel	973	1,052	1,162	1,123	1,068	1,148	1,138	Up
Overtime paid (\$000)	\$1,239	\$1,548	\$3,466	\$3,276	\$3,386	\$1,861	\$1,861	Up

<sup>1</sup>Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at [nyc.gov/mmr](http://nyc.gov/mmr) for details.    <sup>2</sup>Authorized Budget Level    <sup>3</sup>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 FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$80.2	\$77.8	
001 - Executive Management	\$9.5	\$9.4	All
002 - Probation Services	\$70.7	\$68.4	All
Other Than Personal Services - Total	\$34.1	\$50.7	
003 - Probation Services	\$34.0	\$50.6	All
004 - Executive Management	\$0.1	\$0.1	All
Agency Total	\$114.3	\$128.5	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds.    <sup>2</sup>City of New York Adopted Budget for Fiscal 2021, as of Jun 2021. Includes all funds.    <sup>3</sup>Refer to agency goals listed at front of chapter.    "NA" Not Available    \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Department revised the calculation method for the following indicators to improve the precision and transparency of both measures: 'Juvenile delinquency cases eligible for adjustment (%)' is now based on the percent of juvenile intake case recommendations each month that result in adjustment services, versus cases being referred to petition (prosecution). The previous method compared adjustment recommendations to all new juvenile intakes received per month. 'Average monthly violation rate for juvenile probationers (%)' now uses youths as the unit of measurement, rather than violation petitions per youth.
- Equity NYC indicators are identified with a burst (✳). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

For additional information go to:

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

For more information on the agency, please visit: [www.nyc.gov/probation](http://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, the use of offensive language and untruthful statements by New York City police officers. The Board's investigative staff, composed entirely of civilian employees, conducts investigations in an impartial fashion. The Board forwards its findings to the Police Commissioner.

## FOCUS ON EQUITY

CCRB focuses on equitable service delivery by resolving civilian complaints impartially and speedily, conducting outreach to the diverse communities of the City and examining the policies and systemic practices that lead to misconduct complaints. Toward that end, CCRB works to increase the percentage of complaints where findings on the merits are reached and, when officers are found to have committed misconduct, to recommend an effective level of discipline. CCRB continues to extend its outreach to underserved communities. CCRB has provided greater access for individuals who cannot travel to Manhattan to meet with investigators and CCRB's investigative team regularly conducts field interviews throughout the five boroughs, as well as on Rikers Island. The Board also conducts evening public meetings across the City. CCRB's website, which contains materials in eight languages, allows the public to file complaints, track the status of their complaints and view up-to-date maps with the number of misconduct complaints filed in each police precinct. CCRB is in the process of building a new Civilian Assistance Unit (CAU) to serve and support complainants, victims and witnesses with special needs, particularly victims of sexual misconduct. The CCRB Youth Advisory Council (YAC), a 19-member working committee made up of young leaders, ages 10–24, who are committed to criminal justice issues and improving police-community relations, launched in winter of 2018. The YAC meets quarterly and advises CCRB staff about its efforts to engage young New Yorkers to serve as ambassadors to their communities about the Agency and join team-building activities. CCRB also maintains a fellowship focused on equity: the James Blake Fellow aims to reduce the number of complaints closed without a full investigation by identifying complaints least likely to result in full investigations and recommending policy changes to address underserved groups.

## OUR SERVICES AND GOALS

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### **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 IN FISCAL 2021

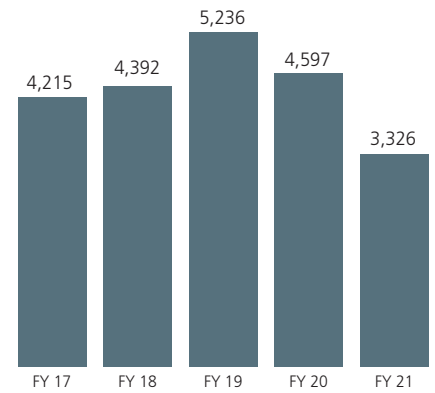
## SERVICE 1 Investigate, prosecute and resolve claims of police misconduct.

**Goal 1a** Improve the quality and timeliness of investigations.

Total civilian complaints against uniformed members of service decreased over the course of the continuing COVID-19 pandemic and subsequent closures in Fiscal 2021, dropping 28 percent to 3,326 from 4,597 in Fiscal 2020. Monthly complaints hit their lowest level in August 2020, with 218 complaints, and reached a high in March 2021, with 376 complaints.

The average time to complete a full investigation rose 30 percent, from 290 days to 378 days, largely as a continuing result of the city's COVID-19 precautions. The difficulty of shifting entirely to remote work caused by the lack of technological resources combined with the need to conduct investigations remotely caused the average time to complete investigations to rise. CCRB and NYPD agreed to conduct virtual interviews but negotiations to conduct these interviews continued through Fiscal 2021, and the delay in beginning remote interviews created a backlog of cases that is still being addressed. The average time to complete a substantiated investigation also increased, rising 33 percent from 326 days to 433 days. As cases opened during the pandemic are closed the length of time to close investigations will naturally increase until the backlog is cleared, at which point investigative times to close may normalize. Case completion times have also been strongly affected by the number of cases that include body-worn camera footage. A single case may include multiple hours of footage from several officers on the scene.

**Total Civilian Complaints**



In Fiscal 2021 the percent of allegations closed on the merits (allegations fully investigated and closed as substantiated, exonerated or unfounded) increased to 56.6 percent from 55.4 percent. The Board renders findings on the merits when sufficient evidence has been gathered to allow a factual conclusion to be made. No findings on the merits are made when allegations are unsubstantiated, the subject officer is no longer a member of NYPD or the subject officer could not be identified.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
☛ Total civilian complaints against uniformed members of the New York City Police Department	4,215	4,392	5,236	4,597	3,326	*	*	Down	*
Average age of open docket (days)	80	101	109	142	263	*	*	Up	Down
★ Average time to complete a full investigation (days)	153	190	249	290	378	120	120	Up	Down
★ Full investigations as a percentage of total cases closed (%)	34%	32%	29%	34%	22%	40%	40%	Down	Up
Cases closed	4,031	4,048	4,795	3,991	2,703	*	*	Down	*
★ Closed allegations with findings on the merits (%)	43%	48%	51%	55%	57%	55%	55%	Up	Up
★ Average time to complete a substantiated investigation (days)	168	208	269	326	433	140	140	Up	Down
★ Substantiated cases in which the statute of limitations expired (%)	0%	0%	1%	0%	25%	0%	0%	Up	Down
★ Officers disciplined (excluding pending and filed cases) (%)	78%	73%	75%	82%	89%	*	*	Up	*

★ Critical Indicator    ☛ Equity Indicator    "NA" Not Available    ↑↓ Directional Target    \* None

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

In Fiscal 2021 the number of cases successfully mediated declined to 44 from 126 in Fiscal 2020 as a continuing consequence of COVID-19 precautions. Mediations were only able to resume during the second half of Fiscal 2021.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Cases with mutual agreement to mediate	373	550	500	237	70	*	*	Down	Up
Officers who accepted mediation (%)	96%	85%	78%	59%	75%	*	*	Down	Up
Civilians who accepted mediation (%)	45%	46%	43%	36%	49%	*	*	Neutral	Up
Cases successfully mediated	187	233	202	126	44	*	*	Down	Up
★ Average mediation case completion time (days)	99	106	131	129	407	120	120	Up	Down
★ Mediation satisfaction rate (%)	88%	95%	88%	83%	94%	94%	94%	Neutral	Up
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⬆️⬇️⬆️ Directional Target      * None									

**Goal 1c** Improve the quality and timeliness of prosecutions.

In Fiscal 2021, the number of Administrative Prosecution cases closed dropped by 65 percent, from 60 cases to 21, in part due to difficulties caused by the COVID-19 pandemic which caused the trial room to close for several months. The number of trials completed decreased from 39 in Fiscal 2020 to 10 in Fiscal 2021, and the number of cases closed by plea dropped from 7 in Fiscal 2020 to 4 in Fiscal 2021. The reduction in case completions is partly because Fiscal 2020 included a particularly high volume of Administrative Prosecution completions, more than double that of Fiscal 2019, and represents an outlier.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Administrative prosecution cases closed	163	83	47	60	21	*	*	Down	*
– Cases closed by trial	87	43	19	39	10	*	*	Down	*
– Cases closed by plea	63	33	16	7	4	*	*	Down	*
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⬆️⬇️⬆️ Directional Target      * None									

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

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

The number of outreach presentations fell in Fiscal 2021, dropping 40 percent from Fiscal 2020. Due to the COVID-19 precautions, Outreach successfully transitioned to remote presentations and gave 452 outreach presentations across Fiscal 2021. Monthly Board meetings also continued to be held digitally.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Outreach presentations conducted	694	947	805	749	452	*	*	Down	Up
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⬆️⬇️⬆️ Directional Target      * None									

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	744	731	576	660	256	*	*	Down	*
Letters responded to in 14 days (%)	80%	79%	57%	53%	70%	*	*	Down	Up
E-mails responded to in 14 days (%)	100%	86%	100%	100%	69%	*	*	Down	Up
CORE facility rating	98	94	NA	100	NA	*	*	NA	Up
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⬆️⬇️⬆️ Directional Target      * None									



## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$15.2	\$16.4	\$18.5	\$19.4	\$21.1	\$19.5	\$24.8	Up
Personnel	173	182	178	203	191	219	269	Up
Overtime paid (\$000)	\$330	\$444	\$544	\$339	\$71	\$0	\$0	Down

<sup>1</sup>Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at [nyc.gov/mmr](http://nyc.gov/mmr) for details. <sup>2</sup>Authorized Budget Level <sup>3</sup>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 FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$16.0	\$16.3	All
002 - Other Than Personal Services	\$3.6	\$4.8	All
Agency Total	\$19.7	\$21.1	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds. <sup>2</sup>City of New York Adopted Budget for Fiscal 2021, as of Jun 2021. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter. "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- No service centers were open to the public during the reporting period because of the COVID-19 public health emergency
- Equity NYC indicators are identified with a burst (\*). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

For additional information go to:

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

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



# LAW DEPARTMENT

Georgia M. Pestana, 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 for dispositional alternatives that rehabilitate young offenders in a manner consistent with public safety. The Department also brings affirmative litigation that advances vital interests of the City and works with other agencies to manage the risks involved in large-scale and widespread government operations. The Law Department advises agency clients on a wide range of issues affecting public safety and welfare, in such areas as 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

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

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

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

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

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

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

# HOW WE PERFORMED IN FISCAL 2021

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

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

In Fiscal 2021, the payout for judgments and claims brought against the City in state and federal court decreased nearly 8 percent compared to the same period of Fiscal 2020. This decrease is attributable in large part, to the Court system's slowdown during the pandemic.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Total citywide payout for judgments and claims (\$000)	\$722,046	\$674,001	\$642,112	\$623,183	\$575,955	↓	↓	Down	Down
★ Total cases commenced against the City	8,141	8,219	8,598	7,468	9,103	*	*	Neutral	*
– Cases commenced against the City in state court	7,132	7,367	7,816	6,805	8,533	7,600	7,600	Up	*
– Cases commenced against the City in federal court	1,009	852	782	663	748	1,050	1,050	Down	*
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

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

In Fiscal 2021, cases commenced in federal court increased 13 percent, while cases pending in state court increased by 16 percent. The increase in state court was due to the Governor's freeze on new case filings from March to May 2020. The backlogged cases from that period were filed mostly in July through September 2020. Fewer summary judgement motions were made due to the COVID-19 crisis. Since many agencies were mostly working from home during the reporting period, it was difficult to obtain the affidavits and perform the searches necessary to make the motions.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Cases pending in state court	20,667	21,630	22,611	21,858	25,273	23,700	23,700	Up	Down
– Cases pending on trial calendar	2,441	2,337	1,898	2,059	3,978	2,700	2,700	Up	*
Affirmative motions to dismiss or for summary judgment	1,648	1,713	1,461	1,131	610	*	*	Down	*
★ Win rate on affirmative motions (%)	76%	71%	72%	74%	82%	78%	78%	Neutral	Up
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

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

The Special Federal Litigation Division's assertive approach to motion practice and trials resulted in favorable verdicts, dismissals and discontinuances that were nearly 20 percent of all actions commenced in federal court in Fiscal 2021, continuing the significant percentage of dismissals and discontinuances for actions commenced during Fiscal 2020. While these successful litigation outcomes have likely discouraged the filing of meritless claims, cases commenced in Federal Court rose nearly thirteen percentage points in Fiscal 2021 compared with the prior fiscal year. This increase is in large part attributable to the number of lawsuits that resulted from protest activities that occurred in the summer of 2020.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Cases pending in federal court	1,363	1,049	877	814	79	1,150	1,150	Down	Down
Dismissals and discontinuances	280	273	262	166	4	*	*	Down	Up
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

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

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

In Fiscal 2021, the juvenile conviction rate returned to levels consistent with the target and prior fiscal years.

The percentage of crime victims referred for community-based services decreased 18 percentage points in Fiscal 2021, which is attributable, in part, to commonly requested services not being needed during the pandemic when cases were held virtually.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Referred cases filed for prosecution (%)	50%	44%	38%	30%	30%	55%	55%	Down	*
Juvenile conviction rate (%)	75%	77%	73%	68%	77%	75%	75%	Neutral	*
★ Juveniles successfully referred to a diversion program with no new delinquency referral within one year (%)	81%	86%	86%	87%	82%	75%	75%	Neutral	Up
Crime victims referred for community-based services (%)	46%	46%	57%	66%	48%	45%	45%	Up	Up

★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ↑↓ Directional Target   \* None

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

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

The filing of enforcement referrals within 60 days of referral is not applicable for Fiscal 2021 because the COVID-19 pandemic caused the Family Court to pause accepting enforcement petitions beginning March 2020. In May 2021, Family Court began scheduling new petitions up to and including June 2021, but the Law Department had not received any referrals to file an enforcement petition.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Filing of enforcement referrals within 60 days of referral (%)	96%	96%	99%	NA	NA	90%	90%	NA	Up
★ Families entitled to a support order that get a support order (%)	70%	70%	71%	66%	81%	65%	65%	Neutral	Up

★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ↑↓ Directional Target   \* None

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	875	883	1,198	1,095	413	*	*	Down	*
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up

★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ↑↓ Directional Target   \* None

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$218.8	\$227.2	\$254.1	\$277.8	\$268.8	\$246.5	\$289.9	Up
Revenues (\$000,000)	\$28.5	\$22.5	\$48.4	\$38.0	\$70.5	\$21.3	\$21.3	Up
Personnel	1,760	1,743	1,875	1,809	1,705	1,913	1,920	Neutral
Overtime paid (\$000)	\$1,363	\$1,187	\$2,360	\$2,380	\$407	\$2,131	\$2,131	Down

<sup>1</sup>Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at [nyc.gov/mmr](http://nyc.gov/mmr) for details. <sup>2</sup>Authorized Budget Level <sup>3</sup>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 FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$161.0	\$156.7	All
002 - Other Than Personal Services	\$114.2	\$112.2	All
Agency Total	\$275.3	\$268.8	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds. <sup>2</sup> City of New York Adopted Budget for Fiscal 2021, as of Jun 2021. Includes all funds. <sup>3</sup> Refer to agency goals listed at front of chapter. "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Equity NYC indicators are identified with a burst (\*). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

For additional information go to:

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

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





# DEPARTMENT OF INVESTIGATION

Margaret Garnett, Commissioner



## WHAT WE DO

The Department of Investigation (DOI) is a law enforcement agency that promotes and maintains integrity and efficiency in City government by investigating City employees and contractors who may be engaged in corrupt activities or unethical conduct, and by examining gross mismanagement and abuse in City agencies and entities. 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. DOI's work aims to prevent criminal misconduct and waste, remove corrupt public officials, ensure wrongdoers are held accountable, and improve the way City government functions. DOI serves New Yorkers by acting as an independent and nonpartisan watchdog for City government.

## FOCUS ON EQUITY

DOI focuses on equitable service delivery by rooting out municipal corruption through investigations and examining structural issues that undermine good government and New Yorkers' access to services. DOI's commitment to equity focuses on improving the integrity, effectiveness and credibility of City government by investigating cases involving corruption, waste, fraud, and inefficiency in City government, and issuing policy and procedure recommendations (PPRs) to mitigate vulnerabilities. To that end, DOI reviews City agencies' operations and practices, and recommends concrete ways to strengthen internal controls so public dollars are saved and agency processes improved. In addition to pursuing hundreds of investigations into specific allegations of misconduct or wrongdoing, DOI issued three significant public reports during the fiscal year. In December 2020, DOI issued a report on the New York City Police Department (NYPD) response to the George Floyd protests. DOI found six deficiencies in the NYPD's response that undermined public confidence and issued 20 recommendations to improve NYPD policies and practices relating to policing protests. DOI also reviewed the Environmental Control Board (ECB) summons issuance and debt collection process. The appraisal revealed that the City was losing out on much-needed revenue and the message of deterrence these ECB fines are supposed to deliver was undermined. The investigation resulted in six different recommendations for reform, a number of which were issued citywide, for a total of 203 PPRs—including standardizing and expanding the use of a centralized database allowing all City agencies to efficiently share City information that is relevant to the issuance and enforcement of ECB summonses. DOI also issued a report finding that the New York City Housing Authority (NYCHA) had violated lead-based paint abatement regulations since at least 2013. DOI found that despite training and certification, several NYCHA managers failed to conduct abatement in accordance with regulations and intentionally misled executives by indicating the work done was in accordance with regulations while falsifying signatures on work orders. DOI issued 16 PPRs to NYCHA. The majority were accepted and either have been implemented or are in the process of being implemented.

To ensure DOI provides equitable service, all DOI staff attended implicit bias training this fiscal year, highlighting DOI's dedication to conduct fair and impartial investigations on behalf of all New Yorkers. The Department's investigations in this period reflect that no one is above the law, whether they are the CEO of a non-profit operating soup kitchens, homeless shelters and affordable housing facilities in who schemed to enrich himself through bribes and kickbacks; a Corrections captain charged with criminally negligent homicide for ordering subordinates not to take potentially life-saving measures to assist an inmate in distress; or an unlicensed contractor and grocery store owner indicted for illegally installing a makeshift elevator that killed a vendor; or a New York City Council member who pled guilty to tax fraud. DOI's focus on equity means that DOI follows the facts and the law, regardless of politics, influence, or position.

Through these investigations, DOI ensures that wrongdoers who steal taxpayer dollars, break the law or circumvent the rules for their own benefit are held accountable.

## OUR SERVICES AND GOALS

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### **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 IN FISCAL 2021

## 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.

During Fiscal 2021 DOI continued to promote the integrity and efficiency of City agencies, employees, vendors and recipients of City funds despite the ongoing challenges presented by the COVID-19 pandemic. In order to advance our mission, DOI employees quickly and successfully shifted into new and different work configurations as warranted by COVID-19—from transitioning to working remotely early in 2020, to seamlessly moving to a mix of remote and on-site work schedules by the beginning of Fiscal 2021. COVID-19 has broadly affected DOI's operations, most notably in the difficulty of conducting witness interviews and field operations, delays in obtaining certain paper records from City agencies, and dramatic reductions in the operations of the criminal justice system due to partial court closures and limited availability of grand juries at both the state and federal level. In addition, the City's pandemic-induced fiscal crisis and hiring restrictions meant that DOI's investigative workforce was down by approximately 5–10 percent over the course of the fiscal year. All of these factors are reflected in DOI's statistics, including a dramatic decrease in our number of arrests, slight decreases in the number of cases we were able to open and close, and a drop in complaints received in Fiscal 2021 compared to Fiscal 2020.

DOI believes these are temporary decreases that will begin to change as the City continues to reopen and as DOI is able to replenish its workforce. Despite the serious obstacles presented by COVID-19, DOI continued to provide its vital services. Its commitment to investigate and remedy operational vulnerabilities and deficiencies, and prevent future waste in City agencies has led to a 56 percent increase in PPRs issued to agencies this fiscal year compared to Fiscal Year 2020. Of the 302 recommendations issued this fiscal year, 57 percent were accepted, which is DOI's evaluation of whether the agency has accepted the PPR, and 52 percent have been adopted or implemented by City agencies. 41 percent of PPRs are still pending, and therefore do not yet have an outcome.

DOI believes that its ongoing outreach strategies, combined with what we hope will soon be a return to normal levels of City operations, will lead to an increase in awareness of the agency's mission among City employees and the general public, and as a result an increase in reports of corruption.

In Fiscal 2021 the number of corruption-prevention and whistleblower lectures conducted by DOI decreased 79 percent due to COVID-19 health restrictions on in-person instruction. Where practical and technologically possible, DOI's Inspectors General did conduct video-based anti-corruption training lectures for certain agencies. DOI will resume and continue to build on the anti-corruption in-person lecture program as health and safety restrictions are lifted and more employees report to work in person.

DOI works with the Department of Citywide Administrative Services (DCAS) on its E-Learning Corruption Prevention Program, with DCAS providing technological and administrative support to deliver the program to employees. During Fiscal 2021, this program, which provides City workers with guidance about DOI and corruption prevention, remotely reached 25,028 City employees, a slight five percent decrease compared to the previous fiscal year. This small drop was due in part to technological hurdles that many agencies faced trying to make video and multimedia training available to employees working remotely.

DOI identified a reduced need for integrity monitors during Fiscal 2021, resulting in a 17 percent decrease in the number of integrity monitoring agreements. The percentage of VENDEX checks of companies doing business with the City completed within 30 days increased by 12 percentage points compared to Fiscal 2020, exceeding targeted projections for the fiscal year.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Complaints	12,132	13,075	15,067	12,017	11,543	*	*	Neutral	*
★ Written policy and procedure recommendations (PPRs) issued to City agencies	514	2,071	573	193	307	300	300	Down	*
Written PPRs issued during previous fiscal years that have been accepted by City agencies (%)	94%	92%	85%	70%	61%	75%	75%	Down	Up
- Written PPRs issued during previous fiscal years that have been implemented of those accepted by City agencies (%)	88%	90%	76%	56%	51%	*	*	Down	Up
Written PPRs issued during previous fiscal years that are still pending an outcome from City agencies (%)	21%	3%	11%	27%	37%	*	*	Up	*
Written PPRs issued during previous fiscal years that have been rejected by City agencies (%)	5%	3%	4%	3%	2%	*	*	Down	*
★ Corruption prevention and whistleblower lectures conducted	477	389	449	318	67	400	400	Down	Up
Corruption prevention lecture e-learning attendees	18,561	25,068	33,539	26,298	25,028	*	*	Up	*
Integrity monitoring agreements	18	15	13	12	10	*	*	Down	*
Vendor name checks completed within 30 days (%)	98%	64%	80%	80%	92%	85%	85%	Neutral	Up
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↕↔ Directional Target	* None					

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

DOI's strategy attacks corruption comprehensively by conducting thorough investigations that lead to arrests, recommendations that result in reforms, and preventive controls that improve the way the City operates and delivers services to all New Yorkers. This focus has led to positive results in several investigation-related indicators throughout the years. However, the ongoing restrictions and challenges associated with the COVID-19 pandemic, including limited in-person contact, the inability to conduct in-person witness interviews and obtain documents from City agencies, coupled with the dramatic effect of the pandemic on the criminal justice system, posed unique impediments to our investigations and led to reductions in several investigative categories. In Fiscal 2021, referrals for civil and administrative action decreased seven percent, while referrals for criminal prosecution decreased 36 percent and arrests decreased 49 percent. Despite these severe challenges, DOI adapted, and by focusing on what could be accomplished, DOI was able to maintain an average time to complete investigations at essentially the same level as the previous fiscal year. During the reporting period, financial recoveries to the City ordered/agreed increased six percent. Such orders are typically entered at the sentencing phase of a criminal case. Recoveries collected from previous orders as a result of DOI cases increased 26 percent.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Average time to complete an investigation (days)	152	152	179	215	218	180	180	Up	Down
★ Referrals for civil and administrative action	990	770	984	1,003	936	*	*	Neutral	*
★ Referrals for criminal prosecution	896	876	722	778	499	*	*	Down	*
★ Arrests resulting from DOI investigations	827	706	609	545	279	*	*	Down	*
★ Financial recoveries to the City ordered/agreed (\$000)	\$4,069	\$4,897	\$2,874	\$2,556	\$2,715	↑	↑	Down	Up
★ Financial recoveries to the City collected (\$000)	\$2,588	\$3,374	\$1,962	\$2,044	\$2,580	↑	↑	Down	Up
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↕↔ Directional Target	* None					

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

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

The background investigations unit has continued to meet and exceed all set targets. The average time to complete a background investigation increased slightly, primarily due to COVID-19 restrictions that affected the timing of fingerprinting and interviewing applicants and the ability to gather information from former employers and other relevant entities both in New York City and around the country. While the average time to complete a background investigation increased by 22 percent, the average time to close a background investigation was 107 days, still well below the 180 day target. Additionally, 1,879 backlogged background investigations were closed in Fiscal 2021, with only 2,720 backlogged background investigations remaining open from the original backlog of 6,500 investigations in the summer of 2019.

In Fiscal 2021, DOI increased its capacity to process fingerprint checks for prospective childcare workers by modifying its workflow and upgrading tracking software. This allowed DOI to process over 14,100 childcare workers' fingerprints in Fiscal 2021, compared to 7,800 workers' fingerprints in Fiscal 2020. As DOI adjusted to these modifications, the overall average time measured across the entire fiscal year, to notify the Department of Health and Mental Hygiene of an arrest of currently employed childcare workers rose to four days compared to two days during the previous fiscal year. The average notification time was distorted by a handful of notifications that were substantially delayed as we shifted to these new procedures. The typical notification to DOHMH under these new procedures is made in under 48 hours. The fingerprint unit continues to adapt to the new processes and anticipates a continual reduction in the average notification time as well.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Average time to complete a background investigation (from date of receipt) (days)	NA	NA	NA	88	107	180	180	NA	Down
★ Background investigations received and closed within 6 months (%)	NA	NA	NA	97%	91%	80%	80%	NA	Up
Backlogged background investigations closed during the reporting period	NA	NA	NA	1,880	1,879	*	*	NA	*
Backlogged background investigations remaining open	NA	NA	NA	4,599	2,720	*	*	NA	*
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	2	4	*	*	Up	Down
Closed background investigations (of those opened on or after July 1, 2019)	NA	NA	NA	1,354	1,180	*	*	NA	*
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⬆️⬆️ Directional Target      * None									

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
Average wait time to speak with a customer service agent (minutes)	3	3	3	3	3	*	*	Neutral	Down
CORE facility rating	100	100	100	100	NA	*	*	NA	Up
Completed requests for interpretation	23	16	22	5	NA	*	*	NA	*
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⬆️⬆️ Directional Target      * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$45.3	\$42.0	\$49.1	\$60.9	\$58.7	\$52.8	\$53.2	Up
Revenues (\$000,000)	\$3.2	\$3.2	\$3.2	\$2.6	\$1.7	\$2.8	\$3.4	Down
Personnel	353	366	355	362	332	372	365	Neutral
Overtime paid (\$000)	\$1,047	\$1,143	\$966	\$607	\$105	\$105	\$105	Down

<sup>1</sup>Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at [nyc.gov/mmr](http://nyc.gov/mmr) for details. <sup>2</sup>Authorized Budget Level <sup>3</sup>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 FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$30.7	\$30.0	
001 - Personal Services	\$25.5	\$24.6	All
003 - Inspector General	\$5.1	\$5.5	All
Other Than Personal Services - Total	\$22.5	\$28.7	
002 - Other Than Personal Services	\$21.5	\$28.2	All
004 - Inspector General	\$1.0	\$0.5	All
Agency Total	\$53.2	\$58.7	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds. <sup>2</sup>City of New York Adopted Budget for Fiscal 2021, as of Jun 2021. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter. "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Department revised Fiscal 2017, 2018, 2019 and 2020 values for 'written PPRs issued during previous fiscal years accepted by City agencies,' 'written PPRs issued during previous fiscal years that have been accepted by City agencies,' 'written PPRs issued during previous fiscal years that are still pending an outcome from City agencies,' and 'written PPRs issued during previous fiscal years that have been rejected by City agencies' to reflect updated data.
- The Department revised Fiscal 2020 values for 'corruption prevention and whistleblower lectures conducted,' 'average time to complete an investigation,' 'referrals for civil and administrative action,' 'referrals for criminal prosecution,' and 'arrests resulting from DOI investigations,' to reflect updated data.
- 'CORE facility rating' and 'Completed requests for interpretation' are NA because service centers were closed due to COVID-19 precautions.
- Equity NYC indicators are identified with a burst (●). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

For additional information go to:

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

For more information on the agency, please visit: [www.nyc.gov/doi](http://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) enforces the New York City Human Rights Law (NYCHRL), educates the public about their rights and responsibilities under the NYCHRL and encourages positive community relations. The NYCHRL prohibits discrimination in employment, housing, and public accommodations and is one of the most comprehensive antidiscrimination laws in the country. CCHR meets this mission through its law enforcement, community outreach, media and policy efforts. CCHR's Law Enforcement Bureau (LEB) impartially investigates alleged violations of the law, negotiates and resolves matters, provides early intervention in cases of ongoing discrimination, retaliation, or the need for accommodations and, where appropriate, tries cases before an independent administrative law judge. Mediation services are offered through the independent Office of Mediation and Conflict Resolution. CCHR's Community Relations Bureau (CRB) educates the public on their rights by building deep community relationships through roundtable discussions, workshops, trainings and other gatherings. CRB also engages with the small business community, including chambers of commerce, merchant associations and business improvement districts to facilitate compliance with the NYCHRL. CCHR's Office of the Chair is the agency's policy, legislative, and adjudicatory hub. It convenes public hearings, publishes reports on key issues of the day, implements new legal protections, publishes legal guidance, issues final decisions and orders, and oversees media campaigns.

## FOCUS ON EQUITY

In Fiscal 2021, the pandemic continued to disproportionately impact Indigenous Peoples, Black, Latinx and immigrant New Yorkers and exacerbate long-standing disparities, illustrating the vital importance of the protections of the City's Human Rights Law. During Fiscal 2021, the Commission continued to directly advance equity and focus on issues of particular importance to communities that have experienced interpersonal, institutional, and structural forms of discrimination and oppression. In November, CCHR announced Commission-initiated investigations into hospital policies and practices related to non-consensual drug testing of pregnant people and newborns to probe the existence of discriminatory racial bias. As part of its partnership with the New York City Department of Cultural Affairs, CCHR launched a public awareness campaign in November by one of its two public artists-in-residence, Amanda Phingbodhipakkiya, titled "I Still Believe in Our City," it focused on the vibrant resilience of Asian Pacific Islanders and Black New Yorkers in the face of racial injustice, and called for an end of xenophobia and COVID-19-related discrimination, harassment and bias. The second campaign, titled "You Do It With Your Heart," is a multimedia series, amplified into an out-of-home and print advertising campaign by CCHR's other public artist-in-residence, Andre D. Wagner. It highlights the economic power of Black New Yorkers and the cultural significance of Black-owned businesses. The Commission also curated an art project for city youth aged 13-18, "Amplify Youth Voices," inviting young people to submit artwork that explores social issues in their communities and links them to the broader context of justice and equity. CCHR further continued to advance its ground-breaking work on race discrimination on the basis of hair through rulemaking that codifies and clarifies protections related to hair textures and hairstyles, including the use of head coverings and hair lengths, which have often been associated with a particular race, ethnicity, culture or religion. CCHR also published proposed rules clarifying protections on the basis of pregnancy, childbirth and related medical conditions, lactation accommodations and sexual and reproductive health decisions, and held a public hearing after notice and comment. CCHR was also part of the inaugural multi-agency cohort to participate in the City's Executive Order 45 Racial and Social Equity Program. In addition, CCHR staff took part in a series of workshops on equity analysis and planning organized by the EquityNYC team.

## OUR SERVICES AND GOALS

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### **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.

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### **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 FISCAL 2021

## SERVICE 1 Enforce the NYC Human Rights Law.

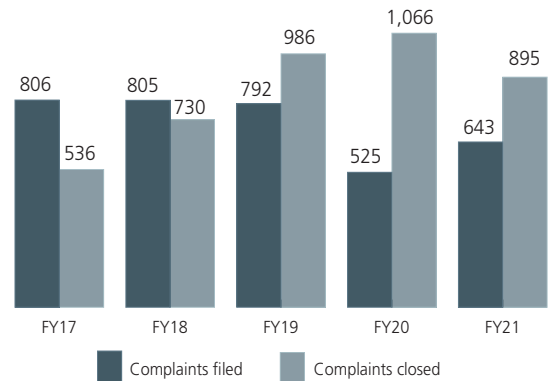
### Goal 1a

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

In Fiscal 2021, CCHR's enforcement work focused on combating gender-based harassment and sexual harassment in the workplace, discrimination based on source of income, and disability discrimination, especially in the context of reasonable accommodations.

This Fiscal Year, CCHR continued to efficiently resolve matters despite an increase in the number of complaints filed to 643 this Fiscal Year, which is 18% more than the 525 complaints filed last year. While facing ongoing challenges related to the COVID-19 pandemic for the entire 12-month period of this fiscal year, agency staff closed 895 complaints, the third consecutive year that the agency closed more cases than were filed. The number of open complaints decreased for the second consecutive year—dropping to 1,012 this year compared to 1,165 in Fiscal 2020. Fiscal 2021 marks the lowest number of open complaints since Fiscal 2015. In addition, CCHR reduced the average time cases remained open for the third consecutive year: the average time dropped to 427 days, an 18 percent decrease compared to Fiscal 2020, the lowest average open case time since Fiscal 2017. Through pre-complaint intervention work, CCHR was able resolve 217 matters without a complaint being filed, compared to 406 last year, likely due to the fact that this fiscal year represents the first fiscal year in which the entire year was affected by the pandemic.

Complaints filed vs. Complaints closed



CCHR continued to dedicate resources to strategic enforcement of the NYCHRL through testing and other means. Testing is an investigative tool used to confirm whether potential employers, landlords, real estate brokers, restaurants, hospitals, stores, or other providers of public accommodations treat CCHR testers differently (or provide them with different information) because they belong to a protected class. CCHR conducted tests of 878 entities compared to last year's 1,424. As noted above, this decrease may be attributed to the fact that this fiscal year represents the first fiscal year in which the entire year was affected by the pandemic.

The Office of Mediation and Conflict Resolution (OMCR) resolved 47 cases in Fiscal 2021 compared to 42 in Fiscal 2020, setting, for the fourth consecutive year, a record for the number of cases successfully closed, and accounting for an aggregate recovery (excluding non-monetary relief) of \$2.1 million compared to \$2.6 million in Fiscal 2020. The average time from the acceptance of a case by OMCR to its closure was 154 days, compared to 183 days in Fiscal 2020, a decrease of 29 days.

CCHR obtained \$9.7 million in compensatory damages and civil penalties, surpassing last Fiscal Year's total of \$7.5 million, setting a new agency record. This marked the seventh consecutive year of increases, which was also a record.

Finally, in June 2021, CCHR announced an historic conciliation agreement with a large multi-million dollar media corporation that imposed \$1 million dollars in civil penalties (the largest penalty in CCHR's history), waived forced arbitration in agreements executed with the corporation's employees, talent, and contributors for any claims brought under the New York City Human Rights Law for a period of four years, created a hotline for sexual harassment complaints, and established monitoring by the Commission of sexual harassment training in the workplace.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Inquiries received	NA	9,513	9,804	10,015	9,055	*	*	NA	*
Matters initiated	NA	1,576	2,319	1,307	881	*	*	NA	*
Pre-complaint resolutions	310	193	537	406	214	*	*	Neutral	Up
Modifications for accessibility for people with disabilities	307	90	174	72	46	*	*	Down	*
★ ● Complaints filed	806	805	792	525	643	*	*	Down	*
Complaints closed	536	730	986	1,066	895	*	*	Up	*
– Complaints closed (%) - no probable cause determination	7%	4%	3%	1%	0%	*	*	Down	*
– Complaints closed (%) - probable cause determination	4%	5%	7%	23%	22%	*	*	Up	*
– Complaints closed (%) - administrative cause	65%	68%	60%	51%	48%	*	*	Down	*
– Complaints closed (%) - settlement	24%	23%	30%	25%	30%	*	*	Up	*
Complaints successfully mediated	0	26	37	43	47	*	*	Up	Up
Complaints referred to the Office of Administrative Trials and Hearings	21	36	38	20	12	*	*	Down	*
Value of damages for complainants (\$)	\$2,287,445	\$3,785,312	\$5,306,052	\$6,549,397	\$8,069,100	*	*	Up	*
Value of civil penalties imposed (\$)	\$379,250	\$487,250	\$788,261	\$969,750	\$1,678,000	*	*	Up	*
Open matters	NA	NA	3,968	2,398	2,411	*	*	NA	*
Open complaints	1,643	1,829	1,697	1,165	1,012	*	*	Down	*
★ Average age of complaint caseload (days)	468	553	576	515	427	↓	↓	Neutral	Down
Complaints pending by age - less than one year	728	721	668	416	546	*	*	Down	Down
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

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

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

In Fiscal 2021, CCHR’s outreach unit, the Community Relations Bureau, adapted longer-term strategies and innovative tools for community outreach to educate hard-to-reach communities using remote platforms, connecting with strategic partners, and focusing on virtual community-building tools as the pandemic continued to disrupt operations and disproportionately impact already vulnerable communities. Despite the challenges, CCHR interfaced with a record number of New Yorkers, reaching 102,121 people in Fiscal 2021, 2.2 percent more than in Fiscal 2020. This record was accomplished across 1,683 conferences, workshops, and trainings, an increase of 202 from 1,481 in Fiscal 2020. This increase can be linked to the declining requests for in-person conferences and the increased attendance for virtual events.

CCHR partnered with elected officials, community-based organizations, and faith-based organizations to host “Know Your Rights” and “Bystander Intervention” trainings. The workshops, which were directly responsive to community requests, allowed CCHR to educate attendees on the differences between bias incidents and hate crimes, and the process that occurs when incidents are reported. The trainings reached 3,440 New Yorkers and were conducted in English, Mandarin, Korean, and Spanish.

CCHR’s Bias Response Team responded to 383 bias incidents, 84 fewer incidents than in Fiscal 2020. CCHR’s Bias Response Unit also promoted community support and engagement, and organized a “Day of Visibility,” on April 2, 2021, in response to the brutal attack on Vilma Kari, a 65-year-old woman, in Hell’s Kitchen. CCHR conducted a series of business outreach interactions using public artist-in-residence Amanda Phingbodhipakkiya’s “I Still Believe in the City” posters to promote solidarity and awareness, while also highlighting the resiliency of New Yorkers. This effort involved staff interactions with 655 businesses.

CCHR’s commitment to dismantle anti-Black racism through dialogue, awareness, and bridge-building remained consistent during the pandemic. CCHR led specific events in an array of communities, including, “Building Solidarity in NYC: Human Rights & the Shared Stories of Dominican & Haitian Communities” to celebrate International Human Rights Day. CCHR hosted an event to honor and celebrate the second anniversary of the Commission’s legal enforcement guidance on race discrimination on the basis of hair. “To and ‘Fro: The Journey to Honor Black Hair as an Act of Self Determination,” featured discussions on the national movement to recognize hair discrimination as a form of race discrimination and the challenges and joys of wearing natural and protective hairstyles. In June 2021, in partnership with Weeksville Heritage Center, CCHR hosted “Your Hair, Your Right,” an event where public artist-in-residence Andre D. Wagner took portraits of attendees to celebrate hair as a form of self-expression and learn about the NYCHRL.

CCHR also held a panel discussion entitled “Stories from the Delivery Room: Health Equity, Pregnancy, and the Maternal Health Care of People of Color in Collaboration with Advancing Health Equity, Black Women’s Blueprint, and Ancient Song Doula Services.”

In Fiscal 2021, Youth and School programming continued to expand. CCHR’s Youth for Equity & Solidarity (YES) Council hosted our first youth symposium, entitled Youth for Equity and Solidarity Symposium: “Our Rights, Our Future.” Working with public artist-in-residence Amanda Phingbodhipakkiya, youth leaders launched a unique interactive art exhibit titled “May We Know Our Own Strength,” bringing attention to gender-based harassment and sexual assault. The YES Council also piloted a youth version of “Bystander Intervention Training” and trained 116 young people in the City.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Conferences, workshops and training sessions	2,947	3,127	3,060	1,481	1,683	3,000	3,000	Down	Up
Youth-based training sessions conducted	173	186	266	300	293	250	250	Up	Up
People served	69,087	80,454	97,395	99,858	102,121	80,000	80,000	Up	Up
Responses to bias-based incidents		146	235	467	383	*	*	NA	*
★ Critical Indicator      ● Equity Indicator      “NA” Not Available      ⬆️⬆️ Directional Target      * None									

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
Letters responded to in 14 days (%)	86.7%	83.0%	96.0%	99.0%	98.0%	*	*	Up	Up
E-mails responded to in 14 days (%)	97.3%	98.0%	99.0%	100.0%	99.0%	*	*	Neutral	Up
Completed customer requests for interpretation	1,425	1,756	1,677	1,550	1,519	*	*	Neutral	*
Average wait time to speak with a customer service agent (minutes)	9	6	6	3	0	*	*	Down	Down
CORE customer experience rating (0-100)	98	99	NA	100	100	*	*	NA	Up
★ Critical Indicator      ● Equity Indicator      “NA” Not Available      ⬆️⬆️ Directional Target      * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$10.4	\$12.8	\$13.3	\$12.9	\$12.7	\$13.0	\$12.7	Up
Personnel	108	142	131	128	120	139	137	Neutral
Overtime paid (\$000)	\$5	\$11	\$3	\$15	\$15	\$15	\$15	Up

<sup>1</sup>Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at [nyc.gov/mmr](http://nyc.gov/mmr) for details. <sup>2</sup>Authorized Budget Level <sup>3</sup>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 FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$10.3	\$10.3	
001 - Personal Services	\$5.4	\$5.2	All
003 - Community Development	\$4.9	\$5.0	All
Other Than Personal Services - Total	\$1.8	\$2.4	
002 - Other Than Personal Services	\$0.4	\$0.7	All
004 - Community Development	\$1.4	\$1.7	All
Agency Total	\$12.2	\$12.7	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds. <sup>2</sup> City of New York Adopted Budget for Fiscal 2021, as of Jun 2021. Includes all funds. <sup>3</sup> Refer to agency goals listed at front of chapter. "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Equity NYC indicators are identified with a burst (✪). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

For additional information go to:

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

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

# OFFICE OF ADMINISTRATIVE TRIALS AND HEARINGS

Joni Kletter, Commissioner and Chief Administrative Law Judge



## WHAT WE DO

The Office of Administrative Trials and Hearings (OATH) is the City's central, independent administrative law court. OATH has two divisions responsible for adjudicating City matters: the OATH Trials Division and the OATH Hearings Division. The Trials Division adjudicates a wide range of issues that can be referred by any City agency, board or commission. Its caseload includes employee discipline 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, paid sick day violations and/or fair workweek violations and human rights violations under the City Human Rights Law. Trials are conducted by Administrative Law Judges who are appointed to five-year terms. Hearings are conducted by Hearing Officers on summonses issued by 25 different City enforcement agencies for alleged violations of law or City rules. These summonses are issued by the Departments of Buildings, Sanitation, Environmental Protection, Consumer and Worker Protection, Health and Mental Hygiene and the Taxi and Limousine Commission, among others. OATH also has jurisdiction to hold hearings on summonses from certain non-City entities such as the Port Authority of New York and New Jersey. OATH also houses the Center for Creative Conflict Resolution, which provides mediation and restorative justice support to City government agencies, and the Administrative Judicial Institute, a resource center that provides training, continuing education, research and support services for the various administrative law judges and tribunals throughout New York City.

## FOCUS ON EQUITY

During the COVID-19 pandemic, OATH remained fully operational, providing New Yorkers with access to justice by leveraging remote methods to appear for trials, hearings, settlement conferences, mediations, and Help Center sessions, in an effort to ensure that New Yorkers stayed safe and healthy while still being able to access their day in court. In Fiscal 2021, OATH launched a small business unit within its Help Center to assist small businesses that receive summonses to help ensure that they were also provided with information about and given the opportunity to take advantage of benefits offered by the City's Department of Small Business Services. Recognizing that respondents may be transient during the pandemic and may not be receiving mail promptly, OATH launched a text message system to allow respondents to get reminders of their upcoming hearings along with instructions on what they must do in order to have their remote hearing. Finally, in Fiscal 2021, OATH's Center for Creative Conflict Resolution launched its first public-facing program, Mediating Establishment and Neighborhood Disputes (MEND) NYC, a program meant to bring free mediation and conflict resolution services to New Yorkers facing quality of life issues from neighboring businesses in the hospitality industry such as restaurants and bars. OATH later expanded MEND NYC to provide mediation services to small businesses who were experiencing issues with their commercial landlords such as lease negotiations. Free mediation provides a way to address quality of life issues experienced by New Yorkers while simultaneously reducing the likelihood that a business gets inspected by enforcement agencies and issued a summons with the potential of burdening a neighborhood business with hefty fines.

## OUR SERVICES AND GOALS

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

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

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

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

---

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

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

# HOW WE PERFORMED IN FISCAL 2021

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

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

Despite the pandemic, there were 104 more petitions filed at the OATH Trials Division in Fiscal 2021 as compared to the previous year. The OATH Trials Division successfully managed a shift to conducting settlement conferences and trials by video. While this contributed to an increase in the average time from the close of record to decision issuance, from 5.46 days in Fiscal 2020 to 8.85 days in Fiscal 2021, the Trials Division was nonetheless able to close more cases in FY21 than it did in the prior year.

With the addition of newly appointed Administrative Law Judges (ALJ), the Trials Division was able to keep its case load per judge steady with each ALJ processing 185 cases on average in Fiscal 2021 compared with an average of 186 cases per ALJ the year before.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
OATH Trials Division cases with decisions issued within 45 business days (%)	93%	91%	90%	90%	85%	*	*	Neutral	Up
★ OATH Trials Division facts and conclusions adopted by agencies (%)	99%	99%	100%	98%	99%	96%	96%	Neutral	Up
OATH Trials Division settlement rate (%)	59%	57%	54%	52%	51%	55%	55%	Down	*
Cases filed at the OATH Trials Division (total)	2,661	2,836	2,691	2,245	2,349	*	*	Down	*
Cases closed at the OATH Trials Division (total)	2,668	2,677	2,660	2,118	2,257	*	*	Down	*
★ Cases processed per ALJ (total)	189.6	202.0	206.8	186.2	184.6	↑	↑	Neutral	Up
Average time for the OATH Trials Division to issue decisions after records closed (business days)	5.2	4.0	4.2	5.5	8.9	15.0	15.0	Up	Down

★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    \* None

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

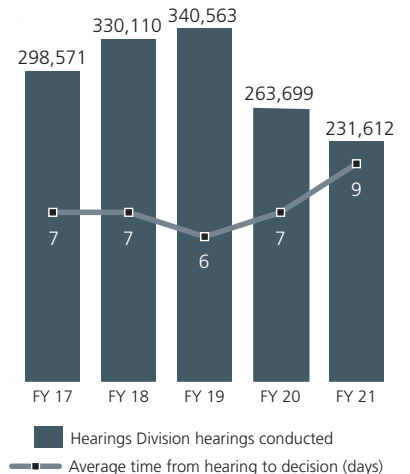
**Goal 2a** Hear cases promptly and issue timely and fair decisions at the OATH Hearings Division.

In Fiscal 2021, the total number of summonses received from City enforcement agencies by the OATH Hearings Division decreased by 23 percent compared to the year before.

OATH remained operational during the pandemic by adjudicating all cases remotely either by having a hearing with the parties by phone or, in eligible cases, with the respondent submitting their defense in writing either online or by mail. In Fiscal 2021, the number of OATH's hearings that were conducted by phone increased by 1,350 percent compared to Fiscal 2020.

Despite the decrease in summonses received, the OATH Help Center conducted nearly the same amount of Help Sessions during Fiscal 2021 as they did in Fiscal Year 2020, with nearly all the 33,834 Help Sessions conducted remotely in Fiscal 2021.

Hearings Division hearings conducted vs. hearing decision time (days)



Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Total summonses received from the issuing agencies at the OATH Hearings Division	846,999	879,096	837,778	701,862	539,745	*	*	Down	*
Total Summonses Adjudicated	298,571	330,110	340,563	263,699	231,612	*	*	Down	*
★ Total number of pre-hearing activities at the OATH Hearings Division	313,665	290,437	295,440	238,791	180,628	*	*	Down	*
Total summonses processed at the OATH Hearings Division	633,596	658,245	663,327	484,589	517,615	*	*	Down	*
★ Summonses with decision rendered at the OATH Hearings Division	207,723	248,438	261,906	196,631	137,482	*	*	Down	*
★ Average time from OATH Hearings Division hearing assignment to decision rendered (days)	7	7	6	7	9	*	*	Up	*
Defenses submitted by mail (% of total remote hearings/submissions)	32.3%	19.9%	14.3%	12.5%	1.7%	*	*	Down	*
OATH hearings by phone (% of total remote hearings/submissions)	15.5%	19.2%	18.4%	39.0%	89.8%	*	*	Up	*
OATH one-click online submissions (% of total remote hearings/submissions)	52.2%	60.9%	67.3%	48.6%	8.5%	*	*	Down	*
Total number of help sessions conducted by OATH Help Centers	NA	NA	NA	35,232	33,834	*	*	NA	*
Defenses submitted by mail	NA	NA	NA	4,363	3,642	*	*	NA	*
Hearings by phone	NA	NA	NA	13,647	197,873	*	*	NA	*
One-click online submissions	NA	NA	NA	17,003	18,794	*	*	NA	*
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

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

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

On February 18, 2021, Mayor de Blasio signed Executive Order 63 of 2021, establishing the Center for Creative Conflict Resolution and directing the creation of an Advisory Board on Creative Conflict Resolution.

The Center for Creative Conflict Resolution used videoconferencing technology to remain operational during the pandemic in Fiscal 2021. This allowed the small staff at the Center to double its conflict resolution trainings for City personnel and more than triple the number of restorative circles and group facilitations and City personnel consultations it provided in Fiscal 2021 as compared to the year before.

In Fiscal 2021, for the first time ever, the Center expanded its services to include mediations for members of the public who are in conflict.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
Mediations administered for City employees	NA	NA	NA	NA	36	*	*	NA	*
Conflict resolution trainings administered for City employees.	NA	NA	NA	NA	36	*	*	NA	*
Coaching sessions for City personnel	NA	NA	NA	NA	69	*	*	NA	*
Consultations for City personnel	NA	NA	NA	NA	147	*	*	NA	*
Restorative group sessions	NA	NA	NA	NA	47	*	*	NA	*
Mediations administered for members of the public	NA	NA	NA	NA	12	*	*	NA	*
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									



## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
Mediations administered for City employees	NA	NA	NA	NA	36	*	*	NA	*
Conflict resolution trainings administered for City employees.	NA	NA	NA	NA	36	*	*	NA	*
Coaching sessions for City personnel	NA	NA	NA	NA	69	*	*	NA	*
Consultations for City personnel	NA	NA	NA	NA	147	*	*	NA	*
Restorative group sessions	NA	NA	NA	NA	47	*	*	NA	*
Mediations administered for members of the public	NA	NA	NA	NA	12	*	*	NA	*
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$39.0	\$44.4	\$47.1	\$46.0	\$43.6	\$50.8	\$52.0	Up
Revenues (\$000,000)	\$147.5	\$157.8	\$175.2	\$145.0	\$120.1	\$151.3	\$135.0	Down
Personnel	380	393	409	365	350	498	484	Neutral
Overtime paid (\$000)	\$51	\$68	\$47	\$50	\$58	\$50	\$50	Neutral
<sup>1</sup> Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at <a href="http://nyc.gov/mmr">nyc.gov/mmr</a> for details. <sup>2</sup> Authorized Budget Level <sup>3</sup> 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 FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$34.4	\$32.1	All
002 - Other Than Personal Services	\$10.3	\$11.5	All
Agency Total	\$44.7	\$43.6	
<sup>1</sup> Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds. <sup>2</sup> City of New York Adopted Budget for Fiscal 2021, as of Jun 2021. Includes all funds. <sup>3</sup> Refer to agency goals listed at front of chapter.    "NA" Not Available    * None			

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Equity NYC indicators are identified with a burst (●). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

For additional information go to:

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

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

# BUSINESS INTEGRITY COMMISSION

Noah D. Genel, 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, criminal, and regulatory investigations, BIC carries out its mandate to remove and prevent the infiltration of organized crime and other forms of corruption into these regulated businesses and industries. BIC protects New York City consumers by seeking to ensure that businesses in certain industries and markets act in an honest manner. By fostering an open marketplace, BIC protects the businesses in those industries and markets from unfair competition. BIC also regulates safety, and particularly traffic safety, in the trade waste industry. BIC also has the authority to regulate the shipboard gambling industry, although that industry currently does not operate in New York City.

## FOCUS ON EQUITY

The core mission of the Business Integrity Commission includes eliminating organized crime and other forms of corruption from the commercial trade waste hauling industry and the public wholesale markets. By fostering an open marketplace, BIC seeks to ensure that the regulated businesses are able to compete fairly and that the industries are free from the criminal activity that once dominated them. By seeking to ensure businesses in the regulated industries operate with good character, honesty, and integrity, BIC helps to maintain a fair marketplace for all businesses that have contact and work with our regulated companies. In addition, BIC regulates traffic safety in the trade waste industry through development of relevant rules (one set of which went into effect in August 2021), vigorous enforcement of those rules, and outreach to the industry. BIC is also working closely with the Department of Sanitation (DSNY) on implementing the Commercial Waste Zones program, which will reduce trade waste truck traffic, thus improving public safety on New York City streets.

## OUR SERVICES AND GOALS

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

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

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

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

# HOW WE PERFORMED IN FISCAL 2021

## SERVICE 1 Regulate the City’s commercial waste hauling industry.

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

Throughout the pandemic, BIC continued overall enforcement efforts including a focus on safety resulting in a 17% increase of violations issued to illegally operating private waste haulers in Fiscal 2021 compared to Fiscal 2020. In Fiscal 2021, the number of violations issued to legally operating private waste haulers decreased by 24% compared to Fiscal 2020. Part of this decrease was due to the fact that there were significantly fewer violations of the trade waste vehicle emissions law, which in turn is due to a high compliance rate (higher than 99% of vehicles covered by the law by the end of Fiscal 2021).

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Violations issued to private waste haulers	640	488	494	746	648	*	*	Up	*
★ Violations issued to legally operating private waste haulers	343	312	371	545	412	*	*	Up	*
★ Violations issued to illegally operating private waste haulers	297	176	123	201	236	*	*	Down	*
★ Waste hauling applications denied	8	5	7	6	5	*	*	Down	*
Waste hauling complaints received	351	352	423	334	319	*	*	Neutral	*
Private Waste Hauler Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	100.0%	88.0%	100.0%	98.0%	81.0%	*	*	Down	Up
★ Critical Indicator      ● Equity Indicator      “NA” Not Available      ↑↓ Directional Target      * None									

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

Several compounding issues impacted BIC’s ability to meet certain goals in Fiscal 2021. The most significant issue pertains to new initiatives and expanding responsibilities (e.g., promulgation of rules governing traffic safety and micro-haulers which required the development of a new micro-hauler application, various forms, and the implementation of new internal processes) drawing upon existing BIC resources, without the addition of related staff, combined with a pre-COVID-19 staffing shortage which continues into Fiscal 2022.

The disruption of the renewal applications’ cycle due to COVID-19 emergency executive orders that suspended expiration of BIC licenses and registrations was another factor impacting license and registration application processing. These extensions resulted in out-of-cycle renewal application submissions during Fiscal 2021 (and into Fiscal 2022), which greatly impacted the processing of license and registration applications.

Due to these existing and ongoing issues, the number of waste hauling applications pending increased from 639 in Fiscal 2020 to 1094 in Fiscal 2021. The average time to approve new and renewal waste hauling applications increased by 45%. While the number of renewal waste hauling applications approved decreased by 57%, the number of new waste hauling applications approved decreased by 24%. This was due to BIC’s continued effort to prioritize new waste hauling applications. New applicants cannot operate unless their applications are approved, whereas renewal applicants may continue to operate while their applications are under review.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Average time to approve waste hauling applications (days) - New and Renewal	240	129	190	222	321	200	200	Up	Down
★ Average time to approve waste hauling applications (days) - New	136	112	122	129	191	150	150	Up	Down
★ Average time to approve waste hauling applications (days) - Renewal	274	134	205	241	370	210	210	Up	Down
★ Average age of pending waste hauling applications (days)	220	122	185	160	224	180	180	Up	Down
★ Waste hauling applications pending	359	617	524	639	1,094	*	*	Up	*
Waste hauling applications approved - New and Renewal	876	1,006	806	761	369	*	*	Down	Up
Waste hauling applications approved - New	216	210	152	134	102	*	*	Down	Up
Waste hauling applications approved - Renewal	660	796	654	627	267	*	*	Down	Up
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⬆️⬇️ Directional Target    * None									

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

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

BIC continued to enforce the rules and regulations related to the public wholesale markets industry throughout the COVID-19 pandemic, and the number of violations remained steady at 54 in Fiscal 2020 and 2021. In Fiscal 2021, there were 31 pending public wholesale market applications compared to 45 in Fiscal 2020.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Violations issued at public wholesale markets	64	57	62	54	54	*	*	Down	*
Public Wholesale Markets Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	100.0%	100.0%	100.0%	100.0%	96.0%	*	*	Neutral	Up
★ Public wholesale market applications denied	1	0	0	0	2	*	*	Up	*
★ Public wholesale market applications pending	16	25	83	45	31	*	*	Up	*
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⬆️⬇️ Directional Target    * None									

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

In Fiscal 2021, the average time to approve a public wholesale market application took 45 days longer than in Fiscal 2020, and the average age of a pending public wholesale market application increased slightly by 3% compared to Fiscal 2020. As previously noted, these increases are attributed to compounding issues of additional new and expanded responsibilities resulting in existing staffing resources being refocused and overburdened. The COVID-19 budget crisis added to the reduction in headcount thus further impacting the application process.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Average time to approve public wholesale market applications (days)	270	149	196	254	299	200	200	Up	Down
Average age of pending public wholesale market applications (days)	227	108	133	194	199	150	150	Neutral	Down
Public wholesale market applications approved	121	37	39	111	51	*	*	Down	Up
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⬆️⬇️ Directional Target    * None									

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	100%	99%	100%	*	*	Neutral	Up
Completed customer requests for interpretation	24	68	68	44	56	*	*	Up	*
Average wait time to speak with a customer service agent (minutes)	2:98	3:09	2:92	NA	NA	*	*	NA	Down
CORE customer experience rating of facilities (0-100)	100	100	NA	100	NA	*	*	NA	Up
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$9.6	\$8.8	\$8.8	\$9.0	\$9.1	\$9.2	\$9.2	Neutral
Revenues (\$000,000)	\$4.8	\$7.4	\$4.9	\$5.5	\$5.1	\$4.9	\$6.8	Neutral
Personnel	78	81	77	82	80	84	84	Neutral
Overtime paid (\$000)	\$67	\$106	\$113	\$156	\$195	\$24	\$24	Up
<sup>1</sup> Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. <sup>2</sup> Authorized Budget Level <sup>3</sup> 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 FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$6.4	\$6.4	All
002 - Other Than Personal Services	\$2.4	\$2.6	All
Agency Total	\$8.8	\$9.1	
<sup>1</sup> Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds. <sup>2</sup> City of New York Adopted Budget for Fiscal 2021, as of Jun 2021. Includes all funds. <sup>3</sup> Refer to agency goals listed at front of chapter.      "NA" Not Available      * None			

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Partly as a consequence of the COVID-19 crisis, the trade waste labor unions/organizations registration application submissions deadline was extended beyond Fiscal 2021 to Fiscal 2022 (July 1, 2021).
- No service centers were open to the public during the reporting period because of the COVID-19 public health emergency. As a result, the indicator “Average wait time to speak with a customer service agent (minutes)” will appear as NA.
- Equity NYC indicators are identified with a burst (\*). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

For additional information go to:

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

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

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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

Edward Grayson, 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 2,000 collection trucks, 450 mechanical brooms and 711 large and small salt-spreaders. The Department clears litter, snow and ice from approximately 6,000 miles of City streets, removes debris from vacant lots, and clears abandoned vehicles from City streets.

## FOCUS ON EQUITY

DSNY is committed to providing high-quality, responsive waste management, street cleaning and snow removal services to all New Yorkers. Since the COVID-19 pandemic began, we have continued our focus on communities that have disproportionately suffered from racial injustice and the effects of COVID-19, particularly in parts of the Bronx, Queens and Brooklyn.

The Department is also implementing policies to reduce the impacts of the commercial waste industry on historically overburdened neighborhoods in the South Bronx, North Brooklyn and Jamaica, Queens. In September 2020, DSNY completed the implementation of transfer station permit reductions under Local Law 152, eliminating more than 10,000 tons of permitted waste transfer capacity in four historically overburdened districts. In addition, DSNY is working to implement Commercial Waste Zones, which will foster a safe and efficient waste collection system that provides low-cost, high-quality service to New York City businesses, while simultaneously advancing the City's zero waste goals. Commercial waste zones will help to reduce truck traffic from waste hauling and the negative environmental impacts such traffic generates by more than 50 percent, improving public safety and enhancing quality of life in every neighborhood in NYC. DSNY will release the second part of a two-part RFP in 2021.

## OUR SERVICES AND GOALS

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### **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 IN FISCAL 2021

## SERVICE 1 Clean streets, sidewalks and vacant lots.

### Goal 1a Increase street and sidewalk cleanliness.

Streets rated acceptably clean decreased 2.7 percent and sidewalks rated acceptably clean increased 0.8 percent from Fiscal Year 2020 to Fiscal Year 2021. The decrease in street rated acceptably clean could be attributed to the reduction in litter basket and mechanical broom service related to the financial crisis caused by the COVID-19 pandemic. The Department increased litter basket truck allocations in September 2020 and March 2021, and litter basket truck allocations are now at or above historical averages.

The increase in sidewalks rated acceptably clean is notable, despite a decrease in the number of violations issued for dirty sidewalks, which decreased from 56,844 in Fiscal Year 2020 to 42,694 in Fiscal Year 2021. The Department used enforcement discretion throughout much of the COVID-19 pandemic to focus only on the most egregious sanitation conditions. In addition, the Department has created the Precision Cleaning Initiative to address chronic litter conditions, illegal dumping and other problem areas. The Department's Bureau Community Affairs Office has also more than doubled the number of community cleanup events hosted in partnership with elected officials and community partners.

The number of violations issued for illegal postings decreased substantially for Fiscal Year 2021 to 2,849 (down 38.0 percent) from last year, as the Department reallocated some enforcement resources for COVID-19 response.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Streets rated acceptably clean (%)	95.9%	95.1%	NA	96.4%	93.7%	92.0%	92.0%	NA	Up
Streets rated filthy (%)	0.1%	0.2%	NA	0.1%	0.6%	*	*	NA	*
★ Sidewalks rated acceptably clean (%)	97.3%	97.1%	NA	96.8%	97.6%	97.0%	97.0%	NA	Up
Sidewalks rated filthy (%)	0.1%	0.2%	NA	0.1%	0.5%	*	*	NA	*
Violations issued for dirty sidewalks	65,272	55,913	59,904	56,844	42,694	*	*	Down	*
Violations issued for illegal posting	10,892	3,954	4,706	4,593	2,849	*	*	Down	*
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

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

DSNY continued to proactively monitor and address conditions in both vacant lots and non-vacant lot locations despite the staff shortage for lot cleaning operations. The number of vacant lot cleaning requests increased slightly from 3,008 to 3,015 from Fiscal Year 2020 to Fiscal Year 2021, respectively. Lots cleaned during Fiscal Year 2021 were 1,231, a decrease of 60.2 percent from Fiscal Year 2020 and the amount of other non-lot locations cleaned is 688, an increase in 244 percent from last year. The decrease in lots cleaned can be attributed to the shift of uniform staff to backfill staff shortages in core operation such as refuse and recycling collection. Also, lot cleaning staff was redeployed last summer to assist in Tropical Storm Isaias cleanup and was utilized during this winter active storm season.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Vacant lot cleaning requests	2,730	3,140	2,937	3,008	3,015	2,500	2,500	Neutral	*
★ Lots cleaned citywide	3,399	3,494	3,027	3,098	1,231	3,200	3,200	Down	*
Other non-lot locations cleaned	186	128	343	200	688	*	*	Up	*
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

## SERVICE 2 Collect and dispose of refuse.

### Goal 2a Improve efficiency of refuse handling.

During the COVID-19 pandemic, tonnage of refuse deposited increased substantially as New Yorkers spent more time at home. DSNY continued to provide core refuse and recycling collection services throughout the crisis. The tons of refuse disposed increased 6.1 percent in Fiscal Year 2021 compared to the previous year. Refuse tons collected per truck-shift increased from 9.3 to 9.9 during Fiscal Year 2021. The percentage of trucks dumped on shift decreased from 45.2 percent in Fiscal Year 2020 to 44.6 percent in Fiscal Year 2021.

The average outage rate for all collection trucks during the reporting period was 18 percent, a decrease of one percentage point from the previous fiscal year.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Tons of refuse disposed (000)	3,213.4	3,193.3	3,248.1	3,204.4	3,399.1	3,150.0	3,150.0	Neutral	Down
★ Refuse tons per truck-shift	9.6	9.3	9.5	9.3	9.9	10.7	10.7	Neutral	*
★ Trucks dumped on shift (%)	43.7%	37.4%	41.7%	45.2%	44.6%	45.6%	45.6%	Neutral	Up
Tons per day disposed	10,676	10,609	10,827	10,610	11,293	*	*	Neutral	Down
Average outage rate for all collection trucks (%)	19%	19%	22%	19%	18%	*	*	Neutral	Down
Missed refuse collections (%)	0.1%	0.1%	0.1%	0.1%	0.8%	*	*	Up	*
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⇅ Directional Target    * None									

## SERVICE 3 Recycle refuse.

### Goal 3a Increase the percentage of waste recycled.

In Fiscal Year 2021, Curbside recycling tonnage increased by 2,700 tons to 692,400 tons, continuing a trend of year-over-year increases. Recycling tons per truck-shift remained the same at 5.8 from Fiscal Year 2020 to Fiscal Year 2021.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ ● Curbside and containerized recycling diversion rate (%)	17.4%	18.0%	18.1%	18.5%	17.6%	23.0%	23.0%	Neutral	Up
★ Curbside and containerized recycled tons (000)	644.3	663.6	681.6	689.7	692.4	848.6	848.6	Neutral	Up
Total annual recycling diversion rate (%)	20.5%	20.9%	21.1%	21.6%	20.8%	*	*	Neutral	Up
Recycled tons per day	2,565	2,676	2,765	2,802	2,880	2,270	2,270	Up	Up
Annual tons recycled total (000)	800	835	868	874	916	*	*	Up	Up
★ Recycling tons per truck-shift	5.6	5.5	5.8	5.8	5.8	6.2	6.2	Neutral	Up
Missed recycling collections (%)	0.1%	0.2%	0.1%	0.3%	0.7%	*	*	Up	*
Recycling trucks dumped on shift (%)	25.5%	24.5%	23.4%	25.9%	26.5%	*	*	Neutral	Up
Recycling summonses issued	100,629	84,682	76,492	55,610	35,590	*	*	Down	*
★ Critical Indicator    ● Equity 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.

In Fiscal 2021 DSNY spread 454,443 tons of salt to combat 43.3 inches of snow, a stark increase in snowfall compared to just 4 inches in Fiscal Year 2020.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Snowfall (total inches)	30.5	43.5	21.0	4.0	43.3	*	*	Down	*
Salt used (tons)	391,719	480,016	366,302	227,352	454,443	*	*	Down	*

★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    \* None

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Cases commenced against the City in state and federal court	432	573	533	378	287	*	*	Down	*
Payout (\$000)	\$50,040	\$80,522	\$70,072	\$34,990	\$51,186	*	*	Down	Down
Private transfer station permits	57	60	56	60	58	*	*	Neutral	*
Private transfer station inspections performed	5,758	5,875	5,984	5,321	4,064	*	*	Down	*
Total Office of Administrative Trials and Hearings violations issued	456,373	390,611	372,818	315,477	263,039	*	*	Down	*
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	86%	86%	84%	86%	88%	*	*	Neutral	*
Refuse collection cost per ton (\$)	\$291	\$310	\$317	NA	NA	*	*	NA	*
Refuse cost per ton (fully loaded) (\$)	\$474	\$512	\$528	NA	NA	*	*	NA	*
Disposal cost per ton (\$)	\$183	\$202	\$211	NA	NA	*	*	NA	*
Recycling cost per ton (fully loaded) (\$)	\$738	\$783	\$749	NA	NA	*	*	NA	*
Recycling collection cost per ton (\$)	\$686	\$706	\$671	NA	NA	*	*	NA	*
Paper recycling revenue per ton (\$)	\$14	\$16	\$12	\$12	\$13	*	*	Down	*
Removal cost per inch of snow (\$000)	\$3,157	\$2,457	\$3,403	\$13,076	\$3,241	*	*	Up	*
Collisions involving City vehicles	2,455	2,310	2,166	1,622	1,791	*	*	Down	Down
Workplace injuries reported (uniform and civilian)	1,329	1,326	1,170	1,049	1,035	*	*	Down	Down

★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    \* None

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	15	32	NA	253	41	*	*	NA	*
Letters responded to in 14 days (%)	66%	51%	58%	72%	88%	*	*	Up	Up
E-mails responded to in 14 days (%)	73%	69%	73%	79%	91%	*	*	Up	Up
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None									

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Response to 311 Service Requests (SRs)									
Percent meeting time to close – Sanitation Condition - Street Cond/Dump-Out/Drop-Off (5 days)	95	94	93	89	85	*	*	Down	*
Percent meeting time to close – Literature Request - Blue Recycling Decals (7 days)	100	100	100	NA	NA	*	*	NA	*
Percent meeting time to close – Literature Request - Green Mixed Paper Recycling Decals (7 days)	100	100	100	NA	NA	*	*	NA	*
Percent meeting time to close – Dirty Conditions - Illegal Posting (7 days)	91	93	94	87	95	*	*	Neutral	*
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$1,601.3	\$1,719.0	\$1,762.4	\$2,064.4	\$2,385.6	\$1,770.9	\$1,843.6	Up
Revenues (\$000,000)	\$34.0	\$33.0	\$33.0	\$24.9	\$23.3	\$16.6	\$15.3	Down
Personnel (uniformed)	7,544	7,558	7,893	7,755	7,220	7,425	7,483	Neutral
Personnel (civilian)	2,445	2,495	2,457	2,171	2,109	2,503	2,481	Down
Overtime paid (\$000,000)	\$132.5	\$163.9	\$137.9	\$150.7	\$276.4	\$114.4	\$135.6	Up
Capital commitments (\$000,000)	\$258.3	\$289.0	\$285.5	\$266.9	\$242.4	\$689.9	\$209.4	Neutral

<sup>1</sup>Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at [nyc.gov/mmr](http://nyc.gov/mmr) for details.      <sup>2</sup>Authorized Budget Level      <sup>3</sup>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 FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$1,066.2	\$1,212.2	
101 - Executive Administrative	\$80.5	\$75.9	All
102 - Cleaning and Collection	\$818.9	\$899.5	1a, 1b, 2a, 3a
103 - Waste Disposal	\$38.6	\$42.2	2a, 3a
104 - Building Management	\$29.8	\$29.4	*
105 - Bureau of Motor Equipment	\$73.8	\$74.8	All
107 - Snow Budget	\$24.6	\$90.3	4a
Other Than Personal Services - Total	\$1,037.0	\$1,173.4	
106 - Executive and Administrative	\$88.1	\$84.6	All
109 - Cleaning and Collection	\$26.0	\$18.3	1a, 1b, 2a, 3a
110 - Waste Disposal	\$864.2	\$986.0	2a, 3a
111 - Building Management	\$4.4	\$5.1	*
112 - Motor Equipment	\$26.6	\$25.5	All
113 - Snow Budget	\$27.7	\$53.8	4a
Agency Total	\$2,103.2	\$2,385.6	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds. <sup>2</sup> City of New York Adopted Budget for Fiscal 2021, as of Jun 2021. Includes all funds. <sup>3</sup> Refer to agency goals listed at front of chapter. "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- FY21 data for some "Agency-wide Management" indicators are dependent on the Comptroller annual report which is published by early November. The data will be available in FY22 MMR
- FY20 data for some "Agency-wide Management" indicators are currently delayed due to staffing outage caused by COVID-19. Information will be available in the FY22 MMR
- Equity NYC indicators are identified with a burst (\*). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

For additional information go to:

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

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



# DEPARTMENT OF PARKS & RECREATION

Margaret Nelson, Acting Commissioner



## WHAT WE DO

The Department of Parks and Recreation (DPR) plans, maintains and cares for a more than 30,000 acre municipal parks system that encompasses over 2,000 parks, 1,000 playgrounds, 36 recreation centers, 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, 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

In the wake of the 2020 social movement sparked by George Floyd's death, the Department of Parks and Recreation (DPR) has been working to further its commitment to equity and inclusion. To support of the Agency's more than 6,000 staff, DPR launched a series of "Reflections On" listening sessions and is planning programming to help address staff trauma and other effects of systemic racism. The Agency is also devising a strategic plan that advances its commitment to ensuring a diverse workforce and fairness around recruitment and promotional opportunities within.

Additionally, the Agency launched an internal committee to review park names. To date, DPR has re/named 28 park spaces for the Black experience in New York City, memorializing that which is locally, nationally, historically relevant. The newly named spaces represent educators, Civil Rights leaders, pioneers in the LGBTQ+ community, novelists, playwrights, abolitionists and more.

On a parallel path, DPR is ensuring that the benefits of accessible, high-quality open space reach every community in New York City. DPR works toward 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 a \$150 million Mayoral investment at five large parks under the Anchor Parks initiative to upgrade infrastructure and improve amenities that are heavily used 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. As of July 2021, DPR has revitalized 60 Community Parks Initiative sites, completed seven Parks Without Borders showcase projects, and fully completed one Anchor Parks project with two more nearing completion. 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

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### **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 IN FISCAL 2021

## SERVICE 1 Manage the City’s parks and recreation facilities.

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

During the beginning of Fiscal 2021, COVID-19 related budget considerations impacted maintenance operations and lead to approximately 1,700 fewer seasonal maintenance staff than the prior year. Despite these challenges, DPR worked tirelessly to ensure that parks remained clean and safe for all New Yorkers. This effort, coupled with the reinstatement of expected seasonal funding during the end of Fiscal 2021, resulted in the percent of parks rated acceptable for overall condition and cleanliness surpassing targets after falling short during the Preliminary Mayor’s Management Report period. Play equipment and safety surfaces rated acceptable met or exceeded an aggressive 95 percent target for the second year in a row due to a sustained focus on treating these important park features with a high standard of care.

For the fourth year in a row, in-service rates for drinking fountains and spray showers met or exceeded target. Decreased staffing contributed to comfort station in-service rates falling three percent, missing the target at 91 percent.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Parks rated acceptable for overall condition (%)	86%	87%	90%	91%	86%	85%	85%	Neutral	Up
– Overall condition of small parks and playgrounds (%)	85%	87%	88%	90%	86%	*	*	Neutral	Up
– Overall condition of large parks (%)	79%	79%	87%	87%	81%	*	*	Neutral	Up
– Overall condition of greenstreets (%)	97%	97%	97%	97%	94%	*	*	Neutral	Up
★ Parks rated acceptable for cleanliness (%)	92%	93%	95%	94%	91%	90%	90%	Neutral	Up
– Cleanliness of small parks and playgrounds (%)	92%	93%	94%	94%	90%	*	*	Neutral	Up
– Cleanliness of large parks (%)	85%	87%	92%	92%	87%	*	*	Neutral	Up
– Cleanliness of greenstreets (%)	99%	99%	100%	99%	97%	*	*	Neutral	Up
★ Play equipment rated acceptable (%)	97%	97%	96%	97%	96%	95%	95%	Neutral	Up
★ Safety surfaces rated acceptable (%)	94%	94%	94%	95%	95%	95%	95%	Neutral	Up
★ Comfort stations in service (in season only) (%)	94%	94%	94%	94%	91%	95%	95%	Neutral	Up
★ Spray showers in service (in season only) (%)	93%	96%	97%	98%	98%	95%	95%	Neutral	Up
★ Drinking fountains in service (in season only) (%)	96%	96%	96%	96%	95%	95%	95%	Neutral	Up
★ Recreation centers rated acceptable for cleanliness (%)	98%	100%	100%	100%	NA	95%	95%	NA	Up
★ Recreation centers rated acceptable for overall condition (%)	82%	83%	84%	90%	NA	85%	85%	NA	Up
Monuments receiving annual maintenance (%)	68%	62%	56%	80%	74%	*	*	Up	Up
★ Critical Indicator      ● Equity Indicator      “NA” Not Available      ↑↓ Directional Target      * None									

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

Total Summonses issued increased by 24 percent, returning to expected levels after a five-year low of 16,929 summonses in Fiscal 2020 when Parks Enforcement Patrol prioritized social distancing education and enforcement over issuing traditional summons during the height of the COVID-19 pandemic. In Fiscal 2021, as the city began to reopen, the prevalence of illegal parking in and around parks lead to a 50 percent increase in parking violation summonses.

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. Reported crimes against persons and crimes against properties decreased 29 and 51 percent between Fiscal 2021 and Fiscal 2020, respectively.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Major felonies reported on Parks' properties (excludes Central Park) - Crimes against persons	670	669	641	611	437	↓	↓	Down	Down
★ – Crimes against properties	547	553	567	472	230	↓	↓	Down	Down
Summonses issued	20,907	23,766	22,875	16,929	20,917	*	*	Down	*
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	81.5%	80.4%	81.7%	81.1%	91.7%	*	*	Up	Up
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↑↓ Directional Target	* None					

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

### Goal 2a Maintain and preserve trees under DPR stewardship.

DPR pruned 18,900 trees through its block pruning program, a 68 percent decrease from last year. Due to COVID-19 related budget considerations, block pruning contracts were suspended in July and August 2020 and resumed in a limited capacity for the remainder of Fiscal 2021. Funding has been restored for Fiscal 2022 with a target of 65,000 trees pruned.

The total number of trees removed remains relatively unchanged. However, in August 2020 damage from Tropical Storm Isaias resulted in the removal of 3,774 trees, which was greater than all tree removals performed during the first four months of the previous fiscal year combined (3,385).

Tree inspections decreased by 37 percent. The decrease was driven by over 65,000 fewer inspections related to block pruning work as contacts were suspended and later reduced. However, the mobilization of tree inspectors after Tropical Storm Isaias resulted in nearly 20,000 tree inspections in the month of August alone.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Street trees pruned - Block program	70,443	72,283	70,997	59,771	18,900	↑	65,000	Down	Up
– Annual pruning goal completed (%)	108%	111%	109%	92%	NA	*	*	NA	Up
– Street trees pruned as a percent of pruning eligible trees	14%	15%	14%	11%	3%	*	*	Down	Up
Trees removed	15,749	12,222	13,252	11,321	11,818	*	*	Down	*
Tree inspections	NA	54,386	82,376	138,671	88,043	*	*	NA	*
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↑↓ Directional Target	* None					

### Goal 2b Resolve high-priority tree work promptly.

Immediate priority tree work resolved within seven days decreased from 97 percent to 92 percent, while the percentage of high priority tree work resolved within 28 days increased four percentage points. The decrease in immediate priority tree work resolved on time was driven by delays in tree work located in difficult to access locations and increased work volume resulting from Tropical Storm Isaias.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Immediate priority tree work resolved within 7 days (%)	NA	63%	93%	97%	92%	*	*	NA	*
★ High-priority tree work resolved within 28 days (%)	NA	61%	96%	91%	95%	*	*	NA	*
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↑↓ Directional Target	* None					

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

Total trees planted remains relatively unchanged. Decreases in trees planted on landscaped areas of parks were balanced by a small increase in trees planted along city streets and a 28 percent increase in natural areas plantings.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Trees planted	50,018	36,206	30,410	21,799	22,144	↑	↑	Down	Up
– Trees planted along city streets	11,744	14,610	7,650	9,241	9,305	*	*	Down	Up
– Trees planted on landscaped areas of parks	2,985	1,486	1,621	4,337	2,339	*	*	Up	Up
– Trees planted in natural areas of parks	35,289	18,683	21,139	8,221	10,500	*	*	Down	Up
★ Critical Indicator	● Equity Indicator	"NA" Not Available			↑↓ Directional Target	* None			

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

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

DPR completed 143 capital projects with 85 percent of project construction completed on time or early and 93 percent within budget, surpassing targets despite challenges imposed by COVID-19. Examples of completed projects include improvements to the Fountain of the Fairs at Flushing Meadows Corona Park in Queens and the track and field at Betsy Head Park in Brooklyn.

At Flushing Meadows Corona Park, \$6.8 million in Mayoral funding transformed the Reflecting Pool into an interactive mist garden. Specialized jets were installed to create a cooling cloud that refreshes visitors on summer days. Responsive to community input, the pool retains its 1964 imprint with the original design and dimensions. Additional site upgrades include new seating, a drinking fountain, updated plumbing and infrastructure, and new pavement designed to reflect the Art Deco style of 1930s New York.

At Betsy Head Park, an \$18.2 million Mayoral funded [Anchor Parks](#) project reconstructed the southern portion of the park. Completed three months ahead of schedule, improvements include a new synthetic turf field, rubberized track, sports courts, seating areas, and an adult fitness area with exercise equipment.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Capital projects completed	104	123	163	121	143	132	115	Up	*
★ Capital projects completed on time or early (%)	85%	88%	86%	78%	85%	80%	80%	Neutral	Up
Capital projects completed within budget (%)	87%	88%	90%	92%	93%	85%	85%	Neutral	Up
★ Critical Indicator	● Equity Indicator	"NA" Not Available			↑↓ Directional Target	* None			

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

The percentage of New Yorkers living within walking distance of a park was unchanged at 81.7 percent. DPR remains committed to the City’s goal of 85 percent of New Yorkers living within walking distance of a park by 2030.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ ● New Yorkers living within walking distance of a park (%)	81.5%	81.6%	81.7%	81.7%	81.7%	↑	↑	Neutral	Up
★ Critical Indicator	● Equity Indicator	"NA" Not Available			↑↓ Directional Target	* None			

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

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

Recreation centers remained closed to members nearly all Fiscal 2021, but served a vital role in the City's COVID-19 response as food distribution centers, COVID-19 testing and vaccination sites, and Learning Labs for the Department of Youth and Child Development (DYCD) Learning Bridges program. DPR opened a limited number of recreation centers in mid-June and plans to open all available centers and begin enrolling new members in early Fiscal 2022.

Due to the COVID-19 pandemic, non-recreation center programming was significantly reduced resulting in an attendance decrease of over 577,000. In addition to serving as social distancing ambassadors, Recreation, Media Education, Aquatics, and Urban Park Ranger staff conducted limited, safely distanced outdoor programming while introducing a suite of new digital programming through [Parks@Home](#). From fitness classes to expertly guided park tours, Parks@Home promotes health and connectivity to our parks for all New Yorkers.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Total recreation center memberships	161,514	154,292	144,304	142,915	142,915	↑	↑	Down	Up
★ Total recreation center attendance	3,402,621	3,202,200	3,003,599	1,947,377	4,227	↑	↑	Down	Up
★ Attendance at outdoor Olympic and intermediate pools (pool season)	1,413,105	1,601,869	1,621,048	204,899	892,306	*	*	Down	*
Attendance at historic house museums	831,294	773,557	665,120	510,492	486,836	*	*	Down	Up
Attendance at skating rinks	581,842	562,976	582,978	481,433	308,044	*	*	Down	Up
Total attendance at non-recreation center programs	1,240,492	1,115,751	794,276	695,594	118,350	*	*	Down	Up
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↑↓ Directional Target	* None					

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

Community partner groups engaged by Partnerships for Parks decreased by 14 percent due to groups suspending operations or disbanding during COVID-19. Volunteer turnout was also significantly impacted by COVID-19 restrictions, especially at the beginning of the fiscal year, decreasing 32 percent.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Community partner groups engaged by Partnerships for Parks	817	684	575	589	506	*	*	Down	Up
Volunteer turnout	50,378	53,603	48,035	28,194	19,093	*	*	Down	Up
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↑↓ Directional Target	* None					

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Cases commenced against the City in state and federal court	315	306	350	261	259	*	*	Down	*
Payout (\$000)	\$16,104	\$24,245	\$18,360	\$25,424	\$18,775	*	*	Up	Down
Collisions involving City vehicles	566	520	473	462	476	*	*	Down	Down
Workplace injuries reported	321	403	463	444	436	*	*	Up	Down
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↑↓ Directional Target	* None					



## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
E-mails routed and responded to in 14 days (%)	77%	75%	72%	68%	68%	60%	60%	Down	Up
Letters routed and responded to in 14 days (%)	74%	76%	81%	83%	81%	60%	60%	Up	Up
Completed customer requests for interpretation	110	173	432	263	216	*	*	Up	*
CORE customer experience rating (0-100)	91	92	NA	98	100	85	85	NA	Up
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Response to 311 Service Requests (SRs)									
★ Total public service requests received - Forestry	74,247	87,075	99,969	85,699	146,105	*	*	Up	*
– Downed Trees, downed limbs, and hanging limbs	21,155	25,258	29,108	23,578	72,233	*	*	Up	*
Damaged Tree - Branch or Limb Has Fallen Down - % of SRs Meeting Time to First Action (8 days)	97%	97%	97%	NA	NA	95%	95%	NA	*
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)	70%	NA	NA	NA	NA	90%	90%	NA	*
Percent meeting time to first action - New Tree Request - For One Address (180 days)	91%	95%	91%	NA	NA	90%	90%	NA	*
Percent meeting time to first action - Overgrown Tree/Branches - Hitting Building (30 days)	35%	58%	45%	NA	NA	95%	95%	NA	*
Percent meeting time to first action - Root/Sewer/Sidewalk Condition - Trees and Sidewalks Program (30 days)	60%	73%	87%	NA	NA	85%	85%	NA	*
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$532.6	\$545.3	\$563.6	\$595.3	\$564.9	\$503.1	\$619.9	Neutral
Revenues (\$000,000)	\$70.0	\$69.4	\$82.0	\$61.8	\$23.4	\$49.4	\$40.1	Down
Personnel (Total FT and FTE)	7,124	7,094	6,905	6,936	6,026	6,928	7,213	Down
Full-time equivalent (FTE) personnel	3,000	2,997	2,841	2,700	2,021	2,629	4,460	Down
- Parks Opportunity Program (POP) participants <sup>4</sup>	1,608	1,506	1,392	1,420	779	1,506	1,603	Down
Overtime paid (\$000,000)	\$21.1	\$23.7	\$26.5	\$15.5	\$18.1	\$12.1	\$16.4	Down
Capital commitments (\$000,000)	\$586.0	\$437.5	\$537.1	\$332.9	\$473.5	\$769.8	\$1,205.5	Down

<sup>1</sup>Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at [nyc.gov/mmr](http://nyc.gov/mmr) for details. <sup>2</sup>Authorized Budget Level <sup>3</sup>Expenditures include all funds "NA" - Not Available \* None <sup>4</sup>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 FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$437.1	\$411.0	
001 - Executive Management and Administrative Services	\$8.3	\$9.0	All
002 - Maintenance and Operations	\$351.1	\$326.1	1a, 1b, 2a, 2b, 2c, 3a, 4a, 4b
003 - Design and Engineering	\$50.2	\$49.4	2c, 3a, 3b
004 - Recreation Services	\$27.5	\$26.6	4a, 4b
Other Than Personal Services - Total	\$130.1	\$153.8	
006 - Maintenance and Operations	\$100.6	\$124.8	1a, 1b, 2a, 2b, 2c, 3a, 4a, 4b
007 - Executive Management and Administrative Services	\$25.2	\$24.2	All
009 - Recreation Services	\$2.2	\$2.5	4a, 4b
010 - Design and Engineering	\$2.1	\$2.3	2c, 3a, 3b
Agency Total	\$567.2	\$564.9	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds. <sup>2</sup> City of New York Adopted Budget for Fiscal 2021, as of Jun 2021. Includes all funds. <sup>3</sup> Refer to agency goals listed at front of chapter. "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Traditional recreation center inspections were not conducted as most centers remained closed throughout Fiscal 2021 resulting in NA's for 'Recreation centers rated acceptable for cleanliness (%)' and 'Recreation centers rated acceptable for overall condition (%)' indicators.
- The Fiscal 2021 target for 'Capital projects completed' was misprinted in the Fiscal 2021 Preliminary Mayor's Management Report. The correct target, 132, appeared in the Fiscal 2020 Mayor's Management Report.
- The Fiscal 2022 target for 'Capital projects completed' was reduced to 115 from 132 in Fiscal 2021. Capital projects are planned far in advanced and vary significantly in size, cost, and expected time to completion. Targets for 'Capital projects completed' account for these factors and reflect anticipated project completions.
- 'Attendance at historic house museums' in Fiscal 2020 was adjusted up to 510,492 from 510,133 after a review of historical data.
- Attendance for programing normally conducted inside recreation centers that was moved outdoors due to closures was included in the 'Total attendance at non-recreation center programs' indicator. Youth and family programming of this type had attendance of 11,938 while adult programing attendance equaled 1,901, for a total of 13,839 in Fiscal 2021.
- During Fiscal 2021, Mitchell J. Silver was the Commissioner of the Department of Parks and Recreation. Margaret Nelson has served as Acting Commissioner since August 2021.
- Equity NYC indicators are identified with a burst (✪). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

For additional information go to:

- New York City parks inspection program results:  
<http://www.nycgovparks.org/park-features/parks-inspection-program>
- Community Parks Initiative:  
<http://www.nycgovparks.org/about/framework-for-an-equitable-future/community-parks-initiative>
- The Social Indicators and Equity Report, EquityNYC:  
<http://equity.nyc.gov/>

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



# DEPARTMENT OF CULTURAL AFFAIRS

Gonzalo Casals, Commissioner



## WHAT WE DO

The Department of Cultural Affairs (DCLA) provides financial support and technical assistance to the City's cultural community, including 34 City-owned institutions that comprise the Cultural Institutions Group (CIG) and over 1,000 other cultural nonprofit organizations serving constituencies in all boroughs of the City. DCLA manages a significant portfolio of cultural capital projects; provides donated materials for arts programs to public schools, cultural and social service groups; and also commissions works of public art for City-funded construction projects.

## FOCUS ON EQUITY

DCLA strives to equitably distribute public funds and other resources to cultural organizations across the City's five boroughs. Through its Cultural Development Fund (CDF), the agency utilizes a democratic, peer panel review process to distribute grants to over 1,000 applicants that represent the extraordinary cultural breadth of New York City and share a commitment to public service and public participation. DCLA also administers several funding initiatives on behalf of the New York City Council that provide support for arts and cultural projects across the City, including Cultural After School Adventures (CASA), the Cultural Immigrant Initiative, Coalition of Theaters of Color, Anti-Gun Violence Initiative, and the SU-CASA creative aging program. DCLA also works with the 34 members of the Cultural Institutions Group to ensure funding resources to our partners at these much-heralded organizations that are both large and small. DCLA also continued to fund CUNY Cultural Corps, one of the agency's signature workforce development programs that creates opportunities for CUNY students to work in the City's cultural sector. The agency continued to administer its Language Access and Disability Forward Fund, two competitive grant opportunities designed to support more accessible cultural programming citywide.

Fiscal 2020 was an historic year for moving the needle on cultural funding equity, with the establishment of the first new member of the CIG in more than twenty years: The Weeksville Heritage Center joined the CIG as its 34th member, and the first in the Group whose mission is to document, preserve and interpret the history of African Americans, in Weeksville, Brooklyn and beyond. Fiscal Year 2020 also marked the first full year of implementation of the Cultural Institutions Group (CIG)'s diversity, equity and inclusion (DEI) plans. These plans, among the first of their kind in the cultural sector, put forward strategies and policies for addressing the lack of diversity within individual institutions' staffs and boards and fostering more equitable and inclusive workplace environments. Areas incorporated into every plan included vision, process, hiring, recruitment, retention, promotion, diverse and equitable leadership, and inclusive organizational culture. After submission of the plans, DCLA conducted a rigorous review process and coordinated with each CIG member to finalize its plan. These plans are living documents, and CIG members are required to report on progress annually to DCLA. In addition, the agency began a long-term effort to audit its own internal grantmaking processes with the help of an MWBE consultancy firm. DCLA has initiated this audit with ultimate goal of making reforms that will improve access to City funds and ensure their more equitable distribution.

## OUR SERVICES AND GOALS

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### **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.

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### **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 IN FISCAL 2021

## 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.

In Fiscal 2021 DCLA issued initial grant payments through the Cultural Development Fund (CDF) in an average of 24.4 days compared to 11.9 days in Fiscal 2020. This increase is due to the COVID-19 pandemic, which required staff to adapt all review and payment approval procedures to working remotely, while continuing a transition from a paper-based to a digital process. An increased volume of CDF grants and a high volume of non-CDF City Council initiative grants and payments required additional administration and processing, impacting the current capacity of the program services and finance units compared to the prior year. Further factors contributing to the lengthened grant payment schedule include City budgetary restrictions that resulted in a delay in notification of Fiscal 2021 CDF awards, and the need for pandemic-related updates to organizations’ scope of services prior to issuing grant agreements. The time to issue final CDF payments is to be determined as those payments have not yet been processed.

The CIG Unit’s goal is to issue payments by the fifth day of the each month. In Fiscal 2021, staff vacancies in the CIG unit and additional reporting requirements implemented as a result of the COVID-19 pandemic continued to impact performance. Zero operating support payments to the City’s Cultural Institutions Group (CIG) were made within the five-day performance standard in Fiscal 2021 compared to 27 percent of operating support payments made within the five-day performance standard during Fiscal 2020.

While there were significant delays in making timely payments, DCLA awarded more than \$174.2 million in financial support to the cultural community including:

- \$102.3 million in operating support to CIG (including \$32.1 million in energy subsidies)
- \$45.4 million in program support to 1108 organizations
- \$24.5 million to organizations designated through City Council initiatives including Cultural After

School Adventures, the Coalition of Theaters of Color Initiative, the Cultural Immigrant Initiative, SU-CASA and an Anti-Gun Violence Initiative.

- The Department also awarded \$2 million in other funding, including non-CIG energy grants.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Operating support payments made to Cultural Institutions Group by the 5th day of each month (%)	100%	91%	82%	27%	0%	100%	100%	Down	Up
★ Average days to issue initial Cultural Development Fund (CDF) payments after complying with all City requirements	6	6	8	12	24	7	7	Up	Down
★ Average days to issue final CDF payments	4	4	4	13	NA	5	5	NA	Down
Program organizations awarded CDF payments	933	942	973	987	1,037	*	*	Up	*
Total financial support provided to qualifying organizations (\$000,000)	\$170.9	\$179.2	\$189.4	\$200.2	\$174.2	*	*	Neutral	*
★ Total operational support to CIGs (\$000,000)	NA	NA	NA	NA	\$102.3	*	*	NA	*

★ Critical Indicator      ● Equity Indicator      “NA” Not Available      ⇅ Directional Target      \* None

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

Through its capital program the agency supports construction and renovation at eligible cultural institutions throughout the five boroughs. Planned projects the Capital Unit initiated decreased to 81 percent in Fiscal 2021, still surpassing the target of 66 percent, but down from 86 percent in Fiscal 2020. This decrease can be attributed to a pause on project initiations in the first half of Fiscal 2021 as a result of the global COVID-19 pandemic.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Capital projects authorized to proceed	67	45	55	55	22	*	*	Down	*
★ Capital projects planned that were initiated (%)	99%	69%	110%	86%	81%	66%	66%	Neutral	Up
★ Critical Indicator	● Equity Indicator	"NA" Not Available			↕↔ Directional Target	* None			

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

Due to the pandemic that forced the closure of MFTA on March 19, 2020 and severely limited staff time at the warehouse, transaction processing was deprioritized temporarily since staff could not weigh, value and enter items into the computer system. Since staff has returned to the warehouse on a limited but more consistent schedule since October 19th, 2020 transaction processing has resumed in earnest and numbers are reflecting the increased activity in the warehouse. Since October 2020, MFTA has pivoted from in person shopping to curbside pickup for schools, arts organizations and social service and social justice organizations. In July, MFTA's truck was filled with supplies and visited each of the five boroughs to reach communities that have a longer commute to our location in Long Island City, Queens. MFTA will continue to provide alternatives to in person shopping until we are able to return to work and normal business practices.

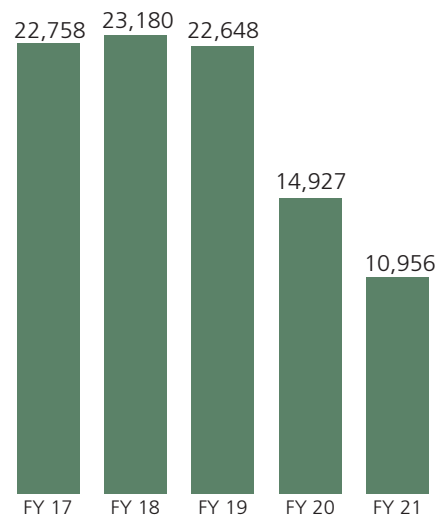
Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Schools, non-profits and City/State agencies served by Materials for the Arts (MFTA)	2,165	2,168	2,091	2,031	484	*	*	Down	Up
★ MFTA transactions	6,356	6,550	6,585	4,103	1,029	5,300	5,300	Down	Up
★ Critical Indicator	● Equity Indicator	"NA" Not Available			↕↔ Directional Target	* None			

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

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

In Fiscal 2021, approximately 10.9 million visitors attended the 34 City-owned museums, performing arts centers, botanical gardens and historical sites that comprise the Cultural Institutions Group (CIG). This represents a 26.6 percent decrease in attendance compared to Fiscal 2020. Some CIGs gradually started to reopen their facilities in reduced capacity in Fiscal 2021 with many continuing to provide on-line programming including performances, conversations with artists, and other cultural programs for children and adults at no cost. Participation in on-line programming are reflected in these attendance figures, as reported by some institutions.

**Visitors to Cultural Institutions Group (000)**





Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Visitors to the Cultural Institutions Group (000)	22,785	23,180	22,648	14,927	10,956	*	*	Down	Up
– Visitors using free admission and/or tickets (%)	27%	27%	28%	29%	62%	*	*	Up	Up
★ Total number of CDF seminars held	NA	NA	NA	NA	12.0	*	*	NA	*
★ Critical Indicator      ● Equity Indicator      “NA” Not Available      ⇅ Directional Target      * None									

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
E-mails responded to in 14 days (%)	89%	84%	91%	90%	94%	88%	88%	Neutral	Up
Letters responded to in 14 days (%)	100%	100%	100%	100%	NA	90%	90%	NA	Up
★ Critical Indicator      ● Equity Indicator      “NA” Not Available      ⇅ Directional Target      * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$182.6	\$192.5	\$205.1	\$214.8	\$188.2	\$189.4	\$230.1	Neutral
Personnel	65	63	64	67	66	64	69	Neutral
Overtime paid (\$000)	\$0	\$1	\$0	\$0	\$0	\$0	\$0	Down
Capital commitments (\$000,000)	\$147.6	\$75.4	\$216.9	\$126.5	\$125.4	\$152.1	\$175.1	Neutral
<sup>1</sup> Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller’s Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the “Indicator Definitions” at <a href="http://nyc.gov/mmr">nyc.gov/mmr</a> for details. <sup>2</sup> Authorized Budget Level <sup>3</sup> 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 FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$5.2	\$5.5	
001 - Office of the Commissioner	\$5.2	\$5.5	All
Other Than Personal Services - Total	\$204.7	\$182.7	
002 - Office of the Commissioner	\$1.7	\$2.9	All
003 - Cultural Programs	\$81.6	\$71.4	1a, 1b
004 - Metropolitan Museum of Art	\$20.7	\$16.3	1a, 1b
005 - New York Botanical Garden	\$7.9	\$7.2	1a, 1b
006 - American Museum of Natural History	\$17.8	\$16.6	1a, 1b
007 - The Wildlife Conservation Society	\$15.9	\$15.4	1a, 1b
008 - Brooklyn Museum	\$8.6	\$8.8	1a, 1b
009 - Brooklyn Children's Museum	\$2.3	\$2.2	1a, 1b
010 - Brooklyn Botanical Garden	\$4.9	\$4.3	1a, 1b
011 - Queens Botanical Garden	\$2.9	\$1.7	1a, 1b
012 - New York Hall of Science	\$2.0	\$2.1	1a, 1b
013 - Staten Island Institute of Arts and Sciences	\$1.2	\$1.1	1a, 1b
014 - Staten Island Zoological Society	\$1.9	\$1.9	1a, 1b
015 - Staten Island Historical Society	\$1.0	\$0.9	1a, 1b
016 - Museum of the City of New York	\$1.8	\$1.9	1a, 1b
017 - Wave Hill	\$1.6	\$1.5	1a, 1b
019 - Brooklyn Academy of Music	\$2.9	\$2.7	1a, 1b
020 - Snug Harbor Cultural Center	\$3.2	\$2.2	1a, 1b
021 - Studio Museum in Harlem	\$0.8	\$0.7	1a, 1b
022 - Other Cultural Institutions	\$22.8	\$20.1	1a, 1b
024 - New York Shakespeare Festival	\$1.2	\$1.0	1a, 1b
Agency Total	\$209.9	\$188.2	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds. <sup>2</sup>City of New York Adopted Budget for Fiscal 2021, as of Jun 2021. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter. "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Department added two new indicators to this chapter: 'Total operational support to CIGs' now appears under goal 1a and 'Total number of CDF seminars held' is reported under goal 2a.
- Equity NYC indicators are identified with a burst (✶). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

- CreateNYC:  
<http://createnyc.org/en/home/>
- The Social Indicators and Equity Report, EquityNYC:  
<http://equity.nyc.gov/>

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

# DEPARTMENT OF CONSUMER AND WORKER PROTECTION

Peter A. Hatch, Commissioner



## WHAT WE DO

The Department of Consumer and Worker Protection (DCWP) protects and enhances the daily economic lives of New Yorkers to help create thriving communities. DCWP licenses more than 59,000 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. DCWP also educates street vendors and responds to complaints about general vendors and mobile food vendors by conducting inspections. Through its Office of Labor Policy & Standards (OLPS), the Agency enforces various workplace laws, including Paid Safe and Sick Leave, Fair Workweek, and protections for contract workers under the Freelance Isn't Free law, by investigating complaints, conducting proactive investigations and recovering restitution for workers.

DCWP'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 the NYC Financial Empowerment Centers, increasing access to safe and affordable financial products and services, and encouraging the use of NYC Free Tax Prep, which helps eligible New Yorkers file their taxes for free and claim valuable tax credits.

## FOCUS ON EQUITY

DCWP's commitment to a fair and equitable marketplace begins with consumer advocacy, business education and transparency. As part of its consumer advocacy, DCWP 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, DCWP's Office of Financial Empowerment provides financial counseling and coaching, helps with debt reduction, and offers free tax preparation. DCWP has also increased its outreach efforts to educate businesses about their obligations to workers in addition to consumers. Through DCWP's Office of Labor Policy & Standards, New York City employees and employers are informed about the workplace laws the Agency enforces, including Paid Safe and Sick Leave, Fair Workweek, and freelance contract worker protections to ensure workers get the protections to which they are entitled.

## OUR SERVICES AND GOALS

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### **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 Promptly negotiate settlements on violations issued to businesses.
- 

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

- Goal 2a Ensure that business licensing is efficient.
  - 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.**

- Goal 4a Investigate complaints in a timely manner to ensure employers' compliance with the Paid Safe and Sick Leave Law.
- Goal 4b Assist freelancers in exercising their rights under the Freelance Isn't Free Law.

# HOW WE PERFORMED IN FISCAL 2021

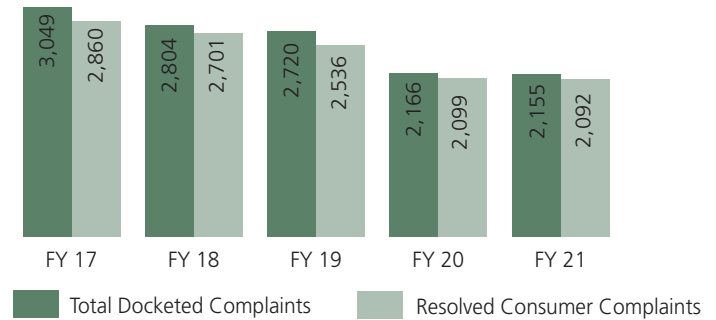
## SERVICE 1 Protect and advocate for consumers.

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

The number of docketed complaints decreased by roughly 0.5 percent, from 2,166 to 2,155 during Fiscal 2021, while the number of completed mediations also remained steady, decreasing by just six cases, from 2,098 to 2,092. The percent of complaints processed within 28 days dropped from 54 percent to 52 percent, a decrease of two percentage points from the previous year while more than 99 percent of all complaints were processed within 90 days.

The median number of days to resolve complaints increased from 27 to 28 days, while the percent of complaints resolved to the mutual satisfaction of both parties dropped slightly, from 61 percent to 57 percent. DCWP secured more than \$1.0 million in restitution for consumers during Fiscal 2021, a 14 percent decrease compared to the previous year.

**Consumer Complaints**



Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Total docketed complaints	3,049	2,804	2,720	2,166	2,155	*	*	Down	*
Resolved consumer complaints	2,860	2,701	2,536	2,099	2,092	*	*	Down	*
Complaints processed within 0-28 days (%)	56%	71%	66%	54%	52%	50%	50%	Down	Up
– Within 0-50 days (%)	88%	96%	94%	91%	93%	85%	85%	Neutral	Up
– Within 0-90 days (%)	99%	100%	100%	99%	100%	100%	100%	Neutral	Up
★ Median complaint processing time (days)	27	20	22	27	28	28	28	Up	Down
Consumer restitution awarded (\$000)	\$2,291	\$3,485	\$1,620	\$1,187	\$1,018	*	*	Down	*
★ Mediated complaints resolved to the satisfaction of the business and consumer (%)	67%	64%	61%	61%	57%	62%	62%	Down	Up

★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    \* None

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

DCWP’s enforcement division conducted 36,298 inspections during Fiscal 2021, a decrease of 5,407, or 13 percent, compared to Fiscal 2020. This is due to the fact that all of Fiscal 2021 occurred under COVID-19 pandemic conditions, which limited the number of inspections DCWP was able to conduct. There was also a dramatic shift in enforcement priorities, most notably a marked increase in Business Education inspections which are counted as part of DCWP’s business outreach and not under enforcement and compliance.

Another area of enforcement dramatically impacted by COVID-19 restrictions was the Tobacco Program, which conducted 4,542 inspections, 6,619 (59 percent) fewer than Fiscal 2020. This decrease was due to DCWP being unable to conduct under-age inspections due to the risks involved in conducting inspections with minors. Compliance with tobacco packaging and pricing regulations decreased from 96 percent to 93 percent, while compliance with regulations regarding flavored tobacco products decreased from 97 percent to 80 percent.

The total number of summonses issued for all inspection types decreased in Fiscal 2021 due to redirected resources and enforcement policy changes resulting from COVID-19. Fewer inspections translate to fewer summonses.

Among the other key compliance indicators, compliance with the requirement for certain businesses to have a DCWP-issued license increased by seven percentage points, from 90 percent to 97 percent, which is largely attributable to the suspension of license renewal requirements during COVID-19 restrictions. Licensees' compliance with licensing law decreased slightly, from 86 percent to 82 percent while compliance with consumer protection law increased substantially, from 86 percent to 95 percent. The compliance rate for retail gasoline pumps remained steady at 99 percent, and the compliance rate for fuel trucks increased from 76 percent to 81 percent during Fiscal 2021.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Total inspections	76,207	62,112	62,793	41,705	36,298	*	*	Down	Up
- Proactive inspections	61,062	47,780	44,691	26,090	27,731	*	*	Down	Up
- Tobacco program inspections	12,822	11,752	15,240	11,161	4,542	*	*	Down	Up
- Referred inspections	2,168	2,382	2,731	4,443	3,593	*	*	Up	Up
Total summonses issued	15,505	14,344	15,576	10,967	7,001	*	*	Down	*
- Proactive inspection summonses issued	12,728	10,913	11,603	7,343	4,333	*	*	Down	*
- Tobacco program summonses issued	2,086	2,632	2,821	2,225	1,672	*	*	Down	*
- Referred inspections summonses issued	666	763	1,114	1,397	930	*	*	Up	*
License Law – License requirement compliance rate (%)	94%	91%	90%	90%	97%	*	*	Neutral	Up
License Law – Licensee compliance rate (%)	92%	92%	84%	86%	82%	*	*	Down	Up
Consumer protection law compliance rate (%)	90%	89%	87%	86%	95%	*	*	Neutral	Up
Weights and Measures Law compliance rate - gasoline pumps (%)	99%	99%	99%	100%	99%	98%	98%	Neutral	Up
Weights and Measures Law compliance rate - fuel trucks (%)	71%	77%	80%	76%	81%	72%	72%	Up	Up
★ Tobacco Program - Sale to youth compliance rate (%)	90%	90%	90%	89%	99%	↑	↑	Neutral	Up
Tobacco Program – Out of package sales compliance rate (%)	95%	97%	96%	97%	93%	*	*	Neutral	Up
Tobacco Program - Flavored tobacco and e-cigarette compliance rate (%)	96%	96%	96%	97%	80%	*	*	Down	Up
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ↑↓ Directional Target   * None									

**Goal 1c** Promptly negotiate settlements on violations issued to businesses.

DCWP's Settlement Unit works with businesses to resolve violations prior to adjudication at the Office of Administrative Trials and Hearings (OATH) and enter into settlement agreements. The rate at which cases were settled prior to their initial hearing date declined from 63 percent to 59 percent during Fiscal 2021. The total dollar amount of settlements decreased by 29 percent, from \$4.4 million to \$3.1 million. This decrease is largely due to the impacts of COVID-19, which greatly reduced the number of open businesses, the total number of inspections and the number of inspections resulting in violations.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Total settlements (\$000)	\$6,530	\$5,725	\$6,393	\$4,357	\$3,083	*	*	Down	*
Cases settled prior to original hearing date (%)	66%	62%	65%	63%	59%	*	*	Neutral	*
★ Critical Indicator   ● Equity 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 efficient.

DCWP averaged eight days to approve more than 20,000 basic license applications and renewals during Fiscal 2021, a five-day increase in processing time from the previous year. The change can be attributed to some small business friendly practices instituted by DCWP in response to the challenges presented by COVID-19, including the acceptance of incomplete applications and allowing applicants additional time to meet licensing requirements such as obtaining documents from other government agencies. Emergency Executive Order 131 of 2020, Section 2, suspended the requirement to renew licenses during the declared state of emergency which provided many applicants additional time to fulfil their license renewal requirements. To maintain a socially distanced work environment, applicants with pre-scheduled appointments had their paperwork processed in-person with reduced staffing levels. One major operational shift, however, was the near doubling of the percent of applications received online, from 23 percent in Fiscal 2020 to 45 percent in Fiscal 2021.

The average wait time for consumers visiting walk-in services doubled in Fiscal 2021, from five to ten minutes, while still well within the target wait time of 15 minutes. This change is a direct result of no in-person services for several months during Fiscal 2021, the acceptance of incomplete license and renewal applications requiring additional explanations and service time for each applicant and the limited staffing for back-office operations due to social distancing requirements.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Basic license application - Average processing time (days)	3	4	2	3	8	4	4	Up	Down
License applications received online (%)	23%	22%	21%	23%	45%	*	*	Up	Up
★ Licensing Centers wait time (minutes)	8	15	8	5	10	15	15	Down	Down
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↑↓ Directional Target	* None					

### Goal 2b Educate businesses to help them understand their responsibilities toward consumers and their employees.

DCWP continues to supplement patrol-based education efforts with intensive outreach to help businesses understand their legal responsibilities. In Fiscal 2021, DCWP educated 16,925 businesses through violation-free business education inspections, special events and trainings, inspections that resulted in warnings but no violations, and [Live Chat for Businesses](#), representing a one percent increase from the previous year. The Visiting Inspector Program conducted 420 (14 percent) more Business Education inspections than in Fiscal 2020, while direct live chats with businesses increased by 1,839, or 42 percent.

This number does not include more than 14,500 business visits conducted by DCWP inspectors as part of City Hall's multi-agency business re-opening outreach and inspection initiative, intended to support and educate businesses about public health requirements and their obligations to adhere to New York State COVID-19 regulations and best practices.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Businesses educated through direct outreach	13,305	18,031	19,348	17,089	16,925	*	*	Up	Up
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↑↓ Directional Target	* None					

## SERVICE 3 Educate and empower New Yorkers with low incomes.

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

Through its Office of Financial Empowerment (OFE), DCWP continued to focus on initiatives that support New Yorkers and communities with low incomes in building assets and improving their financial health. The greatest challenge to fulfilling OFE’s mission was the need to rapidly adapt from in-person to remote sessions throughout the COVID-19 pandemic. This presented some operational challenges including time to gather documents from clients and the need for new tools to support New Yorkers, but DCWP’s financial counseling service providers rose to the challenge and continued its legacy of delivering unparalleled service.

During Fiscal 2021 DCWP provided financial counseling to 6,901 clients, which was virtually unchanged from the previous year. Despite the protracted financial hardships experienced by many during Fiscal 2021, the percent of clients achieving measurable success remained consistent at 21 percent. The cumulative amount of debt reduced by OFE clients increased by seven percent, to \$85.06 million, and the cumulative amount of increased savings rose by 27 percent, to \$9.98 million. There were 73,701 returns filed by the NYC Free Tax Prep program during Fiscal 2021, a 10 percent increase from the previous year. Returns are still well below pre-pandemic levels, but DCWP expects levels to revert closer to normal if full-scale in-person services resume in Fiscal 2022.

As New York City continues to recover from the impact of COVID-19 and businesses reopen, OFE is taking steps to ensure that its critical services are available to help New Yorkers navigate their finances and access city, state and federal resources. OFE expects to see the number of clients served, the number of New Yorkers achieving measurable improvements in their financial health and the number of returns filed increase over the coming years.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Clients served by Office of Financial Empowerment financial counseling programs	9,412	10,171	8,405	6,899	6,901	*	*	Down	*
– Percent achieving measurable success (%)	39.9%	38.0%	25.0%	21.0%	21.0%	*	*	Down	Up
Total debt reduced by clients (\$000) (cumulative)	\$52,967	\$63,473	\$71,953	\$79,837	\$85,057	*	*	Up	Up
Total savings accumulated (\$) (cumulative)	\$4,326,485	\$5,321,956	\$6,877,862	\$7,860,236	\$9,978,759	*	*	Up	Up
Tax returns filed through citywide Tax Credit Campaign	112,946	124,778	112,616	67,132	73,701	*	*	Down	Up
★ Critical Indicator    ● Equity Indicator    “NA” Not Available    ↑↓ Directional Target    * None									

## SERVICE 4 Protect and advocate for workers.

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

The Paid Safe and Sick Leave Law is enforced by the Office of Labor Policy & Standards (OLPS), which was established at DCWP in May 2016. Because of DCWP’s enforcement efforts, employees have become entitled to restitution totaling more than \$10.3 million.

In Fiscal 2021, the number of complaints received decreased by nearly a third, from 263 to 178. This could be due to any number of factors related to the impact COVID-19 has had on workers, including workers being laid-off or not working in person, or an increased focus on by workers on other job-related issues such as wage payment and unemployment



insurance. The number of cases closed decreased by 16 percent, from 220 to 184. The amount of employee restitution assessed decreased by 48 percent, from \$1.76 million to \$924 thousand. While there is no direct correlation between the number of complaints and the amount of restitution employees are owed, these decreases may be attributable to the substantial decline in the number of cases during Fiscal 2021. The average number of days required to complete investigations increased by 25 percent, from 241 days in Fiscal 2020 to 302 days in Fiscal 2021, an increase driven by an expanding enforcement mandate and more complicated cases.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Paid Safe and Sick Leave (PSSL) complaints received	315	304	261	263	178	*	*	Down	*
PSSL complaints investigated	252	392	289	220	184	*	*	Down	*
★ Average time to resolve PSSL complaint investigations (days)	182	280	247	241	302	↓	↓	Up	Down
Number of employees entitled to restitution	3,552	8,166	6,691	3,768	1,086	*	*	Down	*
Total amount of employee restitution assessed (\$)	\$1,584,137	\$2,189,998	\$1,541,095	\$1,760,558	\$924,011	*	*	Down	*
Total amount of PSSL fines assessed (\$)	\$502,168	\$489,547	\$400,181	\$240,003	\$192,952	*	*	Down	*
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

**Goal 4b** Assist freelancers in exercising their rights under the Freelance Isn't Free Law.

The Freelance Isn't Free Law guarantees freelancers' rights to written contracts and prompt payment in full and strengthens their ability to file claims in civil court. OLPS assists freelancers in exercising these rights through its Navigation Program. This includes assistance with specific complaints as well as provision of general information about Freelancers' rights and the resources available to enforce them.

In Fiscal 2021, the number of inquiries received decreased by 37 percent, from 370 to 233. The decrease in inquiries may be due in part to COVID-19 and its impact on businesses' ability to engage freelance services. The number of complaints received and addressed also decreased substantially, from 619 in Fiscal 2020 to 277 in Fiscal 2021, or 55 percent. Accordingly, there was a 40 percent decrease in the amount of money recovered by freelancers engaging in DCWP's court navigation support. It is important to note the amount recovered is collected through self-reporting by freelance workers during follow-up after their case has closed and is not necessarily complete.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Freelance Isn't Free inquiries received	NA	255	349	372	233	*	*	NA	*
Freelance Isn't Free complaints received and addressed	NA	258	602	619	277	*	*	NA	*
Amount recovered for Freelance Isn't Free complainants (\$)	NA	\$298,915	\$866,574	\$519,210	\$309,243	*	*	NA	*
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
Average customer in-person wait time (minutes)	9	16	8	4	10	17	17	Down	Down
Completed customer requests for interpretation	3,695	3,480	3,454	2,429	3,682	*	*	Down	*
CORE customer experience rating (0-100)	99	100	NA	99	100	87	87	NA	Up
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⇅ Directional Target    * None									

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Response to 311 Service Requests (SRs)									
Percent meeting time to first action - Consumer Complaint - Exchange/Refund/Return (4 days)	98%	98%	94%	100%	98%	85%	85%	Neutral	*
Percent meeting time to first action - Consumer Complaint - False Advertising (4 days)	97%	98%	92%	100%	94%	85%	85%	Neutral	*
Percent meeting time to first action - Consumer Complaint - Non-Delivery Goods/Services (4 days)	98%	97%	95%	100%	96%	85%	85%	Neutral	*
Percent meeting time to first action - Consumer Complaint - Overcharge (4 days)	98%	97%	93%	100%	100%	85%	85%	Neutral	*
Percent meeting time to first action - DCA / DOHMH New License Application Request - General Street Vendor License (7 days)	84%	58%	81%	100%	NA	85%	85%	NA	*
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⇅ Directional Target    * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$36.1	\$39.6	\$42.3	\$42.0	\$43.5	\$43.5	\$46.6	Up
Revenues (\$000,000)	\$32.7	\$34.5	\$33.6	\$22.1	\$13.5	\$25.6	\$17.6	Down
Personnel	391	393	405	390	366	410	448	Neutral
Overtime paid (\$000)	\$267	\$377	\$293	\$154	\$114	\$114	\$114	Down

<sup>1</sup>Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at [nyc.gov/mmr](http://nyc.gov/mmr) for details. <sup>2</sup>Authorized Budget Level <sup>3</sup>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 FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$28.1	\$27.1	
001 - Administration	\$13.5	\$12.6	All
002 - Licensing and Enforcement	\$14.6	\$14.4	1b, 1c, 2a, 2b, 4a
Other Than Personal Services - Total	\$13.4	\$16.4	
003 - Other than Personal Services	\$13.4	\$16.4	All
Agency Total	\$41.5	\$43.5	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds. <sup>2</sup>City of New York Adopted Budget for Fiscal 2021, as of Jun 2021. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter. "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The 2019 income tax filing period was extended by the Internal Revenue Service through July 15, 2020, so the numbers reported under Goal 3a for 'Tax returns filed through the citywide Tax Credit Campaign' include 2,061 tax returns filed between July 1 and July 15, 2020 for tax year 2019 and all returns filed for tax year 2020. The number of returns filed during the 2020 tax season was 71,640.
- Goal 2a has been renamed 'Ensure that business licensing is efficient' to more accurately reflect the operational nature of agency work related to business licensing.
- During the first ten months of Fiscal 2021, Lorelei Salas served as DCWP Commissioner; Sandra Abeles was appointed Acting Commissioner in May 2021 and Peter Hatch was appointed Commissioner in September 2021.
- Equity NYC indicators are identified with a burst (\*). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

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

- Licenses  
<https://www1.nyc.gov/site/dca/businesses/licenses.page>
- Worker Rights  
<https://www1.nyc.gov/site/dca/workers/worker-rights.page>
- NYC Financial Empowerment Centers  
<https://www1.nyc.gov/site/dca/consumers/get-free-financial-counseling.page>
- NYC Free Tax Prep  
<https://www1.nyc.gov/site/dca/consumers/file-your-taxes.page>
- Street Vendors  
<https://www1.nyc.gov/site/dca/businesses/street-vendors.page>
- The Social Indicators and Equity Report, EquityNYC:  
<http://equity.nyc.gov/>

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



# DEPARTMENT OF INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS

## 311 CUSTOMER SERVICE CENTER **Jessica S. Tisch, Commissioner**



### WHAT WE DO

The 311 Customer Service Center delivers fast and easy access to government services and information to all New Yorkers. NYC 311 can be reached via the call center, 311 Online, 311 Mobile App, 311 Facebook, 311 on Twitter, text messaging at 311-NYC (692) and 311 TTY at (212) 504-4115. Information and assistance are also accessible by Skyping “NYC311” or by using a video relay service at (212) NEW-YORK (212-639-9675). NYC 311’s services are available in more than 180 languages, 24 hours a day, seven days a week, 365 days a year.

### FOCUS ON EQUITY

NYC 311 is committed to equitably serving the public interest of all New York City residents, business owners and visitors. With so many New Yorkers accessing government resources through 311, its work is inherently tied to fair and transparent service delivery, particularly for non-English speakers, who it aims to serve in their preferred language. Historically underserved communities rely on 311 for support and this has never been truer than during the COVID-19 pandemic. COVID-19 related inquiries to 311 (requesting meals, information on medical care, testing, remote learning devices, and small business loans, etc.) remained top drivers of its call volume during Fiscal 2021. To ensure that 311 provided prompt service to underserved communities in a time of crisis, 311 continued its expanded operations, which were done at the start of the pandemic: additional call centers; increased number of surge call takers; prioritized hiring of Spanish-speaking call takers; and express lanes at the call center to prioritize COVID-19 related requests.

# OUR SERVICES AND GOALS

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## **SERVICE 1** Provide public access to City government.

Goal 1a Increase public access to government services and information.

# HOW WE PERFORMED IN FISCAL 2021

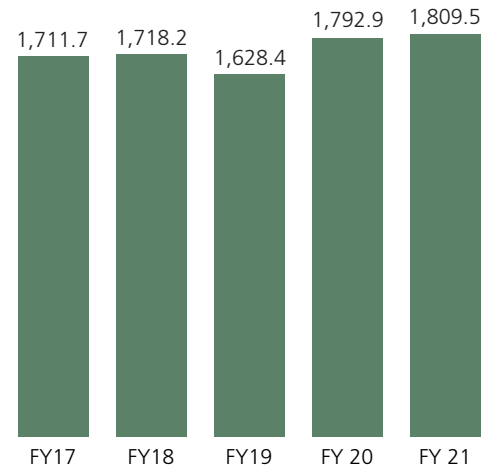
## SERVICE 1 Provide public access to City government.

**Goal 1a** Increase public access to government services and information.

In Fiscal 2021, 311 received more than 21.7 million calls, an 11 percent increase compared to Fiscal 2019 (pre-COVID-19 pandemic) and a one percent increase compared to Fiscal 2020. Given that Fiscal 2020 had been an increase of 10 percent compared to Fiscal 2019, this means that Fiscal 2021 was another busy year for 311. Spanish calls decreased by 28 percent and calls in languages other than English or Spanish increased by 38 percent. Text contacts decreased by 16 percent.

For a second fiscal year, volume at 311 was driven by the COVID-19 pandemic, including requests for assistance with meals, access to healthcare (including vaccines), and information on return to work and reopening small businesses. 311 also fielded a large number of calls pertaining to the 2020 general election, Tropical Storm Isaias, and student transport. Efficiencies implemented last year to ease callers navigation of 311, such as “express lanes” for coronavirus-related calls and GetFood inquiries, remained in place due to demand.

**Calls to 311 - Monthly Average (000)**



Despite receiving more calls than the previous fiscal year, 311 was able to reduce average wait times by 37 percent during peak hours and 64 percent outside of peak hours.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ 311 calls (000)	20,540	20,618	19,541	21,515	21,715	*	*	Neutral	*
311 Spanish language calls (000)	698	733	714	897	648	*	*	Neutral	*
311 calls in languages other than English or Spanish (000)	71	65	60	81	112	*	*	Up	*
311 mobile app contacts (000)	1,365	1,829	2,234	2,201	2,227	*	*	Up	Up
311-NYC (text) contacts (000)	144	254	253	424	356	*	*	Up	*
★ 311 Online site visits (000)	17,246	19,345	20,185	10,553	13,415	↑	↑	Down	Up
Completed service requests (000)	2,895	3,074	3,254	2,913	3,461	*	*	Up	*
Knowledge articles accessed (000)	22,538	24,667	24,026	12,194	25,371	*	*	Down	*
Average wait time (tier 1 calls) Peak hours (11am-3pm, M-F) (minutes:seconds)	0:20	0:26	0:30	1:46	1:07	*	*	Up	Down
Average wait time (tier 1 calls) Off-peak hours (minutes:seconds)	0:14	0:32	0:24	0:56	0:20	*	*	Up	Down

★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    \* None

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
E-mails responded to in 14 days (%)	96%	100%	100%	100%	100%	*	*	Neutral	*
Customer satisfaction index	84	83	84	85	83	*	*	Neutral	Up

★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    \* None

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$44.2	\$43.6	\$45.7	\$45.2	\$56.0	\$46.9	\$58.9	Up
Personnel	347	355	375	403	387	409	405	Up
Overtime paid (\$000)	\$238	\$231	\$252	\$239	\$239	\$239	\$239	Neutral

<sup>1</sup>Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at [nyc.gov/mmr](http://nyc.gov/mmr) for details. <sup>2</sup>Authorized Budget Level <sup>3</sup>Expenditures include all funds "NA" - Not Available  
\* None

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

- Average wait time metrics (peak and off-peak) for previous years shown were revised to correct for a computational mistake.
- Equity NYC indicators are identified with a burst (●). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

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



# TAXI AND LIMOUSINE COMMISSION

Aloysee Heredia Jarmoszuk,  
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 New York City's medallion (yellow) taxicabs, for-hire vehicles (app-based services, Boro Taxis, community-based liveries, and luxury limousines), commuter vans and paratransit vehicles.

In response to the increasing food and health insecurities caused by the COVID-19 pandemic, the City created the GetFoodNYC and the In-Home COVID-19 Vaccine (Vaccine Program) programs. GetFoodNYC provides food to New Yorkers in need and used TLC-licensed drivers to deliver meals to individuals who could not safely leave their homes during the early days of the pandemic. The Vaccine Program assigned TLC-licensed drivers to transport medical personnel to administer vaccines to individuals who may be homebound, seniors over the age of 75, and/or people with disabilities. Drivers who were significantly impacted due to the pandemic were able to generate income through these programs.

For GetFoodNYC, TLC partnered with DSNY, NYCEM, DoITT, and Parks to establish driver enrollment and payment systems, develop protocols for food distribution sites, and set up electronic shift reservations, route assignments, and turn-by-turn directions. The program ended in October 2020 with 9,591 TLC-licensed drivers who worked a total of 732,442 routes, earned \$39,515,994 and delivered 65,977,119 meals across the city.

For the Vaccine Program, TLC partnered with DSNY and FDNY to transport medical personnel, enroll and assign drivers to work shifts, assign routes, and disburse payments to the drivers. The program ended in April 2021 with a total of 67 TLC-licensed drivers who earned \$286,230 and delivered 6,400 vaccines across the city.

## FOCUS ON EQUITY

Increasing accessible and equitable service is a top priority for TLC. In January 2021, TLC launched new hands-on training for its Passenger Assistance and Wheelchair Accessible Vehicle Training courses. The course has been a requirement for Yellow Taxi Drivers since 2011 and For-Hire Vehicle (FHV) Drivers since 2015. In Calendar 2019, TLC created new curricula to reflect the needs of passengers with disabilities and, in Calendar 2020, TLC conducted an application process for all existing education providers to reapply for authorization to ensure compliance with the new standards.

The new TLC Passenger Assistance and Wheelchair Accessible Vehicle Training course provides drivers with the tools they need to excel at their jobs and serve all New Yorkers. The course includes in-vehicle training where TLC-licensed Drivers can practice before they are expected to perform the process professionally. The course is divided into six different modules, covering in-depth information about the disability community, disability etiquette and the unique role drivers play in providing equitable transit for New York City residents and visitors. TLC also created new resources for Drivers, including an award-winning video and a how-to guide that illustrates the steps Drivers must follow during the wheelchair securement process.

In 2018, TLC adopted rules to protect Driver earnings. As of February 2019, high-volume For-Hire Services (Uber, Lyft, and Via) are required to pay drivers a minimum amount for each trip. The minimum pay standard has significantly increased earnings for drivers working for the high-volume companies. In 2019, Drivers earned on average \$970 weekly. While the COVID-19 pandemic significantly affected the licensed vehicle industry in New York City, high-volume weekly earnings increased by 10 percent from February through the end of Fiscal 2021. During the pandemic, all TLC-Licensed Drivers had an opportunity to supplement income by delivering meals to homebound New Yorkers.

To further protect the industry, the Mayor signed Local Law 147 in August 2018, which paused the issuance of new FHV licenses for one year, with an exception for wheelchair accessible vehicles. When the pause went into effect in August 2019, over 120,000 FHVs held TLC licenses. Licensees expressed concerns about the number of vehicles on the road, as well as increased congestion and lower wages per driver due to the excessive supply. As the vehicle pause has remained in place, the number of licensed vehicles has decreased to roughly 96,000 as of the end of Fiscal 2021. As required by rule, TLC will continue to evaluate the pause on licenses and the impact on outer borough service, congestion and driver pay, among other metrics. However, it is apparent that the FHV license pause has resulted in a more balanced and appropriate number of vehicles on the road.

## OUR SERVICES AND GOALS

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**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 IN FISCAL 2021

## 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.

For-hire vehicle (FHV) bases, including app-based services Uber, Lyft, and Via, had a total of 2,247 wheelchair accessible vehicles in Fiscal 2021, which is roughly two times the figure reported the previous year. The number of wheelchair accessible yellow taxis increased 82 percent to 1,914 after experiencing a significant decrease in Fiscal 2020 due to the pandemic. The Boro taxi fleet is smaller and the number of accessible vehicles remained at 43 from the previous year. Citywide accessible dispatch service wait time remained relatively flat at 12 minutes and 22 seconds, and the percentage of accessible dispatch trips fulfilled also held steady at just under 90 percent.

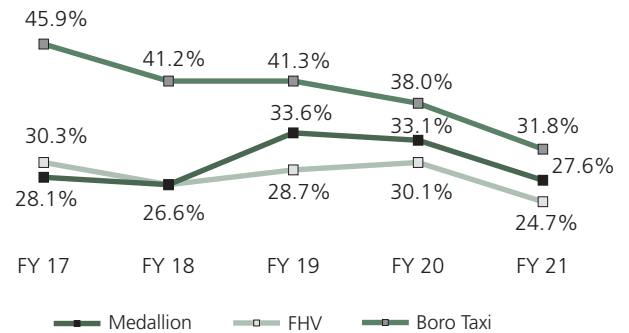
Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Active medallion taxis that are accessible	1,762	2,173	2,767	1,052	1,914	*	*	Down	Up
Active Boro Taxis that are accessible	426	216	169	43	43	*	*	Down	Up
Active FHVs that are accessible	NA	NA	579	1,113	2,247	*	*	NA	Up
Accessible dispatch median wait time citywide (minutes:seconds)	NA	NA	12:59	12:25	12:22	*	*	NA	Down
Accessible dispatch trips fulfilled as a percent of requested trips (%)	91.2%	83.9%	84.8%	89.2%	89.7%	*	*	Neutral	Up
Active medallion vehicles with hearing induction loops	2,205	2,597	2,947	3,007	2,967	*	*	Up	Up

★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      \* None

### Goal 1b Ensure that all licensed vehicles meet safety and emissions standards.

TLC conducted a total of 94,632 safety and emissions inspections at its Woodside facility in Fiscal 2021, a 10 percent decrease from the prior year. The decrease is related to an overall drop in trips which led many vehicle owners to place their licenses and permits into temporary storage. The vehicles that did continue to operate were less likely to fail an inspection in Fiscal 2021 and all sectors experienced a decrease in the safety and emissions failure rate. This improvement is related to TLC's outreach and communication efforts to the industry about the inspection process to inform and prepare licensees prior to coming in for inspection.

**Safety and Emissions Failure Rate - Initial Inspections**



Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Medallion safety and emissions inspections conducted	49,830	47,955	31,756	27,000	16,226	*	*	Down	*
★ Medallion safety and emissions failure rate - Initial inspection (%)	28.1%	26.9%	33.6%	33.1%	27.6%	35.0%	35.0%	Neutral	Down
– Re-inspection (%)	6.6%	7.1%	6.1%	6.8%	6.7%	*	*	Neutral	Down
Medallion safety and emissions inspections completed on schedule (%)	94.0%	93.4%	54.7%	59.9%	27.2%	*	*	Down	Up
For-hire vehicle (FHV) safety and emissions inspections conducted at TLC facility	69,390	72,235	84,145	69,640	72,717	*	*	Neutral	*
★ FHV safety and emissions failure rate - Initial inspection (%)	30.3%	26.6%	28.7%	30.1%	24.7%	35.0%	35.0%	Down	Down
– Re-Inspection (%)	10.1%	7.9%	8.4%	9.0%	8.6%	*	*	Neutral	Down
FHV safety and emissions inspections completed on schedule (%)	96.9%	99.9%	96.8%	98.6%	97.7%	*	*	Neutral	Up
Boro Taxi safety and emissions inspections conducted	17,002	12,414	10,374	8,009	5,689	*	*	Down	*
★ Boro Taxi safety and emissions failure rate - Initial inspection (%)	45.9%	41.2%	41.3%	38.0%	31.8%	45.0%	45.0%	Down	Down
– Re-inspection (%)	10.4%	11.8%	10.7%	12.0%	10.6%	*	*	Neutral	Down
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↕↔ Directional Target	* None					

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

To maintain public safety, TLC Enforcement aims to concentrate field operations on illegal street hails and unlicensed operations in Fiscal 2021. However due to COVID-19 emergency deployments, there was an 86 percent and a 74 percent decrease in summonses issued for these types of violations, respectively. Overall, TLC enforcement officers issued 18,575 patrol summonses in Fiscal 2021 compared to 50,795 the prior year, a decrease of 63 percent. This decline was because for much of the reporting period, TLC enforcement officers were deployed to check on business compliance of COVID-19 restrictions and officers played a central role in coordinating TLC-licensed driver meal delivery program.

From October 2020 to May 2021, TLC Enforcement conducted 45,000 COVID-19 business inspections. In addition to business inspections, TLC Enforcement Officers supported the Meal Delivery Program from June 2020 through October 5th, 2020, when the program ended, dedicating 7,765 tours of duty to this initiative.

The number of administrative summonses was 40 percent lower than in Fiscal 2020, but comparable to the totals issued in Fiscal 2019 before the pandemic. Part of the reduction in the number of summonses issued is related to a significant increase in licensee compliance with administrative directives, and acceptance of administrative settlement offers, which results in fewer violations resulting in a summons.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Patrol summonses issued to drivers	34,725	33,917	43,217	37,887	16,508	*	*	Down	*
Patrol summonses issued to owners/agents/bases	23,829	20,841	17,209	12,908	2,067	*	*	Down	*
★ Patrol summonses issued for illegal street hails (drivers and vehicle owners)	12,813	8,588	9,694	7,904	1,085	*	*	Down	*
★ Patrol summonses issued for unlicensed activity (drivers and vehicle owners)	7,955	7,346	8,352	7,928	2,091	*	*	Down	*
Administrative summonses issued to drivers	9,595	12,018	13,563	19,019	6,447	*	*	Neutral	*
Administrative summonses issued to owners/agents/bases	16,603	18,345	14,313	22,225	18,225	*	*	Up	*
Violations admitted to or upheld at the Taxi and Limousine Tribunal at the Office of Administrative Trials and Hearings (%)	94.5%	93.0%	90.4%	90.5%	93.9%	*	*	Neutral	Up
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↕↔ Directional Target	* None					

**Goal 1d** Provide excellent customer service to licensees.

During the COVID-19 pandemic TLC was open for in-person business at a reduced level to ensure there was adequate social distancing in our waiting room and between staff and TLC’s customers. Some transactions were moved online to allow customers to conduct business without visiting the Agency’s customer service center in Long Island City. During the second part of the fiscal year, more customers started returning to work. The number of in-person visits to the customer service center increased and wait times increased to 46 minutes, exceeding the Agency’s target of 25 minutes. This was partially due to the ongoing need to maintain social distancing within our waiting area and is expected to normalize with the expiration of New York State COVID-19 guidelines.

The pandemic similarly impacted driver licensing operations. Specifically, the total wait time for a driver license rose to 85 days, an increase of 71 percent from Fiscal 2020. This increase is largely due to the driver education schools remaining closed for part of the year and operating at a reduced capacity upon reopening. Internal processing time increased 23 percent in Fiscal 2021 primarily due to operational challenges adjusting to remote and hybrid work models.

The average time to conduct safety and emissions inspections, which includes both wait time and actual inspection time, decreased across all vehicle categories. The downward trend in wait times started in the middle of Fiscal 2019 as TLC incorporated and improved its use of new technologies and scheduling strategies. In Fiscal 2021, a major reason for the decrease in wait times was the fact that fewer vehicles overall were active during the pandemic.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Average wait time at Long Island City licensing facility (hours:minutes)	0:19	0:13	0:23	0:24	0:46	0:25	0:25	Up	Down
TLC driver licenses issued	95,337	65,302	48,551	72,889	55,564	*	*	Down	*
– New licenses issued	35,764	33,301	21,020	6,769	4,777	*	*	Down	*
Average time to issue a new driver license from initial application (calendar days)	59.1	45.0	46.0	50.0	85.3	*	*	Up	Down
– Average agency processing time	11.8	7.8	6.6	6.1	7.5	*	*	Down	Down
★ Average time to conduct a safety and emissions inspection of a medallion taxi (hours:minutes)	0:58	1:09	0:55	0:48	0:31	1:00	1:00	Down	Down
★ Average time to conduct a safety and emissions inspection of a FHV (hours:minutes)	1:09	1:22	1:03	0:35	0:26	1:00	1:00	Down	Down
★ Average time to conduct a safety and emissions inspection of a Boro Taxi (hours:minutes)	1:11	1:26	1:12	0:45	0:32	1:00	1:00	Down	Down
★ Critical Indicator      ● Equity Indicator      “NA” Not Available      ⬆️⬇️⬆️ Directional Target      * None									

**Goal 1e** Promote excellent customer service to passengers.

As the City recovers from the COVID-19 pandemic, the number of rides completed by TLC licensees has consistently increased. With that increase, we have seen a correlated increase in the number of consumer complaints filed. However, across the entire year, the number of complaints was down 53 percent compared to the previous year, and the average time to close a consumer complaint was 22.3 days, down 56 percent from the previous year.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
TLC driver complaints received	19,886	24,566	26,532	19,739	9,250	*	*	Down	*
– Complaints that were eligible for prosecution	9,847	12,343	13,865	14,453	5,952	*	*	Down	*
★ Average time to close a consumer complaint (calendar days): TLC driver	33.4	44.2	94.8	50.5	22.3	50.0	50.0	Down	Down
★ Critical Indicator      ● Equity Indicator      “NA” Not Available      ⬆️⬇️⬆️ Directional Target      * None									

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Medallion vehicles	13,587	13,587	13,587	13,587	13,587	*	*	Neutral	*
For-hire vehicles	99,928	113,222	120,954	110,430	96,437	*	*	Neutral	*
– Boro Taxis	6,313	4,505	4,157	3,068	2,508	*	*	Down	*
★ Critical Indicator      ● Equity Indicator      “NA” Not Available      ⇅ Directional Target      * None									

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
E-mails responded to in 14 days (%)	99%	100%	100%	NA	99%	85%	85%	NA	Up
Letters responded to in 14 days (%)	88%	91%	88%	81%	40%	90%	90%	Down	Up
Average call wait time (minutes:seconds)	18:55	10:04	7:32	6:24	8:02	*	*	Down	Down
Completed customer requests for interpretation	7,247	8,238	11,158	11,878	12,061	*	*	Up	*
CORE customer experience rating (1-100)	97	95	NA	96	NA	85	85	NA	Up
★ Critical Indicator      ● Equity Indicator      “NA” Not Available      ⇅ Directional Target      * None									

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Response to 311 Service Requests (SRs)									
Percent meeting time to first action - For-hire Vehicle Complaint (14 days)	94%	96%	71%	NA	97%	90%	90%	NA	*
Percent meeting time to first action - Lost Property (7 days)	72%	100%	96%	97%	100%	90%	90%	Up	*
Percent meeting time to first action - Miscellaneous Comments (14 days)	96%	100%	100%	NA	NA	60%	60%	NA	*
Percent meeting time to first action - Request for Information (14 days)	94%	100%	100%	NA	NA	60%	60%	NA	*
Percent meeting time to first action - Taxi Complaint (14 days)	94%	96%	75%	NA	98%	90%	90%	NA	*
★ Critical Indicator      ● Equity Indicator      “NA” Not Available      ⇅ Directional Target      * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$45.8	\$45.7	\$47.9	\$53.5	\$116.0	\$54.1	\$55.5	Up
Revenues (\$000,000)	\$100.7	\$82.9	\$79.5	\$67.7	\$55.7	\$55.7	\$51.3	Down
Personnel	585	584	625	641	566	646	641	Neutral
Overtime paid (\$000)	\$1,079	\$1,171	\$1,521	\$1,213	\$845	\$807	\$807	Down

<sup>1</sup>Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at [nyc.gov/mmr](http://nyc.gov/mmr) for details.      <sup>2</sup>Authorized Budget Level      <sup>3</sup>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 FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$41.7	\$40.8	All
002 - Other Than Personal Services	\$11.3	\$75.2	All
Agency Total	\$52.9	\$116.0	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds. <sup>2</sup> City of New York Adopted Budget for Fiscal 2021, as of Jun 2021. Includes all funds. <sup>3</sup> Refer to agency goals listed at front of chapter. “NA” Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Equity NYC indicators are identified with a burst (\*). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

For additional information go to:

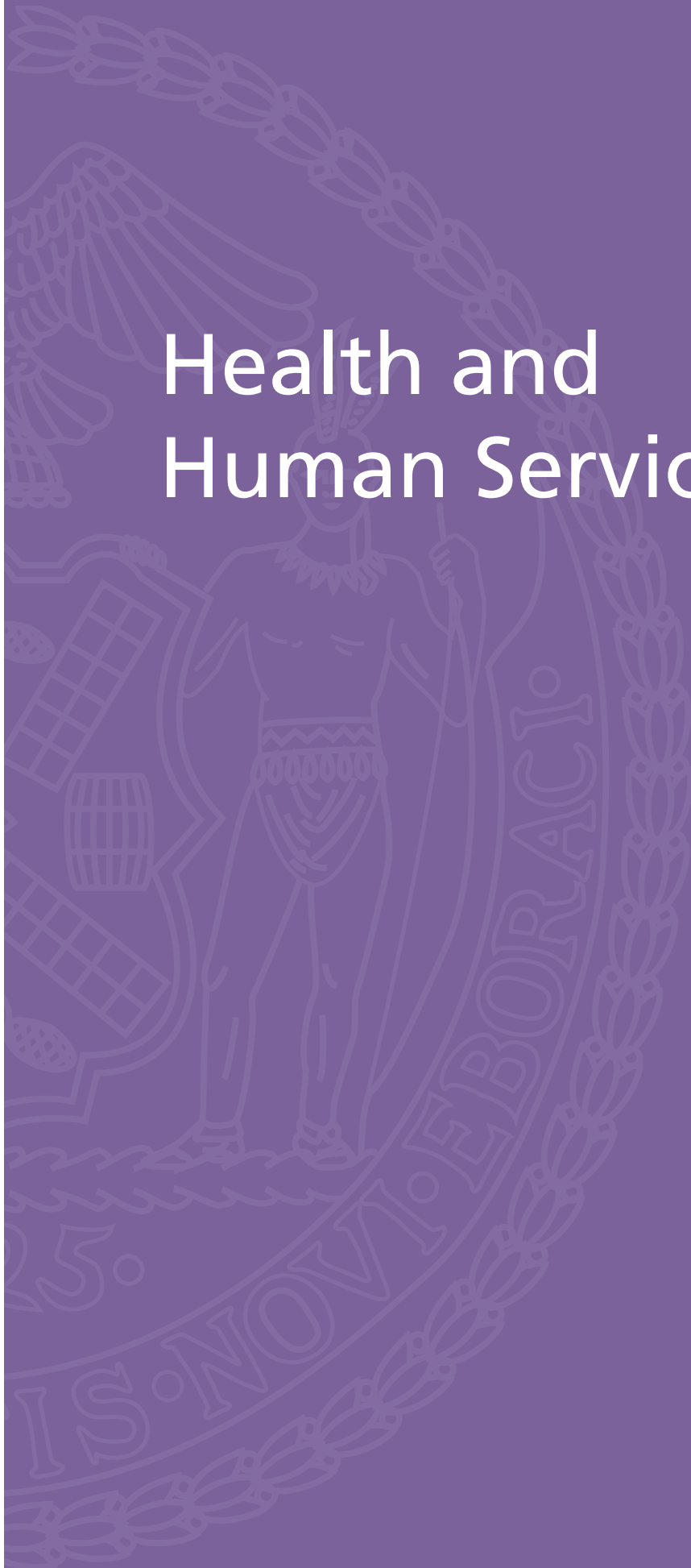
- 2020 Annual Report:  
<https://www1.nyc.gov/assets/tlc/downloads/pdf/ooi-annual-report-2020.pdf>
- The Social Indicators and Equity Report, EquityNYC:  
<http://equity.nyc.gov/>

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





# Health and Human Services



# Health and Human Services



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# DEPARTMENT OF HEALTH AND MENTAL HYGIENE

Dr. Dave A. Chokshi, Commissioner



## WHAT WE DO

The Department of Health and Mental Hygiene (DOHMH) protects and promotes the health and well-being of New Yorkers. DOHMH 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. Through its core values of science, equity and compassion, DOHMH works toward a city where all New Yorkers can realize their full health potential, regardless of who they are, where they are from or where they live. DOHMH is integral to the city's COVID-19 public health emergency response.

DOHMH's top COVID-19 priorities in 2020-2021 are to rapidly address a resurgence in COVID-19 infections; vaccinate New Yorkers for influenza and COVID-19, partnering with New York City communities to inform effective local strategies; and address "parallel pandemics" related to COVID-19, including other infections (such as tuberculosis) or chronic diseases (such as heart disease), mental health, overdose, racism and social and economic instability.

Beyond COVID-19, DOHMH's core public health work continues. 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 cancer screenings. Direct services are provided at four tuberculosis clinics, eight sexual health clinics, one immunization clinic and more than 1,200 public schools. DOHMH issues birth and death certificates, inspects restaurants and childcare centers and protects public safety through immediate response to emergent public health threats. The Early Intervention Program serves infants and toddlers with developmental delays.

## FOCUS ON EQUITY

To improve health outcomes faster, the City must be deliberate in naming and addressing health inequities rooted in historical and contemporary injustices and discrimination, including structural racism and discriminatory practices. As one of its core values, DOHMH aims to integrate equity into all its work. At the cornerstone of these efforts is the Department's focus on promoting healthy childhoods, creating healthier neighborhoods, implementing anti-racist public health practice, improving public health surveillance systems and bridging public health and healthcare delivery. DOHMH envisions a city where every New Yorker lives in a thriving neighborhood with equitable access to resources that will support their health and their community's health, including the infusion of mental health into our public health initiatives. DOHMH promotes equity by using data and storytelling to highlight injustices, inform policy, systematic and environmental change and by implementing neighborhood-based programs and strategies to foster health. The Department invests in three neighborhood-based bureaus that serve catchment areas that have historically experienced the highest burden of premature mortality due to structural inequities and disinvestment. These bureaus also oversee 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 provide a central location for people to connect and plan for improving the health of their neighborhoods.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Detect and control infectious diseases.**

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

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

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

### **SERVICE 3 Promote a safe environment.**

- Goal 3a Reduce hazards to children in homes and child care programs.
  - Goal 3b Reduce the threat of 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 IN FISCAL 2021

## SERVICE 1 Detect and control infectious diseases.

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

The number of new HIV diagnoses continued to decline in New York City due to DOHMH's wide-ranging Ending the Epidemic efforts, including HIV testing, prevention, care, and treatment services and programming. Calendar 2020 represents nine months of data, as reported to DOHMH by September 30, 2020. Calendar 2020 data are preliminary and should be interpreted with caution due to the impact of the COVID-19 pandemic on case surveillance activities and citywide service delivery, including HIV testing. DOHMH continues to work to expand access to HIV testing, including through home delivery of free self-test kits.

In Fiscal 2021, there were 2,175 reported primary and secondary syphilis cases in New York City, compared to 2,054 in Fiscal 2020. This 5.9 percent increase in cases occurred among people reported as female, transgender, Black or African American, and Hispanic/Latino; increases in cases occurred in all boroughs, with the exception of Manhattan. Fiscal 2021 data are preliminary and should be interpreted with caution due to standard delays in reporting and classifying syphilis cases. DOHMH continues to provide syphilis testing and treatment in the City's Sexual Health Clinics, monitor reports of syphilis, and work to prevent ongoing syphilis transmission by notifying, testing, and treating the partners of individuals diagnosed with syphilis.

During the reporting period, distribution of safer sex products—including male condoms—by DOHMH's NYC Condom Availability Program (NYCAP) was down significantly by 42.2 percent. While local businesses began to re-open in June 2020, most distribution sites did not open or opened with limited hours, capacity restrictions, and safety requirements. Restaurants and bars constitute a large portion of NYCAP sites, and most did not fully reopen until spring 2021. NYCAP has been in consistent contact with sites to ensure up-to-date reopening and service status; this has allowed the Department to maintain a current the list of safer sex product distribution sites on the NYC Health Map. The Department also continues to operate Door 2 Door, through which New Yorkers can order safer sex products for home delivery.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ New HIV diagnoses (CY Preliminary)	2,279	2,157	1,917	1,772	812	↓	↓	Down	Down
★ Patients enrolled in Ryan White Part A with current antiretroviral (ARV) prescription at last assessment (%)	90.1%	95.8%	96.1%	96.4%	97.5%	96.0%	96.0%	Neutral	*
★ Syphilis cases	1,912	1,942	2,026	2,054	2,175	↓	↓	Up	Down
Male condoms distributed (000)	35,220	20,917	19,076	18,450	10,662	25,000	25,000	Down	*
★ Critical Indicator	● Equity Indicator	"NA" Not Available		↑↓ Directional Target	* None				

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

The number of tuberculosis (TB) cases decreased by 20.0 percent in Calendar 2020 from 556 cases to 445. This finding aligns with national trends in TB cases in 2020. DOHMH believes the decline was a result of the COVID-19 pandemic and a combination of several factors such as underdiagnosis and patients not seeking health care. Since the re-opening of the City's TB Clinics, the Department is continuing to provide essential TB care services.

There was a decrease of almost four percentage points in the percentage of children age 19-35 months with up-to-date immunizations during the current reporting period. Vaccination rates have been severely impacted by the COVID-19 pandemic. Likely causes for this decline include New York State PAUSE, fewer routine pediatric visits during the pandemic, families leaving NYC, and remote learning as New York State waived school immunization requirements for students learning remotely during the COVID-19 pandemic. The immunization status of remote-only students was provisional, rather than excludable for the 2020-2021 academic year. HPV vaccination rates were impacted by the COVID-19 pandemic to a lesser extent compared to other routine vaccines required for school and daycare. There was a 1.5 percentage point decrease in the HPV vaccine series completion rate in Fiscal 2021 compared to Fiscal 2020.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ New tuberculosis cases (CY)	565	613	559	556	445	↓	↓	Down	Down
Seniors, aged 65+, who reported receiving a flu shot in the last 12 months (%) (CY)	65.4%	66.1%	62.8%	67.6%	69.8%	68.0%	70.0%	Neutral	Up
★ Children aged 19-35 months with up-to-date immunizations (%)	75.1%	74.1%	72.9%	69.3%	65.4%	75.0%	75.0%	Down	Up
★ Children in the public schools who are in compliance with required immunizations (%)	98.8%	99.0%	98.9%	98.2%	96.9%	99.0%	99.0%	Neutral	Up
★ HPV vaccine series completion (%)	56.6%	45.5%	46.8%	49.9%	48.4%	50.0%	53.0%	Neutral	Up
★ Critical Indicator	● Equity 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.

The percentage of adults who smoke decreased to 10.9 percent during Calendar 2020, which is below the 12 percent target. This decline follows the implementation of new laws in 2018 and 2019, which put New York City at the forefront of tobacco control in the nation with the highest minimum cigarette pack price, new protections from secondhand smoke and limits on the number of tobacco and e-cigarette retailers for all neighborhoods. DOHMH continues to partner with the New York State Smokers' Quitline to ensure access to free coaching support and nicotine medications for New Yorkers. New York State also expanded the Medicaid benefit for smoking cessation in 2020 to remove the limit on the number of counseling sessions covered, which augmented the already strong coverage of smoking cessation medications for New Yorkers with Medicaid.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Adults who smoke (%) (CY)	13.1%	13.4%	12.8%	11.9%	10.9%	12.0%	12.0%	Down	Down
Adults with obesity (%) (CY)	23.6%	25.1%	25.7%	24.8%	25.4%	23.0%	23.0%	Neutral	Down
Adults who consume an average of one or more sugar-sweetened beverages per day (%) (CY)	22.7%	23.0%	23.6%	22.1%	22.3%	19.0%	19.0%	Neutral	Down
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↑↓ Directional Target	* None					

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

Data for adult patients with controlled blood pressure is currently unavailable for Calendar 2020. This data comes from the Hub Population Health System, which has an infrastructure external to DOHMH. The Hub has been experiencing prolonged technical issues and data outages from the data source since November 2020.

The asthma-related emergency department visits among children ages 5–17 is also currently unavailable due to incomplete data and cannot be calculated at this time.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Adult New Yorkers without health insurance (%) (CY)	10.9%	11.8%	11.6%	12.7%	12.6%	10.5%	10.5%	Up	Down
Adult patients with controlled blood pressure (%) (CY)	67.0%	67.3%	67.7%	69.5%	NA	68.7%	69.2%	NA	Up
Adults, aged 50+, who received a colonoscopy in the past ten years (%) (CY)	68.5%	69.9%	69.1%	70.7%	71.8%	71.4%	72.0%	Neutral	Up
★ Asthma-related emergency department visits among children ages 5-17 (per 10,000 children) (CY) (preliminary)	217.0	195.3	183.3	150.6	NA	141.6	133.1	NA	Down
★ 🌟 Infant mortality rate (per 1,000 live births) (CY)	4.1	4.3	3.9	4.2	3.9	4.1	4.1	Neutral	Down

★ Critical Indicator    🌟 Equity Indicator    "NA" Not Available    ⬆️⬇️⬆️ Directional Target    \* None

**SERVICE 3 Promote a safe environment.**

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

In Calendar 2020, the number of children under the age of 18 with blood lead levels of 5 micrograms per deciliter or greater was 3,015, a 19.4 percent decrease from the prior year. The COVID-19 pandemic has led to significant changes in health care utilization—including a drop in blood lead testing among children,—which may have contributed to this decrease. This decrease may also be due to other factors, including continued reduction of lead-based paint hazards in homes and lead poisoning prevention education efforts aimed at health care providers, community-based organizations and families. The number of children under the age of 6 with blood lead levels of 5 micrograms per deciliter or greater was 2,603, a 14.7 percent decrease from the prior year.

In Fiscal 2021, the COVID-19 pandemic diverted substantial inspection resources to support citywide COVID-19 risk reduction efforts and business compliance. Routine child care inspections were modified to address the most critical public health requirements to keep children in child care safe, and therefore do not equate with the inspections conducted in prior years.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Childhood blood lead levels - number of children under the age of 18 with blood lead levels of 5 micrograms per deciliter or greater (CY)	6,274	5,317	4,717	3,739	3,015	⬇️	⬇️	Down	Down
★ Childhood blood lead levels - number of children under the age of 6 with blood lead levels of 5 micrograms per deciliter or greater (CY)	4,928	4,261	3,866	3,050	2,603	⬇️	⬇️	Down	Down
★ Active group child care center full inspections	6,732	9,286	8,624	6,102	NA	*	*	NA	*
★ Active group child care center initial inspections that do not require a compliance inspection (%)	50.7%	64.3%	72.5%	74.0%	NA	⬆️	⬆️	NA	Up

★ Critical Indicator    🌟 Equity Indicator    "NA" Not Available    ⬆️⬇️⬆️ Directional Target    \* None

**Goal 3b** Reduce the threat of foodborne illness.

During Fiscal 2021, the COVID-19 pandemic diverted substantial inspection resources to support citywide COVID-19 risk reduction efforts and business compliance. Routine inspections were modified to address the most critical public health requirements and therefore do not equate with the inspections conducted in prior years. Letter grading of restaurants remained suspended during the reporting period.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Restaurants inspected (%)	87.5%	99.5%	99.5%	72.3%	NA	100.0%	100.0%	NA	Up
★ Restaurants scoring an 'A' grade (%)	93.3%	93.7%	93.6%	93.5%	NA	↑	↑	NA	Up
★ Critical Indicator	● Equity Indicator	"NA" Not Available		↑↓ Directional Target	* None				

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

In Fiscal 2021, DOHMH conducted 54,390 initial pest control inspections, a 50.7 percent decrease from the 110,360 inspections conducted in the prior fiscal year. The rate of initial inspections with active rat signs was 26.9 percent in Fiscal 2021, an increase of 12.2 percentage points from the 14.7 percent rate in the prior fiscal year. Due to the ongoing COVID-19 pandemic, as substantial inspection resources were diverted to support citywide COVID-19 risk reduction efforts, inspection resources were focused on properties with more severe rodent cases.

In June of Fiscal 2021, there were 93,240 dogs licensed in New York, an 11.8 percent increase from the prior year, when the COVID-19 pandemic impacted DOHMH's ability to issue new and renewal licenses in a timely manner.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Initial pest control inspections (000)	146	175	178	110	54	*	*	Down	*
Initial inspections with active rat signs (ARS) (%)	12.2%	11.5%	11.7%	14.7%	26.9%	*	*	Up	Down
★ Compliance inspections found to be rat free (%)	49.1%	53.3%	49.7%	46.3%	30.0%	↑	↑	Down	Up
Dogs licensed (000)	84.6	89.2	85.8	83.4	93.2	105.0	105.0	Neutral	*
★ Critical Indicator	● Equity Indicator	"NA" Not Available		↑↓ Directional Target	* None				

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

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

The number of buprenorphine patients decreased by 2.6 percent from 16,383 in Calendar 2019 to 15,949 in Calendar 2020. This slight decrease may be due to difficulties accessing care during the COVID-19 pandemic. Emergency measures to provide treatment via telemedicine likely mitigated these challenges. Despite this slight decline, there was an increase in the number of patients who received four or more months of buprenorphine prescriptions.

The number of deaths from unintentional drug overdose for Calendar 2021 is currently unavailable.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Buprenorphine patients (CY)	13,612	14,098	15,174	16,383	15,949	16,919	16,919	Up	Up
★ Deaths from unintentional drug overdose (CY)	1,413	1,482	1,444	1,463	NA	↓	↓	NA	Down
★ Critical Indicator	● Equity Indicator	"NA" Not Available		↑↓ Directional Target	* None				



**Goal 4b**

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

The number of units of supportive housing available to persons with or at risk for developing serious mental health and substance use disorders increased 3.1 percent from 9,600 in Fiscal 2020 to 9,900 in Fiscal 2021. Delays in building construction and certification of Temporary Certificates of Occupancy due to the COVID-19 pandemic were the cause of a majority of buildings scheduled to open in Fiscal 2021 to move the anticipated opening to Fiscal 2022.

New children receiving services from the Early Intervention Program increased 3.2 percent from 12,400 in Fiscal 2020 to 12,800 in Fiscal 2021. The COVID-19 pandemic has significantly impacted the number of referrals to the Early Intervention Program, which in turn impacted the number of children initiating services. By the end of Fiscal 2021, referral levels had nearly reached 2019 levels.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Individuals in the assisted outpatient mental health treatment program	2,368	2,517	2,476	2,321	2,292	*	*	Neutral	*
Units of supportive housing available to persons with or at risk for developing serious mental health and substance use disorders (000)	7.8	8.4	9.1	9.6	9.9	10.4	10.9	Up	Up
New children receiving services from the Early Intervention Program (000)	14.0	13.8	13.8	12.4	12.8	*	*	Down	*
Supportive connections provided by NYC Well, a behavioral health helpline	152,600	256,600	274,400	262,200	372,900	303,600	335,800	Up	*
Individuals who received services from long-term mobile community-based treatment providers	NA	NA	4,706	4,477	4,583	3,649	4,489	NA	*
New individuals engaged by a Co-Response Team	182	243	605	498	661	400	500	Up	*

★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    \* None

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

**Goal 5a**

Provide birth and death certificates to the public quickly and efficiently.

The Fiscal 2021 average response time of 5.1 days for birth certificates remained the same as in Fiscal 2020 and was slightly lower than in Fiscal 2019 but was above the target of three days. The increased average time is related to a significant increase in requests related to the federal Real ID policy, which requires the submission of a birth certificate as part of updating a driver's license. The increase in customer orders is consistent with vital records jurisdictions across the nation and represents a long-term trend in increasing order volume for birth certificates. In addition, this office is processing an additional 9,612 birth certification orders for a new order type (pre-adoption birth certificates), which is not included in these totals but does impact response times.

The Fiscal 2021 average response time for death certificates was 3.7 days, which is slightly above the three-day target. The 48 percent increase from Fiscal 2020 is related to high volume from both routine orders and new orders associated with recently implemented legislation, as well as operational challenges related to the COVID-19 pandemic.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Average response time for birth certificates by mail/online (days)	1.6	1.9	5.6	5.1	5.1	3.0	3.0	Up	Down
★ Average response time for death certificates by mail/online (days)	1.5	1.7	2.6	2.5	3.7	3.0	3.0	Up	Down

★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    \* None

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Workplace injuries reported	116	137	144	120	97	*	*	Down	Down
Collisions involving City vehicles	28	47	24	36	25	*	*	Down	Down
ECB violations received at the Office of Administrative Trials and Hearings	34,973	68,228	38,339	21,452	16,709	*	*	Down	*
ECB violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	28.9%	37.1%	54.8%	67.6%	70.9%	*	*	Up	*

★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    \* None

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	18,495	13,377	27,528	39,655	59,963	*	*	Up	*
Letters responded to in 14 days (%)	44%	68%	74%	67%	38%	70%	70%	Neutral	Up
E-mails responded to in 14 days (%)	73%	86%	87%	89%	90%	80%	80%	Up	Up
Average wait time to speak with a customer service agent (minutes)	1	1	1	1	0	10	10	Down	Down
CORE facility rating	96	94	NA	99	99	85	85	NA	Up
Calls answered in 30 seconds (%)	73%	80%	70%	70%	70%	80%	80%	Neutral	Up

★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    \* None

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Response to 311 Service Requests (SRs)									
Percent meeting time to first action - Rodent (14 days)	75%	81%	83%	37%	40%	73%	73%	Down	*
Percent meeting time to first action - Food Establishment (14 days)	95%	95%	95%	89%	94%	90%	90%	Neutral	*
Percent meeting time to first action - Food Poisoning (3 days)	98%	98%	100%	100%	99%	90%	90%	Neutral	*
Percent meeting time to first action - Indoor Air Quality (14 days)	98%	98%	98%	98%	97%	95%	95%	Neutral	*
Percent meeting time to first action - Smoking Complaint (14 days)	92%	60%	65%	80%	77%	75%	75%	Neutral	*

★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    \* None

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$1,622.4	\$1,699.4	\$1,782.8	\$2,012.5	\$2,500.9	\$1,722.7	\$2,261.5	Up
Revenues (\$000,000)	\$31.0	\$33.5	\$34.1	\$31.8	\$29.3	\$30.4	\$30.4	Neutral
Personnel	6,577	6,858	6,935	6,907	6,542	6,931	7,344	Neutral
Overtime paid (\$000,000)	\$10.9	\$11.0	\$13.3	\$22.6	\$41.0	\$5.6	\$23.3	Up
Capital commitments (\$000,000)	\$21.4	\$17.2	\$67.1	\$50.2	\$56.8	\$195.2	\$323.1	Up
Human services contract budget (\$000,000)	\$651.5	\$682.8	\$720.3	\$792.9	\$849.3	\$718.3	\$830.9	Up

<sup>1</sup>Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details.    <sup>2</sup>Authorized Budget Level    <sup>3</sup>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 FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$559.7	\$590.3	
101 - Health Administration	\$63.7	\$64.0	All
102 - Disease Control	\$125.5	\$147.9	1a, 1b
103 - Family and Child Health and Health Equity	\$127.2	\$115.8	1b, 2b
104 - Environmental Health Services	\$71.0	\$73.9	2b, 3a, 3b, 3c
105 - Early Intervention	\$15.2	\$16.6	4b
106 - Office of Chief Medical Examiner	\$70.0	\$76.6	Refer to table in OCME chapter
107 - Prevention and Primary Care	\$20.9	\$25.6	2a, 2b
108 - Mental Hygiene Management Services	\$47.2	\$52.0	4a, 4b
109 - Epidemiology	\$18.9	\$17.9	2a, 2b, 5a
Other Than Personal Services - Total	\$1,300.6	\$1,910.5	
111 - Health Administration	\$146.2	\$156.6	All
112 - Disease Control	\$218.2	\$722.1	1a, 1b
113 - Family and Child Health and Health Equity	\$60.2	\$61.3	1b, 2b
114 - Environmental Health Services	\$31.8	\$35.3	2b, 3a, 3b, 3c
115 - Early Intervention	\$261.1	\$259.5	4b
116 - Office of Chief Medical Examiner	\$40.8	\$81.2	Refer to table in OCME chapter
117 - Prevention and Primary Care	\$59.1	\$64.2	2a, 2b
118 - Mental Hygiene Management Services	\$55.1	\$43.8	4a, 4b
119 - Epidemiology	\$4.4	\$5.7	2a, 2b, 5a
120 - Mental Health Services	\$290.9	\$353.1	4b
121 - Developmental Disability	\$13.7	\$13.1	*
122 - Chemical Dependency and Health Promotion	\$119.1	\$114.6	4a
Agency Total	\$1,860.3	\$2,500.9	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds. <sup>2</sup>City of New York Adopted Budget for Fiscal 2021, as of Jun 2021. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter. "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Fiscal 2019 data for 'Syphilis cases' has been revised from 2,027 to 2,026.
- The Fiscal 2019 data for 'Average response time for birth certificates by mail/online (days)' was corrected to 5.6.
- The Fiscal 2019 data for 'Average response time for death certificates by mail/online (days)' was corrected to 2.6.
- Equity NYC indicators are identified with a burst (✶). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

For additional information go to:

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

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

# DEPARTMENT OF HEALTH AND MENTAL HYGIENE OFFICE OF CHIEF MEDICAL EXAMINER

**Dr. Barbara Sampson, Chief Medical Examiner**



## WHAT WE DO

The Office of Chief Medical Examiner (OCME) serves public health and the criminal justice system through forensic science. OCME's 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 economic ability—OCME operates Family Services Centers in all five boroughs so that all communities have equal service access. At these centers, staff interact with family members, medical practitioners, and other advisors to receive and verify information that will assist in determining the identity of deceased persons and aid in final disposition. 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. OCME develops and maintains a workplace culture in which employment and advancement decisions are made fairly and employees are treated equitably, regardless of race/ethnicity, age, gender, religion/creed, national origin, disability, or sexual orientation. This is accomplished through agency wide training and continual engagement with managers to ensure familiarity with the city's EEO, diversity and inclusion policies, and through incorporating these policies into recruitment, selection, promotion, and workplace activities so that all employees feel welcome and inspired to succeed.

## OUR SERVICES AND GOALS

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### **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 Complete autopsy reports in a timely manner to best serve families, the criminal justice system and other stakeholders.
  - 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 IN FISCAL 2021

## 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.

In Fiscal 2021, OCME took jurisdiction in 7,735 cases. OCME death scene investigators, called medicolegal investigators (MLIs), respond to the scene of reported deaths that fall within Medical Examiner jurisdiction. The median time for scene arrivals by MLIs remained approximately the same from the preceding fiscal year at 1.6 hours. The number of deaths reported to OCME decreased from the previous year, which was elevated corresponding to the surge in NYC deaths during the COVID-19 pandemic.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Median time for scene arrivals by medicolegal investigators (MLIs) (hours)	1.9	1.8	1.9	1.8	1.6	*	*	Down	Down
Deaths reported	28,940	30,213	30,964	65,712	42,121	*	*	Up	*
★ Cases where Chief Medical Examiner takes jurisdiction	7,704	7,632	7,554	7,547	7,735	*	*	Neutral	*

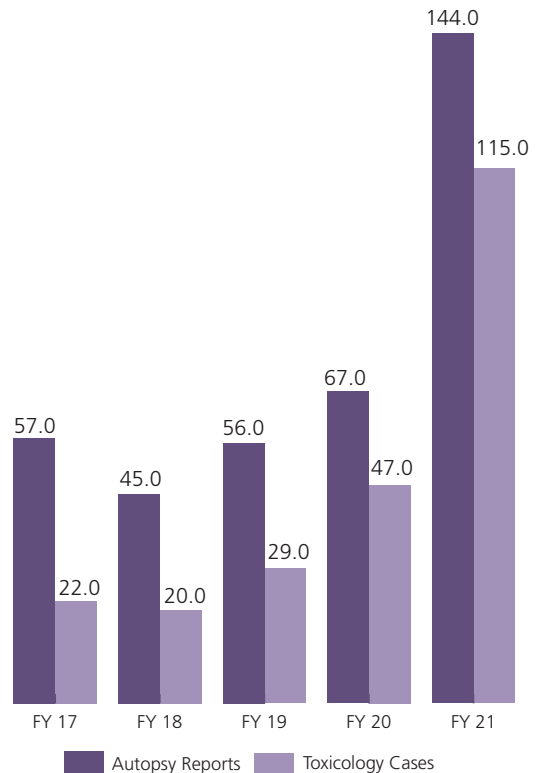
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    \* None

**Goal 1b** Complete autopsy reports in a timely manner to best serve families, the criminal justice system and other stakeholders.

OCME forensic pathologists examined 7,735 decedents in Fiscal 2021, up from 7,568 in Fiscal 2020. OCME performed 6,225 autopsies in Fiscal 2021, up from the 4,854 autopsies in Fiscal 2020. The median time to complete OCME autopsy reports in Fiscal 2021 was 144 days, a 77-day increase from the previous year.

The increase is a result of the laboratory backlog caused by the pandemic, during which time OCME laboratories were suspended but for some high priority cases. The majority of laboratory staff were temporarily reassigned to assist in the mortuary to keep up with the surge in deaths. This created a backlog that lab staff were still working to resolve during the reporting period, and it contributed to a delay in toxicology reports that are relied upon by medical examiners to help complete autopsy reports. Beyond these issues, OCME medical examiners were deployed during the pandemic to cover forensic investigations as team leaders, 24/7; during this period, all routine medical examiner work was suspended for the individuals who were detailed to this auxiliary work (roughly half of the entire medical staff). In addition, the remaining half of the medical examiners were detailed to support forensic investigations on workdays during which they were not actively performing autopsies; these were workdays that they would have otherwise used to complete autopsy reports. These multiple factors directly related to the COVID-19 emergency response had a negative impact on autopsy report turnaround time as backlogs developed during the crisis. Laboratories have now resumed operations under COVID-19 risk mitigation protocols (social distancing, staggered work shifts, etc.) and medical examiners have returned to full time medical examiner work, allowing significantly more time to focus on the completion of autopsy reports. Based on this, autopsy report turnaround times are expected to improve in Fiscal 2022.

**Autopsy Report and Toxicology Results Completion (median days)**



Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Median time to complete autopsy reports (days)	57.0	45.0	56.0	67.0	144.0	90.0	90.0	Up	Down
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↕ Directional Target	* None					

**Goal 1c** Provide diligent investigation for all cremation requests.

OCME reviews all applications for a permit to cremate the body of any person who dies in the City. When OCME’s review of the cremation application reveals a cause or manner of death that falls within the Medical Examiner jurisdiction, the application will be rejected and OCME will investigate accordingly. However, once the investigation is complete, family members will have the opportunity to have the remains of their loved ones cremated if they wish.

In Fiscal 2021, OCME responded to 20,636 cremation requests, down from 27,863 last year but elevated in comparison to pre-pandemic years. OCME rejected 115 cremation requests after investigation and converted them over to the Medical Examiner jurisdiction.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Total cremation requests received and investigated as requirement of processing	16,525	17,252	17,148	27,863	20,636	*	*	Up	*
★ Cremation requests rejected after investigation and turned over to Medical Examiner jurisdiction	84	91	140	159	115	*	*	Up	*
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↕ Directional Target	* None					

**Goal 1d** Certify death certificates in a timely manner.

In Fiscal 2021, the median time for OCME to certify the cause and manner of death for all death certificates was 15.8 hours after initial receipt of decedents’ remains, well within the 72 hour target.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Median time to certify death certificates after initial receipt of decedents’ remains (hours)	15.8	16.6	16.3	15.6	15.8	72.0	72.0	Neutral	Down
★ Critical Indicator	● Equity 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.

In addition to those cases falling under Medical Examiner jurisdiction, OCME provides mortuary services for the City, including the retrieval and processing of unclaimed deceased bodies. In Fiscal 2021, the median time from OCME receipt of decedents’ remains to “Ready to Release” was 6.54 hours. This number is up from the previous year. The reason is that during the months of March through June in Fiscal 2020, because of the pandemic, the vast majority of the deceased that arrived at OCME constituted non-forensic cases. Because these decedents arrive at OCME having already been identified, generally having come from healthcare facilities, they were typically ready to release almost as soon as they arrived. Therefore the large number of these cases resulted in a median time under one hour. For Fiscal Year 2021, the median time to clear and release to funeral directors per case was 39 minutes.



Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Decedents' remains transported and stored by OCME	10,330	11,255	11,281	17,606	14,079	*	*	Up	*
★ Median time from OCME receipt of decedents' remains to "Ready to Release" status (hours)	12.91	11.82	11.59	0.10	6.54	↓	↓	Down	Down
Median time to clear and release to third party for final disposition, per case (minutes)	34.0	35.0	35.0	37.0	39.0	*	*	Up	Down
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

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

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

OCME recovered no new remains from the 9/11 World Trade Center attacks in Fiscal 2021.

Under the City Incident Management System, the OCME's core competency is to manage mass fatality incidents. As defined in the NYC All hazards Mass fatality Response Plan, a mass fatality incident includes: any event having the potential to yield 10 or more fatalities; any situation in which there are remains contaminated by chemical, biological, radiological, nuclear, or explosive agents or materials; any incident or other special circumstance requiring a multi-agency response to support mass fatality operations; or any incident involving a protracted or complex remains recovery operation. In response to the COVID-19 pandemic our disaster mortuary operations handled 17,606 cases in Fiscal Year 2020. In Fiscal Year 2021, this number was 14,079.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Remains recovered following the September 11, 2001 attacks (cumulative)	21,905	21,905	21,905	21,905	21,905	*	*	Neutral	*
Number of fatalities handled by OCME following a mass fatality event	0	25	7	17,606	14,079	*	*	Up	*
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

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

OCME continues to identify remains of the victims of the 9/11 World Trade Center attacks as new identification methods become available. OCME identified no new remains from the 9/11 World Trade Center attacks in Fiscal 2021.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Remains identified following the September 11, 2001 attacks (cumulative)	14,348	14,467	14,608	14,701	14,701	*	*	Neutral	Up
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

## SERVICE 4 Provide services to the City for forensic purposes.

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

The Forensic Biology Department's median time for completion of cases increased across all case types during Fiscal 2021 compared to the same reporting period in Fiscal 2020. As a result of the pandemic, the Forensic Biology lab suspended operations from March 13, 2020 to June 9, 2020 with only a small team processing priority cases, resulting in turnaround times that rose towards the end of Fiscal 2020 and backlog that continued to impact the Lab's turnaround time into the beginning of Fiscal 2021.

Median turnaround times for the Forensic Toxicology Department increased during the reporting period as the pandemic also resulted in the temporary suspension of the Forensic Toxicology laboratories for over three months. Due to this suspension, the Toxicology Department began Fiscal 2021 with more than 1,373 postmortem cases pending tests with 75 percent over 90 days turnaround time. Furthermore, there were over 1,300 new postmortem cases collected during the laboratory closure and placed in storage by OCME's Evidence Unit awaiting the reopening of the Forensic Toxicology Laboratory. Processing of the cases that had been held in storage took two months to complete before testing could begin, resulting in over 3,000 cases pending tests in August 2020, a three-fold increase compared with August 2019.

The Department has made great progress on reducing this backlog by having staff in the department work tirelessly to process cases seven days per week. This ensured compliance with social distancing requirements of having only 50 percent of staff working in the laboratory and 50 percent working remotely for 10 months of Fiscal 2021. Over 7,400 postmortem toxicology cases have been closed in Fiscal 2021 resulting in month by month decreases in turnaround times. The reduction in turnaround times was achieved even though there was an increase of over 17 percent in postmortem cases submitted to the Laboratory for testing and linked to the reported national increase in drug-related deaths and the ongoing opioid pandemic.

Median turnaround times for toxicology DUI and toxicology sexual assault cases at the start of Fiscal 2021 were three to eight-fold higher than those achieved prior to the introduction of the new discovery law and the laboratory suspension due to COVID-19. Since testing recommenced in July 2020, the Department has successfully cleared the backlog for both case types. In June 2021, the median turnaround time for toxicology DUI cases was 34 days, with a median time of 46 days for the fiscal year. The median turnaround time for toxicology sexual assault cases was reduced by over 50 percent from 243 days (as reported in the Fiscal 2021 PMMR) to 80 days at the end of Fiscal 2021, with a median turnaround time of 50 days for the month of June 2021.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Median time to complete analysis of a DNA case (days)	53.0	69.0	59.0	51.0	63.0	60.0	60.0	Neutral	Down
★ Median time to complete DNA homicide cases, from evidence submission to report (days)	44.0	38.0	47.0	39.0	49.0	45.0	45.0	Up	Down
★ Median time to complete DNA sexual assault cases, from evidence submission to report (days)	36.0	40.0	32.0	31.0	43.0	45.0	45.0	Neutral	Down
★ Median time to complete DNA property crime cases, from evidence submission to report (days)	63.0	172.0	149.0	50.0	128.0	120.0	120.0	Neutral	Down
DNA matches with profiles in database	8,719	8,766	11,042	5,988	6,241	*	*	Down	*
★ Median time to complete toxicology cases (days)	22.0	20.0	29.0	47.0	115.0	30.0	30.0	Up	Down
Median time to complete toxicology DUI (driving under the influence) cases (days)	17.0	14.0	23.0	42.0	46.0	30.0	30.0	Up	Down
Median time to complete toxicology sexual assault cases (days)	23.0	18.0	28.0	43.0	80.0	30.0	30.0	Up	Down
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    * None									

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
Completed customer requests for interpretation	1,091	1,318	1,525	1,161	1,544	*	*	Up	*
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	98%	95%	92%	89%	*	*	Down	Up
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$71.9	\$76.6	\$84.7	\$150.4	\$157.8	\$90.4	\$90.0	Up
Revenues (\$000)	\$76	\$8	\$2	\$2	\$35.0	\$50	\$50.0	Down
Personnel	591	639	672	716	667	769	768	Up
Overtime paid (\$000,000)	\$5.5	\$5.8	\$6.7	\$2.6	\$7.0	\$2.5	\$2.5	Neutral

<sup>1</sup>Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at [nyc.gov/mmr](http://nyc.gov/mmr) for details. <sup>2</sup>Authorized Budget Level <sup>3</sup>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 FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>4</sup>
106 - Office of Chief Medical Examiner (Personal Services)	\$70.0	\$76.6	All
116 - Office of Chief Medical Examiner (Other Than Personal Services)	\$40.8	\$81.2	All
Agency Total <sup>1</sup>	\$110.9	\$157.8	

<sup>1</sup>OCME is contained within the Department of Health and Mental Hygiene and appropriations are made through that agency. <sup>2</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds. <sup>3</sup>City of New York Adopted Budget for Fiscal 2021, as of June 2021. Includes all funds. <sup>4</sup>Refer to agency goals listed at front of chapter. "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- OCME added a new indicator 'Number of fatalities handled by OCME following a mass fatality event' to Goal 3a.
- Equity NYC indicators are identified with a burst (✳). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

For additional information go to:

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

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



# NYC HEALTH + HOSPITALS

Dr. Mitchell Katz, President/Chief Executive Officer



## WHAT WE DO

NYC Health + Hospitals (the System), the largest municipal public health system in the country, includes 11 acute care hospitals, five post-acute care (skilled nursing) facilities, and over 70 patient care locations of community and school-based health centers (Gotham Health). The System provides comprehensive health care services including preventive and primary care, behavioral health, substance abuse, trauma, high-risk neonatal and obstetric care, and burn care. The System's acute care hospitals serve as major teaching hospitals. In addition, the System includes a managed care plan called MetroPlus; an Accountable Care Organization that provides Medicare beneficiaries with coordinated care and chronic disease management, avoiding unnecessary duplication of services and preventing medical errors; a Certified Home Health Agency; a Health Home; and Correctional Health Services. NYC Health + Hospitals is New York's single largest provider of care to Medicaid patients, mental health patients, and the uninsured, serving more than one million New Yorkers within the five boroughs. NYC Health + Hospitals continues to have an important role in caring for the most vulnerable New Yorkers during the COVID-19 pandemic.

## FOCUS ON EQUITY

NYC Health + Hospitals' mission is to deliver high quality health care services to all New Yorkers with compassion, dignity, and respect, regardless of income, gender identity, or immigration status. By the very nature of the System's mission, NYC Health + Hospitals provides high quality care to the most vulnerable New Yorkers within the diverse communities it serves, many of whom are uninsured or underinsured. People in these communities who would typically lack access to health care services are the most impacted, by being able to obtain the quality care that they need and deserve through NYC Health + Hospitals. For instance, the NYC Care Program ensures that New Yorkers in need of health care services are being connected with affordable, high quality primary, preventive, and specialty care. This access has become even more important, considering the impact the COVID-19 pandemic has had on New Yorkers who are not eligible for or cannot afford health insurance. NYC Health + Hospitals also continues to expand MetroPlus membership, offering low to no-cost health insurance options to eligible people living within the five boroughs of New York City who otherwise would not be able to obtain insurance. The System's Correctional Health Services, in particular, is among the City's strongest advocates for social and racial justice, and is a key partner in the broader efforts to reform the criminal justice system. Finally, to further address equity, an advisory group called the Equity and Access Council, supports the Human Resources Office of Diversity and Inclusion and develops initiatives that promote equity among both staff and patients. This Council optimizes the delivery of care and health outcomes for diverse patient populations, with its primary focus to advance racial and social justice to eliminate barriers, promote institutional and structural equities, identify and reduce health disparities, and continuously improve the health of vulnerable communities.

## OUR SERVICES AND GOALS

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**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 IN FISCAL 2021

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

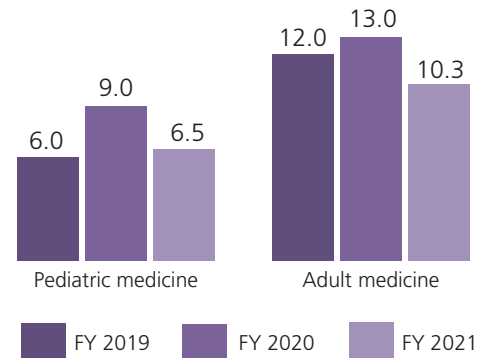
### Goal 1a

Expand access to care.

The NYC Care Program enrollment nearly tripled in one year, from 28,151 in Fiscal 2020 to 69,309 in Fiscal 2021. This essential program connects New Yorkers, who otherwise wouldn't be eligible for or cannot afford health insurance, with access to affordable, high quality primary and preventive health care services. At the same time, the number of uninsured patients served decreased from 378,104 in Fiscal 2020 to 304,174 in Fiscal 2021. This decline is a direct result of the increase in NYC Care enrollment; as uninsured patients became connected to care through this program, they were no longer in the category of patients considered uninsured.

The number of calendar days to third next available new appointment, a measure of access, improved for both adults and pediatrics: for adults, from 13.0 days in Fiscal 2020 to 10.3 days in Fiscal 2021, and for pediatrics from 9.0 days in Fiscal 2020 to 6.5 days in Fiscal 2021. NYC Health + Hospitals' ambulatory care division has focused on improving access to appointments through implementing specific practices, such as carving out dedicated time slots available only for new patients, in addition to improving access to revisit appointments by template improvements, better coordination with the Contact Center, and increasing efficiency through the use of telemedicine. This has ultimately helped to maintain and surpass the access targets for both adult and pediatric patients.

Calendar days to third next available new appointment



The number of eConsults (electronic specialty referrals) completed increased substantially for the fourth consecutive quarter, from 171,569 in Fiscal 2020 to 322,229 in Fiscal 2021. This is an indicator of NYC Health + Hospitals' ongoing commitment to expand access to specialty services. Through eConsults, primary care providers and specialists can co-manage and communicate about patients' health conditions, eliminating the need for in-person specialty care visits in approximately 15 percent of the time.

During the COVID-19 pandemic, telehealth visits, both telephone and video, rapidly increased and they were an important way to maintain continuity of care to patients when in-person visits were disrupted. In the month prior to the pandemic, there were 500 billable virtual visits, while between March and June 2020, there was a total 289,238 telehealth visits. In Fiscal 2021, 1,008,900 telehealth visits were conducted, reflecting NYC Health + Hospitals' commitment to its patients maintaining access to care during the pandemic. Alongside in-person visits, the System's long-term goal is to continue telehealth services as a viable source of quality care. Feedback from our patients about telehealth visits has been overwhelmingly positive.

Unique patients decreased slightly from 1,153,089 in Fiscal 2020 to 1,148,019 in Fiscal 2021. At the same time, the number of primary care visits decreased from 445,672 in Fiscal 2020 to 389,505 in Fiscal 2021. This decrease is primarily because the definition for this measure was modified in Fiscal 2021 to account for the most accurate departments, visits, and encounter types. It includes visits occurring at primary care clinics, including family medicine, adult medicine, geriatrics, HIV, and pediatrics. In the past, certain departments, visits, and encounter types were counted, including COVID-19 testing data, which inflated the calculation for this metric; these encounters are no longer included in this indicator.

The percentage of women enrolled in care in the first trimester of their pregnancy decreased slightly from 62.5 percent in Fiscal 2020 to 61.21 percent in Fiscal 2021. This decrease is a result of patients limiting in-person visits because of their discomfort with coming to health care settings during the pandemic. Care during the first trimester of pregnancy remains an important measure of women's health, with the American College of Obstetricians and Gynecologists recommending that women with uncomplicated pregnancies be examined at least once in their first trimester for prenatal care.

Eligible women receiving mammogram screening increased from 63.5 percent in Fiscal 2020 to 70.5 percent in Fiscal 2021, coming closer to pre-pandemic rates. Screening rates had decreased primarily due to patients avoiding health care institutions for routine appointments and screenings during the pandemic. The goal moving forward is to maintain access, as more women come back to in-person visits for their mammogram screenings.

The percentage of HIV patients retained in care increased from 81.6 percent in Fiscal 2020 to 85.0 percent in Fiscal 2021, now achieving the target and above pre-pandemic levels. This increase is a result of a combination of both in-person and telehealth visits being accessible for HIV patients. This rate was anticipated to improve from the prior year as, again, telehealth visits were leveraged to maintain continuity of care for this cohort of patients during the pandemic.

Follow-up appointments kept within 30 days after behavioral health treatment decreased from 56.68 percent in Fiscal 2020 to 44.59 percent in Fiscal 2021. Most of this decrease is attributable to a modification in the way the data for this metric was collected in Fiscal 2021, now captured through the electronic health record system rather than through a separate database. This change created an opportunity to update the number of patient categories included in the denominator. Additionally, because of the pandemic, patients opted out of attending appointments at a higher rate than usual. Even though there was connection using tele-mental health services, not all patients were reached due to lack of access to devices or inability of some patients to use the technology. NYC Health + Hospitals' behavioral health services is working with the City to provide cell phones and data to this specific patient population to improve access.

The total number of correctional health clinical encounters per 100 average daily population decreased slightly from 15,675 in Fiscal 2020 to 14,999 in Fiscal 2021. Correctional health patients with substance use diagnosis that received jail-based contact decreased from 94 percent in Fiscal 2020 to 91 percent in Fiscal 2021, though remains above the target of 90 percent. Correctional Health Services continues to offer a broad range of services to people with substance use disorders, including the nation's largest opioid treatment program, counseling, and reentry planning.

The number of individuals served by Mental Health Services Corps behavioral health clinicians within NYC Health + Hospitals was 5,884 in Fiscal 2021, exceeding the target of 4,950. In January 2020, NYC Health + Hospitals launched a redesigned Mental Health Service Corps, providing three years of high-quality training in evidence-based practice to early career behavioral health clinicians, embedded in 46 NYC Health + Hospitals' sites across five boroughs. A total of 76 percent of service locations included in this program are located in federally designated mental health professional shortage areas. During the pandemic, Corps members continued to deliver these important services, including both in-person and telehealth mental health services, for patients.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Unique patients	1,133,984	1,112,975	1,081,156	1,153,089	1,148,019	↑	↑	Neutral	Up
Unique primary care patients (seen in the last 12 months)	425,000	417,000	NA	445,672	389,505	*	*	NA	Up
★ Uninsured patients served	414,738	381,805	374,988	378,104	304,174	↓	↓	Down	Down
★ eConsults completed	12,649	28,956	75,999	171,569	322,229	↑	↑	Up	Up
Telehealth visits	NA	NA	NA	289,238	1,008,900	*	*	NA	*
★ Eligible women receiving a mammogram screening (%)	75.4%	75.9%	74.0%	63.5%	70.5%	80.0%	80.0%	Down	Up
★ HIV patients retained in care (%) (annual)	83.5%	84.9%	84.0%	81.6%	85.0%	85.0%	85.0%	Neutral	Up
Calendar days to third next available new appointment - adult medicine	18.6	13.1	12.0	13.0	10.3	14.0	10.0	Down	Down
Calendar days to third next available new appointment - pediatric medicine	5.1	4.7	6.0	9.0	6.5	5.0	5.0	Up	Down
★ NYC Care enrollment	NA	NA	NA	28,151	69,309	↑	↑	NA	Up
★ Patients enrolled in care in the 1st trimester of pregnancy	59.7%	61.4%	62.0%	62.5%	61.2%	↑	↑	Neutral	Up
★ Follow-up appointment kept within 30 days after behavioral health discharge (%)	61.30%	57.80%	59.96%	56.68%	44.59%	↑	↑	Down	Up
Correctional health patients with a substance use diagnosis that received jail-based contact (%)	97%	96%	95%	94%	91%	90%	90%	Neutral	Up
Total correctional health clinical encounters per 100 average daily population	8,290	8,294	8,027	15,675	14,999	*	*	Up	*
Individuals who received clinical services from Mental Health Service Corps behavioral health clinicians	NA	NA	NA	2,749	5,874	4,950	*	NA	*
★ Critical Indicator	● Equity Indicator	"NA" Not Available			↑↓ Directional Target	* None			



**Goal 1b** Enhance the sustainability of the Health + Hospitals system.

Financial sustainability and ability to provide care to all New Yorkers, regardless of ability to pay, improved over Fiscal 2021. Specifically, net days of revenue for accounts receivable decreased from 71.3 days in Fiscal 2020 to 59.9 days in Fiscal 2021 (lower is better for this measure). Though still below the target of 42 days, this is a positive trend, with the days in accounts receivable significantly below last year at the same time. It is also important to note that the net days of revenue for accounts receivable calculation has changed, comprising both inpatient and outpatient accounts receivable. The ratio of patient care revenues to expenses improved from 61.6 percent in Fiscal 2020 to 74 percent in Fiscal 2021, representing a 12.4 percent improvement. This is mostly attributable to an increase in patient service revenue related to the pandemic as well as other revenue-generating initiatives, including continuing to improve registration and follow-up by revenue cycle staff members, coding more accurately, and focusing on managed care contracting improvements.

MetroPlus membership continued to increase, from 560,212 members in Fiscal 2020 to 620,041 in Fiscal 2021. This increase is a result of the ongoing commitment to identify and connect Medicaid eligible people to MetroPlus and encouraging them to obtain this necessary coverage. At the same time, MetroPlus Health Plan medical spend remained neutral from 39.9 percent in Fiscal 2020 to 39.3 percent in Fiscal 2021.

The percentage of patients who left the emergency departments without being seen had an observed, continued decline, from 6.9 percent in Fiscal 2020 to 3.5 percent in Fiscal 2021, at this point surpassing the target of 4 percent. The major driver of this decrease was the decline in overall emergency department volume over the course of the pandemic. NYC Health + Hospitals’ acute care facilities put various improvement efforts in place, including operational changes to augment patient flow, and decreased boarding for patients who are admitted for inpatient services, which contributed to improved performance in this measure.

The number of insurance applications submitted per month averaged 7,895 in Fiscal 2021. In Fiscal 2020 this number was at 16,402. The decline compared to the same period last year is linked to a change in reporting. Before July 2020, the number of insurance applications submitted reflected a manual count, but from July 2020 forward, the number includes data pulled from the electronic health record system. Data no longer includes applications submitted by Health Plan facilitated enrollers on site at NYC Health + Hospitals facilities. As a result, comparisons between periods are not consistent.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Patients who left Emergency Department without being seen (%)	7.7%	7.7%	7.2%	6.9%	3.5%	4.0%	4.0%	Down	Down
★ Net days of revenue for accounts receivable	45.8	NA	42.3	71.3	59.9	42.0	45.0	NA	Down
Patient care revenue/expenses (%)	56.2%	59.2%	60.8%	61.6%	74.0%	60.0%	60.0%	Up	Up
★ MetroPlus Health Plan medical spending at Health + Hospitals (%)	39.0%	39.3%	39.9%	39.9%	39.3%	↑	↑	Neutral	Up
★ MetroPlus membership	503,044	521,731	518,681	560,212	620,041	↑	↑	Up	Up
★ Insurance applications submitted by Health + Hospitals staff (monthly average)	NA	NA	NA	NA	7,895	↑	↑	NA	Up
★ Critical Indicator      ● Equity Indicator      “NA” Not Available      ↑↓ Directional Target      * None									

**Goal 1c** Maximize quality of care and patient satisfaction.

The System continued to place great emphasis on care experience in Fiscal 2021. MyChart is an important part of this effort. Each facility across NYC Health + Hospitals has encouraged patients to sign up or “activate” their MyChart accounts. MyChart is an electronic patient portal which allows patients to access important information about lab results, appointments, after visit summaries, review of medical history, medications, immunizations, and other personal health data. The portal allows patients to communicate seamlessly with their care teams to ask clinical questions and also request medication refills. MyChart activations increased from 20 percent in Fiscal 2020 to 69 percent in Fiscal 2021. During the pandemic in particular, MyChart has been critically important for patients to connect to and communicate with their care teams, as well as to obtain refills and important real-time test results (including COVID-19 testing results). MyChart has directly improved the patient experience with their care team, allowing quick and efficient access to health information in a convenient and secure way.

There was an observed increase in patient satisfaction across both inpatient and outpatient services. Inpatient satisfaction rate rose from 63.0 percent in Fiscal 2020 to 65.7 percent in Fiscal 2021 and outpatient satisfaction rate rose from 83.6 percent in Fiscal 2020 to 84.5 percent in Fiscal. Despite the pandemic, patient satisfaction remained positive as health care workers continued to focus on providing patients with the best care experience possible. Additionally, improvements in wait times for outpatient services, access to telehealth visits and overall communication among the care teams in both inpatient and outpatient settings contributed to the improvements.

The actual score post-acute care satisfaction rate of 81.9 percent is below the set target of 86.3 percent for Fiscal 2021. Due to the adverse impact of the pandemic on residents and staff working in skilled nursing facilities (SNFs), the System anticipated that patient satisfaction would decrease Fiscal 2021. However, the NYC Health + Hospitals' post-acute service satisfaction rate remains above the national score (80.7) and the New York State score (77.1). Despite limitations visitation, communal dining, and group activities, residents generally remained satisfied due to alternative methods of engagement. In fact, all post-acute care sites ranked the highest, at 5 Stars, in the CMS Quality Ratings, a federal ratings system for healthcare facilities focused on quality-of-care metrics.

The percentage of patients diagnosed with diabetes who have controlled blood sugar decreased from 64.6 percent in Fiscal 2020 to 63.7 percent in Fiscal 2021. During the pandemic, many patients avoided health care facilities and did not obtain the services needed to stabilize their chronic conditions. Chronic disease coordinators are contacting patients to resume in-person visits for chronic disease management. Clinicians are working with diabetic patients in primary care clinics to improve diabetes management skills, and trainings for multiple clinical disciplines were developed to enhance patient education specific to managing diabetes and nutritional interventions. Finally, some of the decline in control rates is simply due to missing laboratory testing as patients avoided coming to health care facilities during the pandemic; if testing was not documented, the patient was considered "not in-control." This will resolve as more patients return.

The overall safety grade is updated every two years. The next Safety Culture surveys will be administered in September/October 2021 and results will be reported for Fiscal 2022.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Inpatient satisfaction rate (%)	61.0%	62.0%	61.1%	63.0%	65.7%	65.8%	65.8%	Neutral	Up
Outpatient satisfaction rate (%)	81.3%	82.1%	82.0%	83.6%	84.5%	85.4%	85.4%	Neutral	Up
MyChart Activations (%)	NA	NA	NA	20%	69%	50%	75%	NA	Up
★ Patients receiving a defined set of medical services to treat sepsis within three hours of presentation (%)	66.2%	64.0%	76.8%	NA	NA	↑	↑	NA	Up
★ Patients diagnosed with diabetes who have appropriately controlled blood sugar (%)	63.3%	63.5%	64.6%	64.6%	63.7%	↑	↑	Neutral	Up
★ Post-acute care satisfaction rate (%)	85.0%	85.3%	80.7%	86.7%	81.9%	86.3%	86.3%	Neutral	Up
Overall safety grade - acute care	NA	62.0%	NA	64.0%	NA	*	*	NA	Up
Overall safety grade - post-acute care (%)	NA	72.0%	NA	70.0%	NA	*	*	NA	Up
Overall safety grade - ambulatory care (D & TC)(%)	NA	39.0%	NA	42.0%	NA	*	*	NA	Up
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$7,536.0	\$7,868.1	\$8,222.1	\$8,581.6	\$11,996.4	\$8,011.4	\$10,412.5	Up
Revenues (\$000,000)	\$8,139.0	\$8,604.2	\$8,999.3	\$9,373.0	\$12,730.1	\$8,879.9	\$11,187.7	Up
Personnel	37,575	36,574	37,711	39,765	40,062	37,272	37,272	Neutral
Overtime paid (\$000,000)	\$141.7	\$151.5	\$178.1	\$153.6	\$153.6	\$153.6	\$153.6	Neutral
Capital commitments (\$000,000)	\$202.1	\$283.6	\$459.4	\$531.9	\$369.6	\$598.7	\$640.5	Up

<sup>1</sup>Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at [nyc.gov/mmr](http://nyc.gov/mmr) for details. <sup>2</sup>Authorized Budget Level <sup>3</sup>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 FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>4</sup>
001 - Lump Sum Appropriation (OTPS) <sup>1</sup>	\$830.2	\$2,677.8	All

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds. <sup>2</sup> City of New York Adopted Budget for Fiscal 2021, as of Jun 2021. Includes all funds. <sup>3</sup> Refer to agency goals listed at front of chapter. "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The previously published indicator 'Insurance applications submitted (monthly average)' was retired and replaced with 'Insurance applications submitted by Health + Hospitals staff' in Fiscal 2021. This replacement is due to implementation of reporting through the electronic records system instead of manual counts from enroller groups.
- Data for 'Patients receiving a defined set of medical services to treat sepsis within three hours of presentation (%)' is no longer reported by the New York State Department of Health. This indicator will be updated when new reporting guidelines become available.
- NYC Health + Hospitals adjusted Fiscal 2022 targets for 'Calendar days to third next available new appointment - adult medicine' because previously published targets were exceeded.
- NYC Health + Hospitals adjusted Fiscal 2022 targets for 'Net days of revenue for accounts receivable' to align with the median net accounts receivable days benchmark cited by the 2015 Revenue Cycle Benchmarking Survey conducted by The Advisory Board Company.
- NYC Health + Hospitals adjusted Fiscal 2022 targets for 'MyChart Activations (%)' because previously published targets were exceeded.
- A new indicator, 'Individuals who received clinical services from Mental Health Service Corps behavioral health clinicians', was added to Goal 1a.
- Equity NYC indicators are identified with a burst (✳). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

For additional information go to:

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

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

For more information on NYC Care, please visit: [www.nyccare.nyc](http://www.nyccare.nyc)



# HUMAN RESOURCES ADMINISTRATION

Steven Banks, Commissioner  
Gary Jenkins, Administrator



## WHAT WE DO

The Human Resources Administration (HRA) administers major benefit programs that provide economic support to New Yorkers in need and works to prevent homelessness before it occurs by providing rental assistance, rehousing programs, legal services, and other services for those facing housing instability. HRA also promotes opportunity through employment programs and provides essential resources to vulnerable New Yorkers, including persons with disabilities, immigrants, survivors of domestic violence, New Yorkers living with HIV/AIDS, and seniors. In this role connecting millions of families and individuals with vital lifelines, HRA is at the forefront of addressing poverty citywide, statewide, and nationwide.

## FOCUS ON EQUITY

The Human Resources Administration (HRA), integrated with the Department of Homeless Services (DHS) in 2017 under the management structure of the Department of Social Services (DSS), serves over three million New Yorkers annually through programs that address poverty and income inequality, including cash assistance, food assistance, and Medicaid public health insurance. HRA also prevents homelessness by providing rental assistance, rehousing programs, and legal services programs to families and individuals. In conjunction with the Mayor's Office of Immigrant Affairs (MOIA), HRA administers the City's municipal identification program (IDNYC) and legal services programs for immigrants.

In New York City, as in the rest of the United States, persistent racial inequities have manifested themselves in higher poverty rates; greater housing insecurity; and diminished access to health care for Black and Latinx residents. HRA provides an array of anti-poverty programs and initiatives that serve low-income New Yorkers, a disproportionate number of whom are people of color. HRA has implemented client-centered reforms to reduce barriers to benefits and services that address poverty and inequity. HRA developed technology to modernize and simplify access to benefits; increased anti-eviction and immigration-related legal services; and expanded rental assistance and other affordable housing and social services programs. HRA continues to expand opportunity for New Yorkers, addressing income inequality through economic empowerment services to achieve financial security and conducting outreach to underserved groups who may be eligible for Agency services.

## OUR SERVICES AND GOALS

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### **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 IN FISCAL 2021

## 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.

The Cash Assistance (CA) 12-month unduplicated number of persons—the true measure of the total number of clients served in a year—was lower in Fiscal 2021 than any period since Fiscal 2013, when HRA began reporting this indicator. The reduction was due to fewer emergency assistance recipients during this period as a result of federal and NY State moratoria on evictions during the COVID-19 pandemic. The unduplicated number of persons receiving recurring assistance has fluctuated between approximately 467,000 and 492,000 since Fiscal 2017, and at 482,000 for Fiscal 2021, remains lower than in years prior to 2015.

Of those clients receiving cash assistance in the month of June 2021, the number of individuals receiving recurring assistance decreased by 1.4 percent when compared to June 2020, but remains higher than it was prior to the pandemic and the resultant economic dislocation.

The number of persons receiving one-time emergency assistance in June 2021 decreased by 42.5 percent compared to the previous June. This decrease, which includes grants for rent and utility arrears, is primarily due to the March 2020 NYS moratoria on evictions and utility shutoffs. Starting June 1, 2021, the State Office of Temporary and Disability Assistance (OTDA) required all clients applying for help paying for rental and utility arrears to apply to the federally funded NYS Emergency Rental Assistance Program (ERAP) first before applying to HRA for such assistance. Clients accepted by ERAP are not included in HRA's count of clients receiving one-time emergency assistance.

The cash assistance application acceptance rate decreased 18.4 percentage points in Fiscal 2021. This is due, in part, to an increase in applicants during the pandemic who did not meet the income requirements for the program.

The percent of cases in the sanction process and in sanction status declined to nearly zero due to the suspension of all employment-related requirements to combat the spread of COVID-19 and protect the health and safety of clients and staff during the pandemic.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Cash assistance unduplicated number of persons (12-month) (000)	598.6	593.9	578.6	583.3	556.6	*	*	Neutral	*
Cash assistance unduplicated number of persons receiving recurring assistance (12-month) (000)	491.9	488.7	467.0	488.5	482.0	*	*	Neutral	*
Cash assistance unduplicated number of persons receiving emergency assistance (12-month) (000)	106.7	105.3	111.6	94.8	74.6	*	*	Down	*
★ 🌟 Persons receiving cash assistance (000)	364.2	356.3	331.7	378.3	371.4	*	*	Neutral	*
Persons receiving recurring assistance (000)	356.9	349.8	324.2	374.3	369.0	*	*	Neutral	*
Persons receiving emergency assistance (000)	7.4	6.5	7.4	4.0	2.3	*	*	Down	*
★ Cash assistance caseload (point in time)(000)	194.5	190.5	181.0	208.3	203.6	*	*	Neutral	*
Cash assistance applications (000)	333.8	331.3	310.3	316.6	305.5	*	*	Neutral	*
Cash assistance application acceptance rate (%)	52.6%	50.5%	53.6%	54.5%	36.1%	*	*	Down	*
Cash assistance cases in sanction process (%)	4.7%	5.3%	5.0%	3.0%	0.4%	*	*	Down	*
Cash assistance cases in sanction status (%)	0.3%	0.2%	0.9%	2.4%	0.5%	*	*	Up	*
★ Cash assistance application timeliness rate (%)	97.9%	96.2%	95.3%	91.9%	95.4%	96.0%	96.0%	Neutral	Up
★ Critical Indicator	🌟 Equity Indicator	"NA" Not Available	↕↔ Directional Target	* None					

**Goal 1b** Provide access to Supplemental Nutrition Assistance Program benefits for all eligible children and adults.

As of June 2021, the overall number of individuals and households receiving SNAP benefits increased by 5.6 and 6.2 percent, respectively, compared to June 2020, continuing the reversal of downward trends seen prior to 2020. This shift is due primarily to the economic impact of the COVID-19 pandemic.

Benefits access reform since 2015 has resulted in steady increases in the submission of online applications and telephone interviews for SNAP benefits. These reforms enabled SNAP clients to conduct business with HRA from the safety of their homes during the COVID-19 pandemic, driving a 1.4 percent increase in applications filed electronically compared to Fiscal 2020. During Fiscal 2021, SNAP application timeliness improved by 17.4 percentage points, from 74.5 percent to 91.9 percent, returning to pre-pandemic levels.

The SNAP payment error rate decreased from 8.4 percent in Federal Fiscal 2018 to 6.5 percent in Federal Fiscal 2019, but increased to 9.81 percent for Federal Fiscal 2020, although data collection was suspended in spring 2020 due to the pandemic. HRA continues to implement system improvements designed to prevent errors, including targeted training and increased management oversight.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ 🌟 Persons receiving Supplemental Nutrition Assistance Program (SNAP) benefits (000)	1,676.3	1,607.5	1,523.5	1,642.3	1,734.2	*	*	Neutral	*
– Cash assistance persons receiving SNAP benefits (000)	401.2	383.1	364.4	405.1	406.1	*	*	Neutral	*
– Non-cash assistance persons receiving SNAP benefits (000)	1,012.3	964.8	908.2	987.2	1,084.7	*	*	Neutral	*
– SSI persons receiving SNAP benefits (000)	262.8	259.6	250.9	250.0	243.4	*	*	Neutral	*
Total SNAP households (000)	948.6	923.2	887.1	961.9	1,021.4	*	*	Neutral	*
– Cash assistance households receiving SNAP benefits (000)	196.3	190.0	182.6	207.2	209.6	*	*	Neutral	*
– Non-cash assistance households receiving SNAP benefits (000)	510.1	493.4	472.5	523.2	585.8	*	*	Up	*
– SSI households receiving SNAP benefits (000)	242.2	239.8	232.1	231.6	226.1	*	*	Neutral	*
Supplemental Nutritional Assistance Program (SNAP) Payment Error Rate (federal fiscal year) (%)	6.98%	8.39%	6.52%	9.81%	NA	6.00%	6.00%	NA	Down
★ SNAP application timeliness rate (%)	89.1%	89.4%	92.7%	74.5%	91.9%	90.6%	90.6%	Neutral	Up
SNAP applications filed electronically (%)	75.6%	78.0%	86.1%	93.9%	95.3%	*	*	Up	*

★ Critical Indicator   🌟 Equity Indicator   "NA" Not Available   ⬆️⬆️ Directional Target   \* None

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

In June 2021, 3.981 million New York City residents were enrolled in Medicaid. This included 1.591 million enrolled in Medicaid administered by HRA, pursuant to State rules, and another 2.390 million enrolled in Medicaid through the New York State Health Care Exchange. To protect the health and safety of clients during the COVID-19 pandemic, NYS ordered Medicaid cases to be automatically extended, without the need for clients to recertify. As a result of this order, the number of Medicaid-only enrollees administered by HRA was 11.1 percent higher than in the previous year. Overall enrollment in the portion of the Medicaid program administered HRA, which includes persons enrolled through Cash Assistance and SSI, increased by 3.2 percent. Application timeliness increased by 6.9 percentage points, returning to pre-COVID-19 levels, as staff adjusted to working remotely.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Medicaid enrollees administered by HRA (000)	1,869.5	1,725.5	1,593.5	1,541.2	1,591.1	*	*	Down	*
– Medicaid-only enrollees administered by HRA (000)	1,109.9	979.5	874.9	780.6	867.2	*	*	Down	*
★ Application timeliness rate for Medicaid administered by HRA (%)	95.6%	95.8%	93.5%	80.5%	87.4%	99.4%	99.4%	Down	Up

★ Critical Indicator   🌟 Equity Indicator   "NA" Not Available   ⬆️⬆️ Directional Target   \* None



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

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

HRA Employment Services helps CA applicants, recipients and non-custodial parent child support clients obtain and retain employment. HRA provides services through contracts, training and education referrals and placement in transitional subsidized jobs in the public and private sectors. HRA programs focus on the individual needs of clients, providing assessments and specialized services, including programs for youth and sector-specific training. In April 2020, HRA suspended in-person employment programs in compliance with New York State’s stay-at-home order which, coupled with reduced job opportunities, significantly impacted HRA’s ability to connect clients with employment. In addition, NY State waived engagement requirements and made all education, training and employment requirements voluntary for CA clients. As a result, HRA helped 4,724 clients obtain jobs in Fiscal 2021, 85.3 percent fewer than during Fiscal 2020.

During the last three months of Fiscal 2020, as businesses closed due to COVID-19, more clients who had previously obtained employment began to return to HRA for assistance. In Fiscal 2021, 70.2 percent of clients who obtained a job either retained it or did not return to CA after 180 days, roughly the same as in Fiscal 2020, and 60.4 percent of employed clients either retained their jobs or did not return to CA after 12 months, 1.2 percentage points lower than in Fiscal 2020. HRA’s Employment Services vendors continue to assist clients to help them return to the labor force if they lose their job within a year of employment.

HRA’s redesigned approach to employment services emphasizes access to training and education, literacy programs, community service, and other training consistent with the Mayor’s Jobs for New Yorkers Task Force recommendations. This approach is intended to help clients secure better jobs. Periodically, each client’s participation in the program is reassessed to determine the best services to meet their career goals. HRA was correcting a technical issue with the reassessment process for a portion of clients in training and education activities to enable complete data reporting when in-person training and education activities were paused due to COVID-19 safety requirements. As a result, complete data on training and education was not available for Fiscal 2020 and is not available in Fiscal 2021.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Clients whom HRA helped obtain employment (000)	44.9	39.8	39.9	32.1	4.7	↑	↑	Down	Up
★ HRA clients who obtained employment, and maintained employment or did not return to CA for 180 days (city fiscal year-to-date average) (%)	73.1%	73.8%	74.1%	70.7%	70.2%	80.0%	80.0%	Neutral	Up
HRA clients who obtained employment, and maintained employment or did not return to CA for 12 months (city fiscal year-to-date average) (%)	63.4%	63.3%	64.7%	61.6%	60.4%	*	*	Neutral	Up
★ Safety Net Assistance (SNA) cases engaged in training or education in accordance with New York City guidelines (%)	27.0%	29.9%	28.0%	NA	NA	↑	↑	NA	Up
★ Family cases engaged in training or education in accordance with New York City guidelines (%)	26.3%	28.3%	29.0%	NA	NA	↑	↑	NA	Up
★ Cash assistance family cases participating in work or work-related activities per federal guidelines (official federal fiscal year-to-date average) (%)	27.3%	25.5%	22.1%	18.5%	NA	34.0%	34.0%	NA	Up
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↑↓ Directional Target	* None					

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

HRA's Wellness, Comprehensive Assessment, Rehabilitation and Employment program (WeCARE) supports CA clients with barriers to employment to achieve self-sufficiency in the workforce and helps those who have disabilities apply for federal disability assistance. As of June 2021, there were 32,937 recipients participating in the WeCARE program, 22.7 percent fewer than in June 2020. The decrease is the result of a pause of in-person appointments due to COVID-19, which reduced the number of referrals to WeCARE. During Fiscal 2021, there were 1,519 federal disability awards granted to clients assisted by WeCARE, 41.8 percent fewer than in Fiscal 2020. This is due in part to fewer applications being filed as referrals to WeCARE went down, and additional delays in federal processing of applications that can regularly take 12 months or longer.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Total WeCARE recipients	38,016	35,164	39,433	42,608	32,937	*	*	Neutral	*
★ Number of WeCARE federal disability awards	3,613	3,565	3,214	2,612	1,519	*	*	Down	*
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⬆️⬇️⬆️ Directional Target    * None									

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

New York Family Court stopped accepting new filings for child support in March 2020, leading to a decrease in new child support orders and an overall decline in the number of cases with active support orders. The number of new child support orders obtained decreased by 59.7 percent compared to Fiscal 2020, and the number of cases with active support orders decreased by 9.2 percent.

The percentage of child support cases with orders of support increased by 3.3 percentage points and child support collections on behalf of custodial parents and their children increased by \$46.4 million, or 5.7 percent. The percentage of support cases with active orders receiving current payments increased by 8.7 percentage points.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Total new child support orders obtained	18,645	14,832	12,758	8,948	3,610	*	*	Down	Up
Total child support cases with active orders (end of period)	282,013	269,761	261,073	248,488	225,512	*	*	Down	Up
★ Child support cases with orders of support (%)	79.4%	79.8%	79.2%	79.0%	82.3%	80.0%	80.0%	Neutral	Up
Child support collected (\$000,000)	\$780.9	\$763.9	\$780.8	\$811.1	\$857.5	\$784.4	\$784.4	Up	Up
★ Support cases with active orders receiving current payments (%)	59.7%	59.8%	60.5%	61.5%	70.2%	⬆️	⬆️	Up	Up
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⬆️⬇️⬆️ Directional Target    * None									

### SERVICE 3 Reduce homelessness among children and adults.

**Goal 3a** Provide homelessness prevention benefits and services to eligible children and adults.

HRA provides homelessness prevention assistance to families and individuals with housing emergencies and to those seeking shelter. HRA offers access to emergency rental arrears payments and ongoing rental assistance at job centers, Housing Courts, and DHS shelter intake and HomeBase locations. The percentage of client successfully diverted at PATH, the DHS shelter intake location for families with children, decreased by 3.7 percentage points. The number of families entering shelter declined significantly in Fiscal 2021 during the pandemic and many who did seek shelter did so only when they had no alternatives, resulting in a smaller percentage being diverted. HRA exceeded its 85 percent target for shelter avoidance for all clients who received homelessness prevention services through its HomeBase contracts. The number of single adults who avoided entering shelter within the 12 months following receipt of services remained largely stable; however, this metric still exceeded the target by more than 5.5 percentage points. The rates for adult families and families with children remained stable, exceeding the target by more than 10 percentage points.

There was a significant drop in emergency assistance requests after New York State suspended evictions due to COVID-19 in March 2020, when average weekly requests fell by 8.3 percent. This trend continued as the number of requests submitted to HRA's Rent Arrears Unit (RAU) for one-time, emergency rental assistance to prevent evictions decreased 8.3 percent during Fiscal 2021, and the percentage of emergency assistance requests approved decreased by 9.3 percentage points. The decrease in approvals can be attributed to fewer applicants being income eligible due to the availability of pandemic-related income supports, as well as the introduction of federally funded ERAP later in the fiscal year.

HRA's Office of Civil Justice continues to oversee implementation of the City's Universal Access to Counsel Law, the nation's first law to ensure access to legal services for every tenant facing eviction in court. Full implementation is expected Fiscal 2022. In Fiscal 2021, HRA assisted households with legal services for City tenants in need, connecting 15,331 households with legal assistance. This decline of 36.4 percent compared to the prior year is due to significantly reduced operations at NYC Housing Court throughout Fiscal 2021 due to the COVID-19 pandemic.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Clients successfully diverted at PATH from entering a homeless shelter (%)	13.4%	12.3%	13.0%	12.0%	8.3%	*	*	Down	*
★ Adults receiving preventive services who did not enter the shelter system (%)	92.6%	92.8%	90.8%	89.7%	90.6%	85.0%	85.0%	Neutral	Up
★ Adult families receiving preventive services who did not enter the shelter system (%)	95.3%	96.1%	95.2%	94.5%	96.2%	85.0%	85.0%	Neutral	Up
★ Families with children receiving preventive services who did not enter the shelter system (%)	94.1%	93.4%	93.0%	93.4%	96.7%	85.0%	85.0%	Neutral	Up
Rent Assistance Unit Emergency Assistance Requests Approved (%)	66.7%	75.1%	78.0%	72.2%	62.9%	*	*	Neutral	*
Requests for Emergency Assistance at the Rental Assistance Unit	79,624	77,605	77,342	65,234	59,790	*	*	Down	*
Low-income cases facing eviction and homelessness who were assisted with legal services in Housing Court	16,702	25,156	32,171	24,109	15,331	*	*	Neutral	*
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None									

**Goal 3b** Provide safe and appropriate services in shelter and in the community to survivors of domestic violence.

HRA assists individuals and families who are domestic violence (DV) survivors and require DV services within the community or placement in an emergency DV shelter. In Fiscal 2021, the percent of DV-eligible families at DHS Prevention Assistance and Temporary Housing intake center (PATH) entering an HRA DV shelter was 56.9 percent, 12.0 percentage points higher than the previous period due to increased focus on timely vacancy control, a process by which staff closely monitor shelter exits and quickly fill vacant units. This enabled HRA to provide shelter to more families as the need arose. Families who cannot enter an emergency DV shelter are referred to a Department of Homeless Services shelter, where they also receive targeted services for domestic violence. The average number of families served per day in domestic violence emergency shelter decreased by 5.8 percent in 2021 due to the reduced number of overall referrals as a consequence of COVID-19. The closure of one facility (74 beds) during the last quarter of Fiscal '21 accounts for the overall reduction in DV emergency beds. However, clients were not adversely affected due to the lower referral rate, and additional DV capacity is coming online.

For Fiscal 2021, there was an increase of 1.9 percent in the number of clients receiving non-residential domestic violence services from the prior period. Non-residential programs saw an increase in participation primarily due to the availability of user-friendly technology allowing the public to use mobile phones and computers in lieu of in-person visits to engage program services. This has provided another safe option for survivors to access services.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Eligible families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered HRA's domestic violence shelters (%)	30.4%	39.0%	35.6%	44.9%	56.9%	*	*	Up	*
Average number of families served per day in the domestic violence shelter program	841	827	828	843	794	*	*	Neutral	*
Number of domestic violence emergency beds (capacity)	2,378	2,414	2,414	2,514	2,451	*	*	Neutral	*
Domestic violence non-residential services programs average monthly caseload	1,818	1,618	2,016	1,685	1,717	*	*	Neutral	*
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↑↓ Directional Target	* None					

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

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

Throughout the COVID-19 pandemic, Adult Protective Services (APS) continued to take referrals directly and provide services, visiting individuals within three days of referral at essentially the same rate as prior to the pandemic, and continuing to make determinations within the State-mandated 60 day time frame 98 percent of the time. There was a decrease of 24.8 percent in the number of referrals leading to a 27.1 percent decrease in number of cases assessed for Adult Protective Services (APS) during Fiscal 2021, compared to Fiscal 2020, mostly due to fewer eviction related referrals following the moratorium on evictions and the limited operations of Housing Courts. The number of APS cases eligible for services decreased by 7.5 percent compared to the prior period primarily because of case closures among clients no longer requiring APS services and the decline in referrals.

The total number of cases receiving home care services increased 3.2 percent, driven overwhelmingly by an increase in enrollment of 6,299 Managed Long-Term Care (MLTC) clients between June 2020 and June 2021. The enrollment of MLTC clients is managed exclusively by New York State Managed Care contractors. In addition, due to the COVID-19 pandemic, NYS suspended case closings to protect the health and safety of clients. Cases were only closed for death or clients moving permanently out of state.

In Fiscal 2021, the average number of days to initiate home attendant and housekeeper services for HRA clients, which excludes the State-administered MLTC caseload, was 23.5 days. This indicator remained stable even though, fearing the pandemic, clients often did not want HRA assessment staff to come into their homes, thereby increasing processing time as HRA pivoted to processing initial cases telephonically, rather than in person.

HRA Personal Care billable hours increased by 5.1 percent because more clients applied through HRA for Medicaid rather than through the New York State broker for Managed Care Home Care Services. Once cases are opened, their billable hours are attributed to HRA until they are transitioned to MLTC within 60 to 90 days. Serious personal care complaints resolved within 24 hours increased by 13.0 percentage points during the period, above resolutions levels seen in 2018 and 2019, pre-pandemic.

During Fiscal 2021, the number of individuals who received HIV/AIDS Services Administration (HASA) services remained largely unchanged and the number of new applicants decreased by 19.2 percent. There was a State-approved waiver in place at the end of the Fiscal 2020 suspending the need for clients to recertify during the COVID-19 pandemic, which led to a reduction in re-applications. While the percentage of HASA clients receiving enhanced housing benefits decreased by 1.5 percentage points, the time taken to conduct the application review for ongoing enhanced housing benefits decreased 8.8 percent and the time to issue enhanced benefits to eligible clients improved to 14.9 days, 12.9 percent more quickly than in Fiscal 2020. These quicker processing times were due to decreases in the number of requests for enhanced housing benefits during the COVID-19 pandemic.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Adult Protective Services (APS) assessment cases	4,258	4,863	5,241	4,485	3,271	*	*	Down	*
★ Individuals referred to an APS field office visited within three working days (%)	95.0%	95.3%	96.2%	97.4%	96.9%	85.0%	85.0%	Neutral	Up
APS assessment cases accepted or denied for undercare within State-mandated 60 days (%)	95.3%	96.1%	96.5%	98.0%	98.1%	*	*	Neutral	Up
★ APS cases eligible for services	7,346	7,407	6,942	6,630	6,131	*	*	Down	*
Total referrals received for APS	27,860	30,252	30,974	24,843	18,672	*	*	Down	*
★ Personal care services - average weekly billable hours	46.1	50.5	52.8	55.2	58.0	*	*	Up	*
★ Serious personal care complaints resolved in 24 hours (%)	97.0%	94.0%	93.0%	84.0%	97.0%	100.0%	100.0%	Neutral	Up
★ Average days to initiate home attendant and housekeeper services for all cases	20.0	23.0	20.0	23.5	23.5	30.0	30.0	Up	Down
Cases receiving home care services	155,504	176,681	200,927	222,182	229,280	*	*	Up	*
New applicants for HIV/AIDS Services Administration (HASA) services	6,862	6,102	5,730	4,948	3,998	*	*	Down	*
★ Individuals receiving HASA services	33,526	34,476	34,063	34,383	34,290	*	*	Neutral	*
HASA clients receiving housing assistance (%)	80.6%	81.8%	83.6%	83.1%	81.6%	*	*	Neutral	*
★ Average number of days from submission of a completed application to approval or denial of enhanced housing benefits to keep HASA clients in stable housing	6.9	7.6	7.6	6.8	6.2	8.0	8.0	Down	Down
★ Average number of days from submission of a completed application to issuance of enhanced housing benefits to HASA clients	16.8	17.7	19.7	17.1	14.9	15.5	15.5	Neutral	Down
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None									

## AGENCY-WIDE MANAGEMENT

**Recoveries and Cost Avoidance** In March 2020 at the start of the pandemic, nearly all of these operations were deferred or suspended, significantly reducing the Medicaid, Cash Assistance and SNAP recoveries and cost avoidance results since that time and thus the total result for Fiscal 2021. In Fiscal 2021, HRA continued to focus on maintaining the integrity of the benefit programs it oversees and ensuring that funds are collected appropriately through its Investigation, Revenue and Enforcement Administration (IREA). Efforts include investigation of provider fraud, recovery of monies owed from collection activities (such as Supplemental Needs Trusts and property and negligence liens) and securing repayments from settlements or in cases of concealed income. HRA continues to pursue Medicaid investigations under agreement with New York State even with the State takeover of most Medicaid administration and the enrollment of most new Medicaid clients through the State Exchange.

**Fair Hearings** HRA is committed to making it simpler for clients to obtain and keep benefits for which they are entitled by eliminating unnecessary punitive administrative actions that negatively affect clients. State administrative fair hearings are held when HRA clients dispute findings on their cases, usually related to eligibility or benefits. With the suspension of employment requirements due to the pandemic, and fewer case closings, the number of fair hearings requested decreased by 24.4 percent between Fiscal 2020 and 2021. There has been an overall decline in requests of 62.2 percent since the beginning of the Administration. Of the hearings that were held with determinations made in Fiscal 2021, 18.4 percent resulted in HRA's decisions being upheld, 1.6 percentage points lower than the prior fiscal year.

**IDNYC** HRA administers the largest municipal identification card program in the nation. IDNYC cards serve as an official identification card and help New Yorkers gain access to City services and buildings. The program also offers free membership in the City's leading museums, zoos, concert halls and botanical gardens. In Fiscal 2021, there were 167,070 cards issued, adding to the more than 1.56 million cards issued since the program's inception.

In December 2019, IDNYC began accepting renewal applications for expiring cards. In this second year of both new and renewal activities, there was a 0.6 percent increase in the total number of IDNYC applications processed and the 7.5 percent increase in IDNYC cards issued. All IDNYC enrollment centers closed in mid-March 2020, with only a small number reopening in 2021, reducing the number of new applications.

**Fair Fares NYC** Launched in January 2019, Fair Fares NYC is a City program to help low-income New Yorkers manage transportation costs. With the Fair Fares NYC discount, eligible New York City residents receive a 50 percent discount on subway and eligible bus fares or Access-A-Ride fares. During the first phase of the program, HRA provided discounted MetroCards to working New Yorkers at or below the federal poverty level who were receiving Cash Assistance or SNAP benefits from HRA. As of June 2019, 58,946 people were enrolled in the program; and as of June 2021, a year after the program expanded to open enrollment for all eligible New Yorkers, 235,583 people were enrolled in the program.

**Motor Vehicle Collisions** As of June 2021, HRA had 198 vehicles in its fleet and 484 authorized drivers. During Fiscal 2021, there were 15 fewer motor vehicle incident reports filed by HRA drivers compared to Fiscal 2020 and 38 fewer than Fiscal 2019, prior to the pandemic. In March 2020, most staff began working remotely from home, reducing the utilization of the HRA fleet and contributing to the decrease in incident reports.

**Employee Injuries** During Fiscal 2021, 55 Workers' Compensation Reports were filed due to workplace injuries, 52.6 percent fewer than filed in Fiscal 2020. These results show a sharp decrease during the pandemic, as most HRA locations were closed during the pandemic. HRA conducts annual workshops on workplace safety with a strong emphasis placed on how to reduce workplace violence.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Medicaid recoveries and cost avoidance for fraud, waste & abuse (\$000,000)	\$187.39	\$395.67	\$267.6	\$257.89	\$232.14	↑	↑	Neutral	Up
Cash assistance recoveries and cost avoidance for fraud, waste and abuse (\$000,000)	\$191.4	\$211.8	\$207.3	\$158.9	\$60.9	*	*	Down	Up
Supplemental Nutritional Assistance Program (SNAP) cost avoidance for fraud and abuse (\$000,000)	\$29.3	\$34.9	\$38.0	\$27.4	\$20.8	*	*	Down	Up
Fair hearings requested	247,253	236,156	222,260	197,991	149,697	*	*	Down	*
Fair hearings upheld (%)	9.6%	19.9%	23.7%	20.0%	18.4%	*	*	Up	Up
IDNYC - number of applications processed	245,610	159,109	132,422	163,350	164,399	*	*	Down	*
IDNYC - total number of cards issued	238,737	153,945	124,466	155,459	167,070	*	*	Down	*
IDNYC application timeliness (%)	99.0%	99.4%	99.6%	90.6%	96.1%	*	*	Neutral	Up
Fair Fares NYC enrollment	NA	NA	58,946	193,864	235,583	*	*	NA	*
Billed revenue as a percentage of budgeted revenue (%)	72.0%	68.4%	67.6%	57.1%	52.6%	*	*	Down	Up
Claims filed within 60 days of the close of the expenditure month (%)	100.0%	100.0%	100.0%	98.8%	100.0%	*	*	Neutral	Up
Calls resolved within 48 hours to the customer service call line for vendors (%)	80.7%	81.3%	76.9%	72.2%	68.3%	*	*	Down	Up
Collisions involving City vehicles	34	43	40	17	2	*	*	Down	Down
Workplace injuries reported	176	170	152	116	55	*	*	Down	Down
Applications filed with the United States Citizenship and Immigration Services	2,477	3,496	3,624	3,535	4,665	*	*	Up	*
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↑↓ Directional Target	* None					

## AGENCY CUSTOMER SERVICE

Beginning in April 2020, the new telephonic system used for remote call-taking by staff working at home during the COVID-19 pandemic did not allow for complete data collection for two MMR indicators ('Requests for interpretation' and 'Calls answered in 30 seconds (%)'). Even though service continued, Fiscal 2020 results were incomplete for these two indicators. Starting in December 2020, data collection for Calls answered in 30 seconds (%) was partially restored, as was Requests for interpretation as of January 2021. As a result, Fiscal 2021 reported results, though improved, remain incomplete for these two indicators even though, as in Fiscal 2020, service has continued. Data for fiscal years 2020 and 2021 therefore cannot be compared to prior years.

The average time to wait to speak to a customer service agent in person decreased by 2.5 percent in Fiscal 2021, compared to Fiscal 2020. HRA received an overall Customers Observing and Reporting Experience (CORE) rating of 98 out of a possible 100 in Fiscal 2021. Mayoral office inspectors arrive unannounced at the Agency service centers, conduct observations and rate 11 physical conditions and four customer service elements.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	1,264,815	1,232,975	1,154,534	877,824	592,901	*	*	Down	*
Letters responded to in 14 days (%)	93.6%	91.2%	95.4%	97.5%	100%	90%	90%	Neutral	Up
E-mails responded to in 14 days (%)	93.2%	96.1%	96.4%	93.5%	97.5%	90%	90%	Neutral	Up
Average customer in-person wait time (minutes)	34.1	34.1	32.2	27.7	27.0	60.0	60.0	Down	Down
CORE facility rating	86	92	NA	98	98	80	80	NA	Up
Calls answered in 30 seconds (%)	84.1%	58%	59.1%	42%	43.1%	80%	80%	Down	Up
Customer satisfaction rating for Public Health Insurance Program services "good" or "excellent" (%)	93.0%	94.0%	94.0%	94.0%	94.0%	*	*	Neutral	Up

★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      \* None

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$9,563.4	\$9,904.0	\$10,243.1	\$10,525.7	\$10,158.1	\$9,432.4	\$11,237.3	Neutral
Revenues (\$000,000)	\$57.8	\$55.7	\$62.7	\$67.6	\$80.1	\$42.6	\$42.6	Up
Personnel	13,336	13,004	12,678	12,520	11,913	13,665	13,642	Neutral
Overtime paid (\$000,000)	\$36.5	\$35.6	\$39.2	\$15.9	\$16.7	\$16.7	\$15.9	Down
Capital commitments (\$000,000)	\$44.7	\$57.6	\$44.5	\$23.0	\$28.3	\$93.6	\$194.6	Down
Human services contract budget (\$000,000)	\$486.8	\$566.5	\$680.7	\$757.0	\$800.0	\$770.9	\$907.9	Up

<sup>1</sup>Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at [nyc.gov/mmr](http://nyc.gov/mmr) for details.      <sup>2</sup>Authorized Budget Level      <sup>3</sup>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 FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$833.7	\$857.1	
201 - Administration	\$327.8	\$304.3	All
203 - Public Assistance	\$286.4	\$281.6	1a, 1b, 2a, 2b, 2c, 3a
204 - Medical Assistance	\$79.3	\$105.3	1c, 2b, 4a
205 - Adult Services	\$117.1	\$123.8	1c, 2a, 2b, 2c, 3a, 3b, 4a
207 - Legal Services <sup>4</sup>	\$0.0	\$3.2	All
208 - Home Energy Assistance <sup>4</sup>	\$0.3	\$1.2	1a
209 - Child Support Services <sup>4</sup>	\$22.8	\$37.6	2c
Other Than Personal Services - Total	\$9,722.2	\$9,301.0	
101 - Administration	\$373.4	\$343.8	All
103 - Public Assistance	\$2,394.0	\$2,487.4	1a, 1b, 2a, 2b, 2c, 3a
104 - Medical Assistance	\$6,318.8	\$5,699.4	1c, 2b, 4a
105 - Adult Services	\$451.3	\$428.1	1c, 2a, 2b, 2c, 3a, 3b, 4a
107 - Legal Services	\$184.7	\$193.9	All
108 - Home Energy Assistance	NA	\$41.0	1a
109 - Child Support Services	NA	\$22.0	2c
110 - Emergency Food	NA	\$85.5	1b
Agency Total	\$10,555.9	\$10,158.1	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds. <sup>2</sup> City of New York Adopted Budget for Fiscal 2021, as of Jun 2021. Includes all funds. <sup>3</sup> Refer to agency goals listed at front of chapter. "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Equity NYC indicators are identified with a burst (✶). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## 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>
- Link to Jobs for New Yorkers task force report: [http://www.nyc.gov/html/ohcd/downloads/pdf/jobs\\_for\\_nyers\\_task\\_force\\_flyer.pdf](http://www.nyc.gov/html/ohcd/downloads/pdf/jobs_for_nyers_task_force_flyer.pdf)
- The Social Indicators and Equity Report, EquityNYC: <http://equity.nyc.gov/>

For more information on the agency, please visit: [www.nyc.gov/hra](http://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 nonprofit organizations to support and stabilize families at risk of a crisis through prevention services and with foster care agencies for children not able to remain safely at home. Each year, the agency's Division of Child Protection conducts over 40,000 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 issues child care vouchers for more than 50,000 children eligible for subsidized child care and promotes a two-generation approach to child and family wellbeing, family stability and equity through public education campaigns and a place-based approach including Family Enrichment Centers and the Community Partnership Program.

## FOCUS ON EQUITY

ACS seeks to establish an equitable child welfare and juvenile justice system in which a child or family's race, gender, sexual orientation or other identities does not predict how they fare. In New York City, Black and Latinx families are overrepresented at key points along child welfare and juvenile justice pathways. To address racial disproportionality ACS has implemented programs such as Collaborative Assessment, Response, Engagement & Support (CARES) which diverts families from a traditional child welfare investigation and instead connects them directly with resources that will help them thrive. ACS also restructured its prevention and family support system through new contracts that improve the availability of and access to the most appropriate services; reduce reliance wherever possible on court-ordered interventions and prevent the need for foster care placements whenever children can remain safely at home. Thanks to this and other efforts, ACS has reduced the foster care census to a historic low. ACS is building the capacity of Children's Services staff at all levels to respond effectively to structural racism and individual bias and promote culturally competent policy and practice. To meet the needs of LGBTQ+ youth in foster care, ACS has implemented policy, guidance and best practices for ACS and provider agency staff and a mandatory LGBTQ+ training that focuses on engagement techniques and cultural competency.

## OUR SERVICES AND GOALS

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### **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.

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### **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.

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### **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 IN FISCAL 2021

## 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.

The number of investigations conducted in response to reports of suspected child abuse and/or neglect continued the downward trend that began in Fiscal 2018. During Fiscal Year 2021 this decline was especially sharp because of the COVID-19 pandemic, with substantial reductions in reports from school staff and other mandated reporters. The number of investigations in Fiscal 2021 declined 8 percent compared to Fiscal 2020 from 46,403 to 42,783. Continued quality assurance and oversight, coaching to support strength-based investigations and best case practice and service provision to families contributed to the 2.3 percentage point decline in the percentage of children in investigations that found some credible evidence of abuse or neglect with repeat investigations that also found some credible evidence within a year, from 17.2 to 14.9 percent. ACS's increased use of evidence-based prevention services also supported behavioral change for families that helped to decrease incidents of repeat maltreatment of children.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Number of State Central Register consolidated investigations	59,329	59,166	56,336	46,403	42,783	*	*	Down	*
★ Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Register (%)	98.2%	97.5%	97.8%	98.5%	98.8%	100.0%	100.0%	Neutral	Up
Investigations that found credible evidence of abuse or neglect (%)	40.0%	38.0%	37.7%	36.4%	35.2%	*	*	Down	*
Children in complete investigations with repeat investigations within a year (%)	23.9%	25.5%	25.3%	25.2%	23.5%	*	*	Neutral	Down
★ Children in investigations that found credible evidence of abuse or neglect with repeat investigations that also found credible evidence within a year (%) (preliminary)	18.5%	18.5%	17.9%	17.2%	14.9%	14.0%	14.0%	Down	Down
★ Average child protective specialist caseload	12.4	12.5	10.5	7.5	6.3	12.0	12.0	Down	Down
★ Critical Indicator	● Equity Indicator	"NA" Not Available			↑↓ Directional Target	* None			

### Goal 1b

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

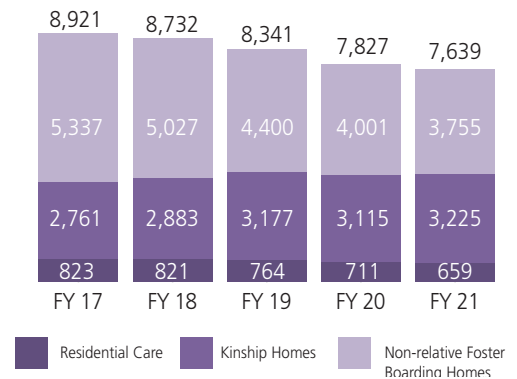
The daily average number of children receiving child welfare prevention services decreased 20 percent from 22,860 to 18,330 and the number of children who received services during the year fell 20 percent from 41,176 to 32,945. Additionally, there was a 21 percent decline in the number of families entering specialized teen child welfare prevention services from 838 to 663. These declines were driven by two major factors: the COVID-19 pandemic led to a reduction in child abuse and neglect investigations throughout Fiscal 2021, which led to fewer prevention referrals. The pandemic also made families more hesitant to have prevention service providers in their homes. Secondly, new contracts and programs that started on July 1, 2020 restructured the citywide prevention service system. This system transition also impacted prevention service utilization as new programs ramped up. The number of families entering child welfare prevention services rose eight percent from 7,699 in Fiscal 2020 to 8,316 in Fiscal 2021 indicating that the system's performance is improving and returning to pre-COVID-19 levels. ACS will continue to work closely with prevention service providers to expand access to their services during this time, including establishing new connections with schools, healthcare clinics, foster care agencies, and other community-based organizations.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Families entering child welfare prevention services	9,240	9,608	9,965	7,699	8,316	10,000	9,000	Down	Up
Families entering child welfare specialized teen prevention services	1,136	1,175	1,099	838	663	*	*	Down	Up
Children receiving child welfare prevention services (daily average)	23,870	24,481	25,296	22,860	18,330	*	*	Down	Up
Children who received child welfare prevention services during the year (annual total)	43,157	43,874	45,468	41,176	32,945	*	*	Down	Up
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↑↓ Directional Target					* None	

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

The number of children entering foster care continued to decline in Fiscal 2021. Foster care placements fell by 17 percent from 3,105 in Fiscal 2020 to 2,592 in Fiscal 2021. This decrease parallels the reduction of child abuse and neglect reports and investigations during the COVID-19 pandemic. The average number of children in foster care declined two percent from 7,827 to 7,639. In addition, the number of days all children spent in foster care declined four percent. ACS continued its focus on ensuring safe and stable foster care placements, with a priority on placing children with kin. The proportion of all children in foster care who are living in kinship homes increased from 40 percent in Fiscal 2020 to 42 percent in Fiscal 2021, an increase of 11 percentage points since Fiscal 2017. Children placed in their borough of origin increased from 52.3 percent in Fiscal 2020 to 54.1 percent in Fiscal 2021; however, as the total number of children in non-relative homes continued to decline, the percentage of them placed in-community decreased from 29.9 percent to 24.2 percent, which may be a reflection of the impact of COVID-19 on the available foster parent pool. The percentage of children who re-entered foster care within a year of discharge to family declined from 8.0 in Fiscal 2020 to 7.5 in Fiscal 2021.

**Children in Foster Care**



Placement stability performance continued to be strong and improving; the number of children moved from one foster care placement to another per 1,000 care days declined 14 percent from 1.4 in Fiscal 2020 to 1.2 in Fiscal 2021. Children's safety is ACS' top priority. The number of children for whom a child protective investigation found some credible evidence that maltreatment by foster parents may have occurred decreased from 7.3 incidents per 100,000 care days in Fiscal 2020 to 7.2 in Fiscal 2021.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
All children entering foster care (preliminary)	4,088	4,196	3,798	3,105	2,592	*	*	Down	*
★ Children placed in foster care in their community	36.6%	36.2%	28.7%	29.9%	24.2%	36.0%	36.0%	Down	Up
★ 🌟 Children in foster care (average)	8,921	8,732	8,341	7,827	7,639	↕	↕	Down	Down
– Children in foster kinship homes (average)	2,761	2,883	3,177	3,115	3,225	*	*	Up	*
– Children in nonrelative foster boarding homes (average)	5,337	5,027	4,400	4,001	3,755	*	*	Down	Down
– Children in residential care (average)	823	821	764	711	659	*	*	Down	Down
★ Children who re-enter foster care within a year of discharge to family (%)(preliminary)	6.2%	9.1%	9.8%	8.0%	7.4%	6.0%	6.0%	Neutral	Down
School Attendance Rate - Children in Foster Care (%)	82.2%	81.4%	81.9%	82.4%	78.7%	*	*	Neutral	Up
Total days all children spent in foster care	4,062,642	3,923,854	3,686,234	3,538,806	3,406,169	*	*	Down	Down
★ Number of moves in foster care per 1,000 care days	1.6	1.7	1.7	1.4	1.2	1.4	1.2	Down	Down
★ Children maltreated during family foster care placement per 100,000 care days	6.7	7.5	9.7	7.3	7.2	5.0	5.0	Neutral	Down
★ Critical Indicator      🌟 Equity Indicator      "NA" Not Available      ↕↔ Directional Target      * None									

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

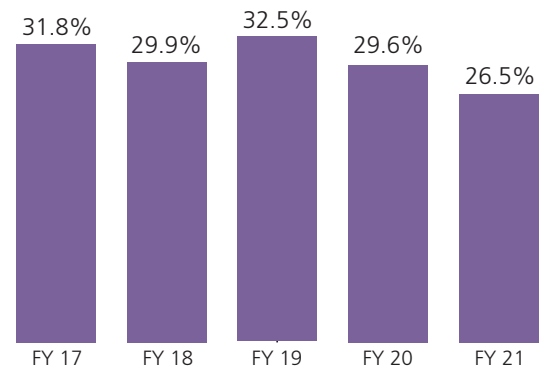
The proportion of siblings who enter care at the same time and are placed together in the same foster home increased from 93.6 percent in Fiscal 2020 to 94.8 in Fiscal 2021. The proportion of children entering foster care who ACS immediately placed with kin remains well above historical levels, at 40.7 percent. ACS continues to have more than 90 percent of foster children and youth in family-based rather than congregate placements. The average number of children in congregate, residential care dropped by seven percent from 711 in Fiscal 2020 to 659 in Fiscal 2021 and comprises only nine percent of the children in care.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Siblings placed simultaneously in the same foster home (%) (preliminary)	93.0%	94.1%	93.8%	93.6%	94.8%	*	*	Neutral	Up
★ Children entering foster care who are placed with relatives (%) (preliminary)	30.1%	34.1%	40.8%	41.0%	40.7%	44.0%	44.0%	Up	Up
★ Critical Indicator      🌟 Equity Indicator      "NA" Not Available      ↕↔ Directional Target      * None									

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

Given concerns about the limited operations of the Family Court during the pandemic, ACS has taken steps to move permanency forward for children and families that could be pursued with the agreement of all parties. 1,679 children were reunified in Fiscal 2021, in part due to ACS conducting proactive case reviews for thousands of children with the goal of reunification in order to identify cases that could safely progress to increased family time, trial discharge or final family reunification, with court approval when necessary. Due to limited court access, the percent of children who reunified within a year of entering foster care declined from 29.6 percent in Fiscal 2020 to 26.5 percent in Fiscal 2021 and the number of reunifications dropped by 8 percent from 1,834 in Fiscal 2020 to 1,679 in Fiscal 2021. However, there was also a 17 percent decrease in children entering foster care.

**Children discharged to permanency within a year of placement (%)**



ACS and its foster care providers have also worked throughout the pandemic to ensure that KinGAP and adoption paperwork was prepared and updated so that these cases could proceed in Family Court as soon as the court began hearing these matters. In Fiscal 2021, KinGAP finalizations began to rebound in the latter half of the year; the number of KinGAP finalizations increased by 54 percent, from 267 in Fiscal 2020 to 412 in Fiscal 2021. The proportion of children in care 12-23 months discharged to permanency increased from 20.4 percent to 23.0 percent and the proportion of children in care 24 or more months discharged to permanency increased from 18.6 percent to 19.9 percent. However, adoptions declined from 404 in Fiscal 2020 to 343 in Fiscal 2021. ACS continued to take all steps within its control to move children to permanency and communicated closely with the Family Court about strategies to achieve timely permanency for children during the pandemic.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Children discharged to permanency within a year of placement (%)	31.8%	29.9%	32.5%	29.6%	26.5%	30.0%	35.0%	Down	Up
★ Children in care 12-23 months discharged to permanency (%)	24.9%	24.4%	24.7%	20.4%	23.0%	20.0%	27.0%	Down	Up
★ Children in care 24 or more months discharged to permanency (%)	24.8%	25.8%	25.3%	18.6%	19.9%	20.0%	27.0%	Down	Up
Children adopted	899	900	748	404	343	*	*	Down	*
Children eligible for adoption (average)	1,277	1,096	973	800	730	*	*	Down	*
Kinship Guardianship Assistance discharges	384	305	379	267	412	*	*	Neutral	Up
Children returned to parents (reunifications)	2,289	2,563	2,309	1,834	1,679	*	*	Down	*

★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    \* None

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

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

Child care voucher enrollment declined 22 percent from 64,324 in Fiscal 2020 to 50,266 in Fiscal 2021. This decrease was driven by a decline in the HRA cash assistance population with vouchers and by COVID-related reasons (program closures and parents' decisions not to send children to child care). Voucher enrollment for center-based care fell 18 percent to 25,496; vouchers for family-based child care went down 15 percent to 22,108 and vouchers for informal (home-based) child care decreased 63 percent to 2,663. Mandated voucher enrollment declined 33 percent to 26,251. Vouchers for other eligible children fell five percent to 24,015.

The number of reports of suspected abuse and/or neglect for children in child care programs declined 49 percent from 442 in Fiscal 2020 to 224 in Fiscal 2020. Child Care investigations include alleged abuse or maltreatment of children perpetrated by someone who cares for children in a setting that is not the child's familial home and that requires state or local government approval and is subject to state laws, regulations and oversight. This includes, but is not limited to, NYC Early Care and Education programs. During this period, the percent of investigations for children in child care that found some credible evidence of abuse and/or neglect rose 1 percentage point to 20.5 percent.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Average child care voucher enrollment	66,968	66,682	65,607	64,324	50,266	*	*	Down	*
★ Average mandated children voucher enrollment	53,723	50,937	45,569	39,039	26,251	*	*	Down	*
★ Average other eligible children voucher enrollment	13,245	15,745	20,038	25,286	24,015	*	*	Up	*
★ Average center-based child care voucher enrollment	27,864	28,932	29,576	31,045	25,496	*	*	Neutral	*
★ Average family child care voucher enrollment	24,786	25,916	26,607	26,065	22,108	*	*	Neutral	*
★ Average informal (home-based) child care voucher enrollment	14,318	11,834	9,424	7,215	2,663	*	*	Down	*
Fiscal year spending per child - Center-based child care vouchers	\$9,149	\$8,646	\$8,726	\$8,997	\$9,869	*	*	Neutral	*
Fiscal year spending per child - Family child care vouchers	\$8,322	\$7,740	\$7,823	\$7,860	\$8,513	*	*	Neutral	*
Fiscal year spending per child - Legally exempt (informal child care) vouchers	\$4,234	\$4,327	\$4,379	\$4,362	\$5,495	*	*	Up	*
Abuse and/or neglect reports for children in child care	621	726	709	442	224	*	*	Down	*
Investigations for children in care that found credible evidence of abuse or neglect (%)	16.4%	14.1%	16.4%	19.5%	20.5%	*	*	Up	Down
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⬆️⬆️ Directional Target      * None									

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

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

During Fiscal 2021, admissions decreased from 1,442 in Fiscal 2020 to 987. This decline was largely the result of the COVID-19 pandemic. Driven by the decrease in admissions, the average daily population in detention fell eight percent to 118.9 from 128.7 during this period. The average length of stay rose 31 percent from 29 to 38 days. This increase can largely be attributed to delays in court adjudication due to the COVID-19 pandemic coupled with a decrease in the proportion of juvenile delinquents who tend to have shorter stays in care and increase in adolescent offenders who typically have longer stays.

Assaults and altercations with injury and abuse/neglect declined during Fiscal 2021. The youth-on-youth assault and altercation with injury rate per 100 average daily population decreased from 0.35 in Fiscal 2020 to 0.34 in Fiscal 2021. The youth-on-staff assault with injury rate per 100 average daily population declined from 0.30 to 0.27. The rate of cases in detention where credible evidence of abuse and/or neglect was found fell from 0.13 to 0.08. ACS continues to refine its behavior management system (STRIVE+), enhance training through embedded coaching techniques focusing on effective methods of deescalating and engaging youth, work with community providers such as violence interrupters and work with oversight agencies to explore additional improvement strategies in the new context of a substantially older youth population.

The weapon recovery rate per 100 daily population in detention increased from 0.22 in Fiscal 2020 to 0.25 in Fiscal 2021 and the illegal substance/prescription or over-the-counter medication recovery rate rose from 0.07 to 0.14. ACS continues to work closely with its state oversight agencies on the development and deployment of practices to better identify and remove contraband for secure detention facilities. ACS is also working closely with the Department of Investigation to conduct canine searches in detention and continues to work towards building its own internal capacity in this area. Additionally, search teams and protocols have been developed which has led to an increase in contraband recovery.

The number of young people entering Close to Home placement declined 35 percent from 110 in Fiscal 2020 to 71 in Fiscal 2021. The average number of youth in Close to Home placement fell 25 percent from 87 to 65. These decreases were largely due to the impact of the COVID-19 pandemic and a dramatic slowdown in court processing within Family Court. The average number of young people in aftercare declined 49 percent from 40.5 to 20.6. Similarly releases to Close to Home aftercare declined from 80 to 48 and discharges from Close to Home with complete disposition orders fell from 83 to 77 as a result of having fewer youth in the continuum.

Close to Home youth-on-youth assaults and altercations with injury per 100 care days declined from 0.11 to 0.07 and youth-on-staff assaults with injury declined from 0.09 to 0.07. These critical incidents reached historic lows largely due to improved execution of the safe utilization of physical interventions and by ensuring that effective programming and youth

engagement is occurring within the programs. The absent without consent (AWOC) rate fell from 0.27 in Fiscal 2020 to 0.22 in Fiscal 2021. The continued decrease in AWOCs is due to the mitigating measures taken by the providers to ensure the safety and security of youth. The continued collaboration between ACS and the Close to Home provider agencies remains our highest priority with an emphasis on ensuring the safety and security of youth and staff.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Total admissions to detention	2,126	1,754	1,449	1,442	987	↓	↓	Down	Down
★ Average daily population (ADP), detention	119.8	84.9	70.8	128.7	118.9	↓	↓	Up	Down
Secure detention - ADP	70.3	49.6	45.3	100.9	100.5	*	*	Up	Down
Non-secure detention - ADP	49.5	35.4	25.5	27.8	18.4	*	*	Down	Down
★ Average length of stay, detention (days)	24	19	17	29	38	↓	↓	Up	Down
★ Escapes from secure detention	0	0	0	0	0	0	0	Neutral	Down
★ Abscond rate in non-secure detention (average per 100 total ADP in non-secure)	0.08	0.04	0.02	0.10	0.10	0.05	0.05	Up	Down
★ Youth on youth assaults and altercations with injury rate (per 100 total ADP), detention	0.38	0.32	0.29	0.35	0.34	0.35	0.35	Neutral	Down
★ Youth on staff assault w/injury rate (per 100 total ADP), detention	0.11	0.07	0.30	0.30	0.27	0.15	0.15	Up	Down
★ Weapon recovery rate (average per 100 total ADP), detention	0.06	0.07	0.09	0.22	0.25	↓	↓	Up	Down
★ Illegal substance/prescription or OTC medication recovery rate (average per 100 total ADP), detention	0.06	0.06	0.09	0.07	0.14	↓	↓	Up	Down
★ Average daily cost per youth per day, detention (\$)	\$1,684	\$1,688	\$1,651	\$2,064	\$2,084	*	*	Up	*
Admissions to Close to Home placement	227	136	82	110	71	*	*	Down	Down
★ Number in Close to Home placement	156	139	97	87	65	↓	↓	Down	Down
★ Number in Close to Home aftercare (average)	97	69	54	41	21	*	*	Down	*
Absent without consent (AWOC) rate, Close to Home placement	0.29	0.18	0.20	0.27	0.22	0.40	0.40	Neutral	Down
Discharges from Close to Home placement (dispositional order complete)	182	173	115	83	77	*	*	Down	*
Releases from Close to Home placement to aftercare	194	151	122	80	48	*	*	Down	*
Youth on staff assault with injury rate, Close to Home placement	0.13	0.06	0.09	0.09	0.07	0.05	0.05	Down	Down
Youth on youth assault with injury rate, Close to Home placement	0.13	0.13	0.13	0.11	0.07	0.09	0.07	Down	Down
★ Child abuse and/or neglect allegation cases with credible evidence of abuse and/or neglect, rate (average per 100 total ADP), detention	NA	0.03	0.04	0.13	0.08	↓	↓	NA	Down
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None									

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

During Fiscal 2021 the percent of youth who received general mental health screening or services while in detention rose from 71 percent to 78 percent. This improvement is due to the consolidation of mental health services under NYU/Bellevue, allowing for more streamlined and efficient service provision.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Youth who received mental health screening or services while in detention (%)	NA	76.2%	73.8%	71.0%	78.0%	↑	↑	NA	Up
★ Residents seen within 24 hours of sick call report (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
★ General health care cost per youth per day, detention (\$)	\$163	\$241	\$171	\$152	\$236	*	*	Up	*
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None									



### Goal 3c

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

The percent of youth admitted to detention with previous detention admissions declined from 58.0 percent in Fiscal 2020 to 49.0 percent in Fiscal 2021.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ 🌟 Youth admitted to detention with previous admission(s) to detention (%)	64.0%	58.5%	58.7%	58.0%	49.0%	*	*	Down	*
★ Critical Indicator    🌟 Equity Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    * None									

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Collisions involving City vehicles	30	33	16	28	31	*	*	Neutral	Down
Workplace injuries reported	214	215	288	444	380	*	*	Up	Down
★ Critical Indicator    🌟 Equity Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    * None									

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	94,860	135,252	113,959	111,137	110,307	*	*	Neutral	*
Letters responded to in 14 days (%)	88.4%	80.9%	75.0%	NA	94.4%	*	*	NA	Up
E-mails responded to in 14 days (%)	97.3%	82.8%	80.4%	84.4%	86.5%	*	*	Neutral	Up
★ Critical Indicator    🌟 Equity Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$2,974.1	\$2,976.8	\$3,149.2	\$2,735.1	\$2,727.3	\$2,658.5	\$2,731.6	Neutral
Revenues (\$000,000)	\$8.5	\$9.5	\$10.7	\$8.0	\$2.4	\$3.4	\$3.4	Down
Personnel	6,362	6,629	7,148	7,059	6,863	7,384	7,351	Neutral
Overtime paid (\$000,000) <sup>4</sup>	\$49.1	\$61.1	\$60.3	\$39.2	\$34.9	\$4.9	\$47.9	Down
Capital commitments (\$000,000)	\$10.0	\$111.7	\$33.4	\$27.5	\$9.7	\$105.2	\$72.0	Down
Human services contract budget (\$000,000)	\$1,742.9	\$1,729.6	\$1,832.7	\$1,413.8	\$1,392.4	\$1,356.3	\$1,391.1	Down

<sup>1</sup>Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at [nyc.gov/mmr](http://nyc.gov/mmr) for details.    <sup>2</sup>Authorized Budget Level    <sup>3</sup>Expenditures include all funds    <sup>4</sup>FY2020 actual value for Overtime paid is as provided by ACS.    "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 FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$552.9	\$522.6	
001 - Child Welfare	\$376.3	\$348.2	1a, 1b, 1c, 1d, 1e, 2a
003 - Head Start/Day Care	\$11.2	\$9.6	2a
005 - Administration	\$101.6	\$98.2	All
007 - Juvenile Justice	\$63.8	\$64.2	3a, 3b, 3c
009 - Adoption Subsidy	\$0.0	\$2.4	1e
Other Than Personal Services - Total	\$2,093.4	\$2,204.7	
002 - Other Than Personal Services	\$96.9	\$131.2	All
004 - Head Start/Day Care	\$530.3	\$495.4	2a
006 - Child Welfare	\$1,308.1	\$1,123.1	1a, 1b, 1c, 1d, 1e
008 - Juvenile Justice	\$158.0	\$170.7	3a, 3b, 3c
010 - Adoption Subsidy	\$0.0	\$271.1	1e
11 - Juvenile Justice - OCFS Payments	\$0.0	\$13.1	3a
Agency Total	\$2,646.4	\$2,727.3	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds. <sup>2</sup>City of New York Adopted Budget for Fiscal 2021, as of Jun 2021. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter. "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Equity NYC indicators are identified with a burst (✪). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

For additional information go to:

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

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

# DEPARTMENT OF HOMELESS SERVICES

Steven Banks, Commissioner  
Joslyn Carter, Administrator



## WHAT WE DO

The Department of Homeless Services (DHS) works to prevent homelessness before it occurs, address unsheltered 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 New Yorkers experiencing homelessness need to achieve and maintain housing permanency. In February 2017, Mayor de Blasio released a comprehensive plan to turn the tide on homelessness, neighborhood by neighborhood; followed by “The Journey Home” in December 2019, an action plan to end long-term street homelessness.

## FOCUS ON EQUITY

In New York City and throughout the United States, homelessness is driven by income and racial inequities, lack of affordable and supportive housing and stagnant wages combined with social factors, including domestic violence, de-institutionalization of persons who have 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, services to unsheltered New Yorkers, and placement into permanent subsidized and supportive housing. In partnership with the Human Resources Administration (HRA) and other agencies, DHS provides access to targeted rental assistance to help eligible families and individuals avoid or exit shelter.

In Fiscal 2016 Mayor de Blasio announced a comprehensive plan to reform the delivery of homeless services in New York City. “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, including eliminating the 21-year old “cluster” apartment program.

In December 2019, DHS announced “The Journey Home,” an action plan to end long-term street homelessness with enhanced efforts around new permanent housing, and safe havens, outreach, and cross-agency collaborative interventions to bring these solutions to those New Yorkers who have been the hardest to reach.

People of color, particularly African-Americans, are over-represented among those who are experiencing homelessness, both in New York City and throughout the country. Poverty is a strong predictor of homelessness; and Black families and individuals are more likely to experience poverty, especially deep poverty, than their White counterparts. Higher incarceration rates, especially for Black men, are also linked to increased risk of homelessness. Mayor de Blasio’s investment in services that strengthen communities; services in shelter that provide people with tools to move out of poverty; and the development of stable permanent housing and rental assistance programs provide a foundation to counteract these historic inequities.

## OUR SERVICES AND GOALS

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### **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 IN FISCAL 2021

## 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.

In Fiscal 2021, the average number of adult families and families with children in shelter per day declined by 19.2 percent and 16.2 percent respectively compared to the prior year, driven primarily by fewer entrants to shelter and continuing exits to permanent housing despite the pandemic. Adult families and families with children entering DHS shelter decreased by 52.8 percent and 39.5 percent, respectively. DHS has made progress reducing the number of families experiencing homelessness and residing in shelter on any given night, with the peak number of individuals in those families declining by over 10,000 between 2014 and 2021. The decline of families in shelter began prior to the pandemic and can be attributed, in part, to several factors: the increase in legal services funding over the last few years; an increase in payments for rent arrears and a resultant decline in evictions; and increases in subsidized housing placements since the inception of the City's rental assistance and rehousing programs in 2014. The onset of the COVID-19 pandemic was correlated with a further decline in family shelter entries, as evictions were suspended, some families may have sheltered in place, and exits to subsidized housing continued.

The average number of single adults in shelter per day increased by 6.8 percent over the previous period. While the number of new single adult entrants declined, the average length of stay continued to increase, contributing to the census growth. Compounding the lack of affordable and supportive housing, COVID-19 public health measures made it especially challenging to place single adults into permanent housing. DHS continues to focus on addressing the housing and services needs of those longest in shelter, including through targeted interventions for elderly clients and clients with disabilities.

In Fiscal 2021, 57.6 percent of families with children entering shelter received an initial placement according to the youngest school-aged child's school address, a 2.3 percentage point increase compared to Fiscal 2020. In Fiscal 2021, 75.4 percent of families with children in shelter resided in an ongoing shelter placement in the borough of their youngest child's school.

All families with children in shelter have access to dedicated licensed social workers who conduct behavioral health assessments, developmental screenings for children, and provide services to help address barriers to permanent housing. These clinicians served 80 percent of families in shelter in Fiscal 2021, essentially the same as in Fiscal 2020.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ ● Average number of adult families in shelters per day	2,461	2,475	2,510	2,455	1,983	↓	↓	Down	Down
★ ● Average number of families with children in shelters per day	12,818	12,619	12,415	11,719	9,823	↓	↓	Down	Down
★ ● Average number of single adults in shelters per day	13,626	14,847	16,094	16,866	18,012	↓	↓	Up	Down
★ Adult families entering the DHS shelter services system	1,583	1,469	1,433	1,118	528	↓	↓	Down	Down
★ Families with children entering the DHS shelter services system	12,595	12,151	11,965	10,087	6,107	↓	↓	Down	Down
★ Single adults entering the DHS shelter services system	19,800	21,177	21,122	20,296	18,127	↓	↓	Neutral	Down
Families with children receiving public assistance (average) (%)	81.5%	80.9%	80.3%	80.9%	84.7%	85.0%	85.0%	Neutral	*
Average school attendance rate for children in the DHS shelter services system (%)	82.7%	82.3%	83.9%	85.0%	NA	*	*	NA	Up
Families initially placed in shelter in the borough of their youngest school-aged child's school address (%)	48.9%	49.8%	52.9%	55.4%	57.6%	85.0%	85.0%	Up	Up
Families living in shelter who received biopsychosocial screenings from mental health clinicians (%)	NA	36%	66%	79%	80%	80%	80%	NA	Up
Families in shelter living in the borough of their youngest child's school (%)	NA	NA	73.1%	76.1%	75.4%	*	*	NA	Up

★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    \* None

**Goal 1b**

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

The rate of serious incidents increased in all three systems, driven almost entirely by health-related categories. COVID-related incidents, including quarantining of both staff and clients for contagious diseases, accounted for more than a quarter of the overall increase in serious incidents. Additionally, the Agency's Serious Incident Unit (SIU), a centralized unit for all incident reporting that operates 24 hours a day, year-round, continued its new quality assurance review process and staff were retrained during the fiscal year, resulting in more accurate reporting and tracking.

There were increases in the average daily cost of shelter for single adult and adult family shelter. Despite a decline in the nightly cost of commercial hotel rooms used for shelter, the increase of 5.4 percent in the cost of adult shelter was primarily due to the use of several thousand additional commercial hotel rooms, beginning in April 2020, in order to de-densify congregate shelters and prevent the spread of COVID-19. For both single adults and adult families the continuing replacement of older, low quality facilities with new, borough-based programs also contributed to the increase. Family with Children shelter rates declined by four percent due to a combination of the lower nightly cost of commercial hotels and fewer numbers of families in these facilities as more families were placed in the new borough-based shelters.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Adult shelter inspections with safety, maintenance or cleanliness deficiencies per 1,000 beds	0.00	0.00	0.00	0.00	0.00	*	*	Neutral	*
★ Serious incidents in the adult shelter system, per 1,000 residents	NA	NA	20.6	26.6	38.1	↓	↓	NA	Down
Serious violent incidents in the adult shelter system, per 1,000 residents	1.6	1.6	2.0	2.2	2.5	*	*	Up	Down
★ Serious incidents in the adult family shelter system, per 1,000 residents	NA	NA	10.5	13.8	16.3	↓	↓	NA	Down
Serious violent incidents in the adult family shelter system, per 1,000 residents	1.6	1.6	1.4	1.4	1.0	*	*	Down	Down
★ Serious incidents in the families with children shelter system, per 1,000 residents	NA	NA	5.6	7.6	11.5	↓	↓	NA	Down
Serious violent incidents in the families with children shelter system, per 1,000 residents	0.6	0.3	0.8	0.9	1.0	*	*	Up	Down
Cost per day for shelter facilities - Single adult facilities (\$) (annual)	\$99.46	\$117.43	\$124.38	\$130.63	\$137.74	*	*	Up	*
Cost per day for shelter facilities - Family facilities (\$) (annual)	\$167.84	\$187.46	\$196.23	\$198.67	\$191.36	*	*	Up	*
– Adult families	\$138.13	\$147.49	\$158.71	\$171.40	\$172.99	*	*	Up	*
– Families with children	\$171.21	\$192.10	\$201.60	\$202.69	\$193.76	*	*	Up	*
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None									

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

**Goal 2a**

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

Homeless clients continue to be placed into permanent, stable housing through a variety of City and federally funded rental assistance programs and prior to the pandemic, exits to permanent housing were increasing for all populations. However, efforts to stem the spread of COVID-19, which encouraged New Yorkers, including landlords and brokers, to remain inside as much as possible, resulted in a sharp decline in apartment showings before DHS shifted to virtual showings. Placements to permanent housing for single adults and families with children declined in Fiscal 2021 compared to Fiscal 2020 as a result. Single adult exits to permanent housing decreased by 17.2 percent and families with children exits to permanent housing decreased by 10.1 percent compared to Fiscal 2020. Adult family exits to permanent housing increased by 6.7 percent compared to Fiscal 2020. DHS staff continued to assist clients in finding and moving into permanent housing during the pandemic to the extent possible and, in accordance with City safety guidance, have added remote alternatives to the normally in-person housing search process. Average length of stay increased for all populations. While there were fewer entrants to shelter compared to the prior period, this led to fewer families and individuals with short-term stays and resulted in an increased proportion of the population with long-term stays in shelter.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Single adults exiting to permanent housing	8,043	8,593	8,912	7,890	6,535	*	*	Down	Up
– subsidized	3,633	4,157	5,001	4,824	4,601	*	*	Up	Up
– unsubsidized	4,410	4,436	3,911	3,066	1,934	*	*	Down	Up
Adult families exiting to permanent housing	570	513	543	465	496	*	*	Down	Up
– subsidized	313	331	439	379	393	*	*	Up	Up
– unsubsidized	257	182	104	86	103	*	*	Down	Up
Families with children exiting to permanent housing	8,571	8,933	9,137	7,992	7,186	*	*	Down	Up
– subsidized	5,421	6,446	6,872	6,142	5,642	*	*	Neutral	Up
– unsubsidized	3,150	2,487	2,265	1,850	1,544	*	*	Down	Up
★ Average length of stay for single adults in shelter (days)	383	401	414	431	476	↓	↓	Up	Down
★ Average length of stay for adult families in shelter (days)	550	561	580	630	773	↓	↓	Up	Down
★ Average length of stay for families with children in shelter (days)	414	438	446	443	520	↓	↓	Up	Down
★ Critical Indicator    ● Equity Indicator    “NA” Not Available    ↑↓ Directional Target    * None									

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

The overall rate of clients who have returned to shelter within one year continued to decline for all populations: by 2.4 percentage points for single adults, 0.4 percentage points for adult families and 1.5 percentage points for families with children. This continues a trend of dramatic declines in overall return rates that began in 2015 with the implementation of new rental assistance programs, expansion of supportive housing development and enhanced access to Section 8 and NYCHA housing for shelter clients since the beginning of the Administration.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Single adults who exited to permanent housing and returned to the DHS shelter services system within one year (%)	18.3%	17.5%	17.3%	14.2%	11.8%	20.0%	20.0%	Down	Down
★ – subsidized exits (%)	7.9%	6.9%	6.5%	5.8%	5.6%	↓	↓	Down	Down
★ – unsubsidized exits (%)	26.3%	26.3%	27.2%	24.8%	21.7%	↓	↓	Down	Down
★ Adult families who exited to permanent housing and returned to the DHS shelter services system within one year (%)	11.5%	8.0%	5.6%	1.7%	1.3%	12.5%	12.5%	Down	Down
★ – subsidized exits (%)	0.6%	1.4%	1.0%	0.0%	0.7%	↓	↓	Down	Down
★ – unsubsidized exits (%)	21.6%	16.0%	13.2%	7.7%	3.6%	↓	↓	Down	Down
★ Families with children who exited to permanent housing and returned to the DHS shelter services system within one year (%)	8.1%	8.3%	7.0%	5.6%	4.1%	12.5%	12.5%	Down	Down
★ – subsidized exits (%)	1.3%	1.5%	1.3%	1.0%	0.5%	↓	↓	Down	Down
★ – unsubsidized exits (%)	20.9%	20.4%	21.6%	19.5%	15.6%	↓	↓	Down	Down
★ Critical Indicator    ● Equity Indicator    “NA” Not Available    ↑↓ Directional Target    * None									

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

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

The annual Homeless Outreach Population Estimate (HOPE) street homeless survey was conducted from January 26 to January 29, 2021. The Fiscal 2021 HOPE survey was conducted amid a global pandemic requiring changes to the methodology, including expanding the survey to take place over four nights, to maintain health and safety. The survey found 2,376 unsheltered individuals, a decrease of 38.4 percent compared to Fiscal 2020, and 45.9 percent fewer than the 4,395 in the first survey in Fiscal 2005. The survey also found that the number of unsheltered individuals in the subways declined by 23.4 percent. In addition, to respond to the COVID-19 crisis and the related MTA overnight shutdown, the City increased efforts to engage individuals in shelter services, particularly at End of Line subway stations and opened more than 1,300 specialized beds to serve unsheltered individuals.

Through an unprecedented investment to enhance the work of street outreach programs, significant progress has been made in placing individuals experiencing unsheltered homelessness into housing. In Fiscal 2021, HOME-STAT outreach workers referred 5,454 clients to placements in permanent housing, transitional programs, and other stable settings, nearly doubling the number of clients referred prior to Fiscal 2020. Before and during the COVID-19 pandemic, 24/7 outreach efforts have continued—with outreach teams extending a helping hand to New Yorkers experiencing unsheltered homelessness on the streets and in the subways around the clock. The End of Line (EOL) initiative during the MTA overnight shutdown contributed to the large increase in referrals compared to 2019, before the COVID-19 pandemic. The EOL initiative was created to help unsheltered individuals who would otherwise have been displaced due to nightly subway system-wide closures between 1:00 and 5:00 A.M. in order for the subway system to be cleaned to help prevent the spread of COVID-19.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Unsheltered individuals who are estimated to be living on the streets, in parks, under highways, on subways, and in the public transportation stations in New York City	3,892	3,675	3,588	3,857	2,376	↓	↓	Down	Down
★ HOME-STAT clients referred to placement into permanent housing, transitional housing and other settings	2,146	2,849	2,753	5,909	5,454	↑	↑	Up	Up
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↑↓ Directional Target	* None					

## AGENCY-WIDE MANAGEMENT

In Fiscal 2021, the number of workplace injuries reported decreased by 30.2 percent, from 149 in Fiscal 2020 to 104 in Fiscal 2021. This is due in part to the implementation of a telework policy instituted in March 2020 for many staff, in response to the COVID-19 pandemic to ensure continuity of services. Permitting employees in non-direct service sites to work from home has resulted in fewer employees having to report to an agency work site, which contributed to the decrease in workplace injuries as well as collisions involving City vehicles.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Collisions involving City vehicles	46	41	65	39	15	*	*	Down	Down
Workplace injuries reported	189	198	210	149	104	*	*	Down	Down
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↑↓ Directional Target	* None					

## AGENCY CUSTOMER SERVICE

In Fiscal 2021, the rate of letters responded to in 14 days increased by 2.0 percentage points to 100.0 percent compared to Fiscal 2020. DHS and DSS continued the processes implemented in Fiscal 2020, which included a dedicated team to follow up on and send reminder alerts to responsible programs if they have not responded within the required timeframe. Additionally, the DSS correspondence system, Intranet Quorum (IQ), auto generates daily reports with all letters that still have outstanding responses; the reports are monitored daily by DSS managers. This contributed greatly to the increase in the response rate.

Completed requests for interpretation increased by 40.0 percent from 18,660 in Fiscal 2020, to 26,123 in Fiscal 2021. This increase is largely due to DHS giving shelter providers access to Agency interpretation services in Fiscal 2020. The agency also increased training for staff on language access and, due to the pandemic, increased the use of telephonic interpretation services.



Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	13,357	16,644	15,957	18,660	26,123	*	*	Up	*
Letters responded to in 14 days (%)	NA	82%	88%	98%	100%	*	*	NA	Up
E-mails responded to in 14 days (%)	NA	65%	99%	99%	99%	*	*	NA	Up
Average wait time to speak with a customer service agent (minutes)	6	5	4	50	55	*	*	Up	Down
CORE facility rating	92	100	NA	94	100	*	*	NA	Up
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$1,823.7	\$2,146.0	\$2,184.1	\$2,288.5	\$2,881.4	\$2,059.8	\$2,211.0	Up
Personnel	2,349	2,370	2,319	2,119	2,005	2,237	2,417	Down
Overtime paid (\$000,000)	\$13.8	\$16.9	\$17.8	\$3.9	\$6.5	\$3.9	\$3.9	Down
Capital commitments (\$000,000)	\$28.5	\$53.1	\$47.0	\$11.0	\$19.7	\$96.3	\$54.6	Down
Human services contract budget (\$000,000)	\$1,468.1	\$1,762.0	\$1,851.5	\$1,848.1	\$2,594.2	\$1,756.7	\$1,880.1	Up
<sup>1</sup> Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. <sup>2</sup> Authorized Budget Level <sup>3</sup> 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 FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$163.6	\$157.6	
100 - Shelter Intake and Program	\$144.8	\$122.6	All
101 - Administration	\$16.9	\$30.5	All
102 - Street Programs	\$1.9	\$4.6	3a
Other Than Personal Services - Total	\$2,205.6	\$2,723.8	All
200 - Shelter Intake and Program	\$2,205.6	\$2,564.7	All
201 - Administration	NA	\$25.3	All
202 - Street Programs	NA	\$133.8	3a
Agency Total	\$2,369.2	\$2,881.4	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds.    <sup>2</sup>City of New York Adopted Budget for Fiscal 2021, as of Jun 2021. Includes all funds.    <sup>3</sup>Refer to agency goals listed at front of chapter.    "NA" Not Available    \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Average school attendance rate for children in the DHS shelter services system for the 2020-21 school year will be reported in the Fiscal 2022 Preliminary Mayor's Management Report.
- A change was made to the methodology of counting serious incidents to address situations in which a resident is in possession of a knife, but the knife is not involved in the incident. Beginning in January 2021, any incident where there was a knife present was automatically characterized in the most serious category regardless of whether the knife was used during the incident.
- DHS updated the methodology for capturing the "Average customer in-person wait time (minutes)" and adjusted previously reported figures from Fiscal 2019 through Fiscal 2021. Previously, this indicator measured only the time that it took for a client's case to get transferred to the proper service queue after arriving at PATH. However, once the client's case is transferred to that service queue there is an additional wait time before the client speaks to a customer service agent. This additional time was not captured in the previous methodology. The methodology for fiscal years 2019, 2020, and 2021, the years for which data is available, has been updated to reflect total client wait time from when they arrive at PATH to when they speak to a customer service agent.
- 'Families living in shelter who received biopsychosocial screenings from mental health clinicians (%).'
- Equity NYC indicators are identified with a burst (●). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

For additional information go to:

- Stats & Reports:  
<http://www1.nyc.gov/site/dhs/about/stats-and-reports.page>
- DHS daily report, including census & intake statistics:  
<http://www1.nyc.gov/assets/dhs/downloads/pdf/dailyreport.pdf>
- Fiscal Year 2016 Comprehensive Homeless Services Plan:  
<https://www1.nyc.gov/assets/home/downloads/pdf/reports/2016/90-day-homeless-services-review.pdf>
- Turning the Tide on Homelessness in New York City:  
<http://www1.nyc.gov/site/dhs/about/tide.page>
- The Journey Home Action Plan to End Long-Term Street Homelessness  
<https://www1.nyc.gov/site/dhs/about/journey-home.page>
- The Social Indicators and Equity Report, EquityNYC:  
<http://equity.nyc.gov/>

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

# DEPARTMENT FOR THE AGING

Lorraine Cortés-Vázquez, Commissioner



## WHAT WE DO

The Department for the Aging (DFTA) promotes, administers and coordinates the development and provision of services for older New Yorkers to help them maintain their independence and participation in their communities. The COVID 19 pandemic has impacted various services, including the temporary closing (recently reopened) of Older Adult Center physical sites and the implementation of the NYC GetFood Program in Fiscal 2020. In Fiscal 2021, DFTA's in-house and contracted providers, as well as volunteers, made contact with over 218,000 older New Yorkers. The Department continues to support a broad range of services, both directly and through over 400 direct service contracts, which include discretionary funds with community-based organizations. Additionally, DFTA's call center (Aging Connect) directly receives hundreds of calls each day from older adults, their caregivers, and other members of the public seeking aging services and support.

## FOCUS ON EQUITY

The NYC Department for the Aging (DFTA) promotes, administers and coordinates the development and provision of vital community services that can help older New Yorkers aged 60+ within the 5 boroughs of New York City stay healthy and independent. DFTA and its providers are committed to ensuring that all older New Yorkers, especially the historically under-served, obtain the services they need. The historically underserved among older New Yorkers include people of color (especially Black/African Americans and Native Americans/Alaskan Natives), immigrants and other individuals with limited English proficiency, and those who are low income (particularly minorities). Always seeking to increase equity, DFTA aims to connect with the full range of older people in the City based on demographics, immigrant status and other factors, in order to link interested seniors from all backgrounds and with varied demographic characteristics with services and activities that promote their health and well-being. Procurements are an important vehicle that DFTA uses to promote equity; through solicitations, DFTA emphasizes the need for provider candidates to demonstrate how they will achieve cultural competence among staff related to the population groups in their catchment areas, how they will conduct outreach and marketing efforts to attract the full range of groups to their programs, and the types of programming that they will offer to meet the needs of these groups. This year, DFTA released an Older Adult Center (OAC; aka senior centers) and Naturally Occurring Retirement Community (NORC) Supportive Service Programs Request for Proposals (RFP). A centerpiece of the vision for this RFP is the planned investment in establishing new centers and/or NORCs in up to 25 community districts, many of which are among those neighborhoods identified by the City as needing an infusion of resources to promote greater equity for low income, ethnically diverse, immigrant and other groups with particularly great needs. This year, \$5.5 million has been dedicated to the Fiscal 2022 purchase of devices, connectivity, training and technical assistance to be made available to 10,000 low income, older New Yorkers and to put in place a service finder to ease access among older people throughout New York City from all backgrounds to virtual programming.

## OUR SERVICES AND GOALS

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

Goal 1a Increase utilization of senior centers.

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### **SERVICE 2 Provide supportive services for seniors.**

Goal 2a Increase supportive services to the homebound.

Goal 2b Increase supportive services to caregivers.

# HOW WE PERFORMED IN FISCAL 2021

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

**Goal 1a** Increase utilization of senior centers.

The Department for the Aging’s Older Adult Centers provide opportunities for older New Yorkers to access nutrition and health services, recreation, socialization, volunteerism, and education. During Fiscal 2021 these services were provided virtually, with over 149,000 individual older New Yorkers served by DFTA’s 249 DFTA-funded centers and 66 affiliated sites, an increase of approximately 20 percent. In addition to the virtual programming provided during the pandemic, Older Adult Centers continued to make social engagement and wellness calls to clients, as well as calls to connect clients to vaccination sites. Many of these services were provided virtually with DFTA funded sites citywide providing over 6,000 virtual programs and events. During Fiscal 2021, due to the ongoing pandemic closures, no congregated meals were served.

Older adults have high rates of late-onset mental health disorders, yet low rates of assessment and treatment. DFTA partners with the Mayor’s Office of Mental Health (formerly ThriveNYC) to provide mental health support to older New Yorkers through DFTA’s Geriatric Mental Health Initiative (DGMH). DGMH places mental health clinicians in centers; they lead educational games and have open conversations with older adults about anxiety and depression. Clinicians also screen participants for depression, provide on-site counseling, and give referrals. Older New Yorkers 60 and older do not have to be a member of an Older Adult Center to see a mental health professional. Before this initiative, many seniors went without ready access to mental health support. In Fiscal 2021, clinicians worked with 48 senior centers: over 2,500 seniors participated in presentations on mental health, over 678 participated in structured engagement activities, and over 800 experiencing mental health issues were treated through this initiative. Clinicians continue to provide tele-mental health services to existing clients and conduct new client assessments by telephone during the COVID-19 pandemic.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Congregate meals served	7,219,969	7,186,486	7,175,638	7,616,106	NA	*	*	NA	*
Average daily attendance at senior centers	29,492	29,201	29,726	24,249	NA	26,342	26,342	NA	Up
★ Senior center services utilization (%)	99%	97%	97%	92%	NA	↑	↑	NA	Up
● Persons who participated in senior center meals	NA	136,529	131,146	118,673	NA	*	*	NA	Up
Individuals at DFTA senior centers receiving mental health services	NA	NA	NA	3,213	2,509	*	*	NA	Up

★ Critical Indicator    ● Equity Indicator    “NA” Not Available    ↑↓ Directional Target    \* None

## SERVICE 2 Provide supportive services for seniors.

**Goal 2a** Increase supportive services to the homebound.

DFTA continues to support homebound older New Yorkers through its case management, home care, and home delivered meal programs. During Fiscal 2021, hours of case management remained stable with 562,899 hours provided; 35,153 older New Yorkers were served by case management providers, a decrease of 8 percent in comparison to last year.

DFTA funded home care services to help functionally impaired older New Yorkers live safely at home. Home care services include assistance with personal care, housekeeping and chores. The number of home care recipients decreased by 10 percent and hours decreased by 9 percent in comparison to last fiscal year, with 3,386 homebound older New Yorkers receiving 1,146,986 hours of home care services. These decreases continue to be due to client and homecare worker fear of contracting and spreading coronavirus by entering the homes of older New Yorkers.

Eligible homebound older New Yorkers have a choice of daily delivery of hot meals, or twice-weekly delivery of frozen meals. This year DFTA’s Home Delivered Meal providers served to 26,398 homebound older New Yorkers 4.25 million home delivered meals, a decrease of 9 percent compared to the same period in Fiscal 2020. This decrease is due to DFTA’s return to serving traditional home delivered meals after the pandemic enrollment of older New Yorkers who normally would not qualify for this meal type. To qualify for a DFTA funded home delivered meal one must be a New York City resident who has been determined to meet the following criteria: is 60 years of age or older; is unable to attend a congregated meals site due to accident, illness or frailty; lacks formal or informal supports (family, friends or neighbors) who can regularly provide

meals; and is able to live safely at home if home delivered meals services are provided. Potential clients must also be unable to prepare meals due to at least one of the following: lack of adequate cooking facility, such as refrigerator or stove; lack of knowledge or skills to prepare meals; is unable to safely prepare meals; or is unable to shop or cook. Please note that when it is in the best interest of the older person receiving a DFTA-funded home delivered meal, meals may also be provided to the client's spouse or domestic partner regardless of age or physical condition, and disabled individuals under 60 years of age living in the same household as the client.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Home delivered meals served	4,499,127	4,551,394	4,554,828	4,663,561	4,245,149	4,390,494	4,390,494	Neutral	Up
Recipients of home delivered meals	NA	26,873	27,065	24,508	26,275	*	*	NA	*
★ Hours of home care services provided	1,207,529	1,183,813	1,396,234	1,260,142	1,146,986	1,100,000	1,100,000	Neutral	Up
★ ● Total recipients of home care services	3,087	3,645	3,877	3,780	3,386	3,500	3,500	Neutral	Up
Hours of case management services provided	537,235	543,914	545,695	570,809	562,899	530,000	530,000	Neutral	Up
● Total recipients of case management services	33,041	33,894	34,937	40,347	35,153	*	*	Up	*
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⇅ Directional Target   * None									

### Goal 2b Increase supportive services to caregivers.

DFTA's direct and contracted caregiver programs assist and support New Yorkers who are caring for an older person, as well as grandparents or other older adults who are caring for children. During this period, 6,368 persons received information and/or supportive services through DFTA's in-house and contracted caregiver programs. Caregiver services include information about available services, assistance with accessing supportive services and benefits, referrals, counseling, workshops and training support to help caregivers make decisions and solve problems related to care giving.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Persons who received information and/or supportive services through DFTA's in-house and contracted caregiver programs	10,201	10,676	11,399	8,548	6,368	*	*	Down	*
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⇅ Directional Target   * None									

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	873	1,242	1,473	1,647	2,032	*	*	Up	*
Letters responded to in 14 days (%)	80.2%	79.0%	71.0%	95.0%	99.0%	*	*	Up	Up
E-mails responded to in 14 days (%)	86.0%	99.0%	96.0%	97.0%	99.0%	*	*	Up	Up
CORE facility rating	92	98	NA	100	NA	*	*	NA	Up
Percent meeting time to first action - Housing (14 days)	NA	NA	NA	NA	100%	*	*	NA	Up
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⇅ Directional Target   * None									

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Response to 311 Service Requests (SRs)									
Percent meeting time to first action - Home Delivered Meals for Seniors - Missed Delivery (14 days)	100%	99%	94%	NA	100%	*	*	NA	*
Percent meeting time to first action - Elder Abuse (5 days)	92%	97%	92%	NA	79%	*	*	NA	*
Percent meeting time to first action - General Aging Information (14 days)	NA	NA	NA	NA	100%	*	*	NA	Up
Percent meeting time to first action - Benefits and Entitlements (14 days)	NA	NA	NA	NA	100%	*	*	NA	Up
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⇅ Directional Target   * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$333.5	\$366.1	\$388.2	\$432.6	\$398.8	\$412.4	\$487.2	Up
Revenues (\$000,000)	\$0.5	\$0.5	\$0.3	\$1.5	\$1.3	\$1.0	\$1.0	Up
Personnel <sup>4</sup>	725	658	647	636	628	689	689	Down
Overtime paid (\$000)	\$14	\$21	\$31	\$27	\$9	\$0	\$0	Neutral
Capital commitments (\$000,000)	\$3.1	\$2.5	\$0.4	\$7.2	\$2.3	\$3.2	\$5.8	Up
Human services contract budget (\$000,000)	\$288.6	\$315.9	\$338.1	\$347.8	\$321.9	\$279.6	\$289.3	Up

<sup>1</sup>Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at [nyc.gov/mmr](http://nyc.gov/mmr) for details. <sup>2</sup>Authorized Budget Level <sup>3</sup>Expenditures include all funds "NA" - Not Available \* None <sup>4</sup>Personnel includes the full-time equivalent of non-DFTA employees who are older New Yorkers participating in DFTA's Senior Employment (Title V) program.

## 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 FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$30.9	\$32.4	
001 - Executive and Administrative Management	\$15.1	\$15.2	All
002 - Community Programs	\$15.9	\$17.2	All
Other Than Personal Services - Total	\$393.1	\$366.4	
003 - Community Programs	\$391.3	\$364.1	All
004 - Executive and Administrative Management	\$1.7	\$2.4	All
Agency Total	\$424.0	\$398.8	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds. <sup>2</sup>City of New York Adopted Budget for Fiscal 2021, as of Jun 2021. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter. "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- No service centers were open to the public during the reporting period because of the COVID-19 public health emergency.
- DFTA added a new indicator 'Individuals at DFTA senior centers receiving mental health services' to this report.
- Equity NYC indicators are identified with a burst (✱). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

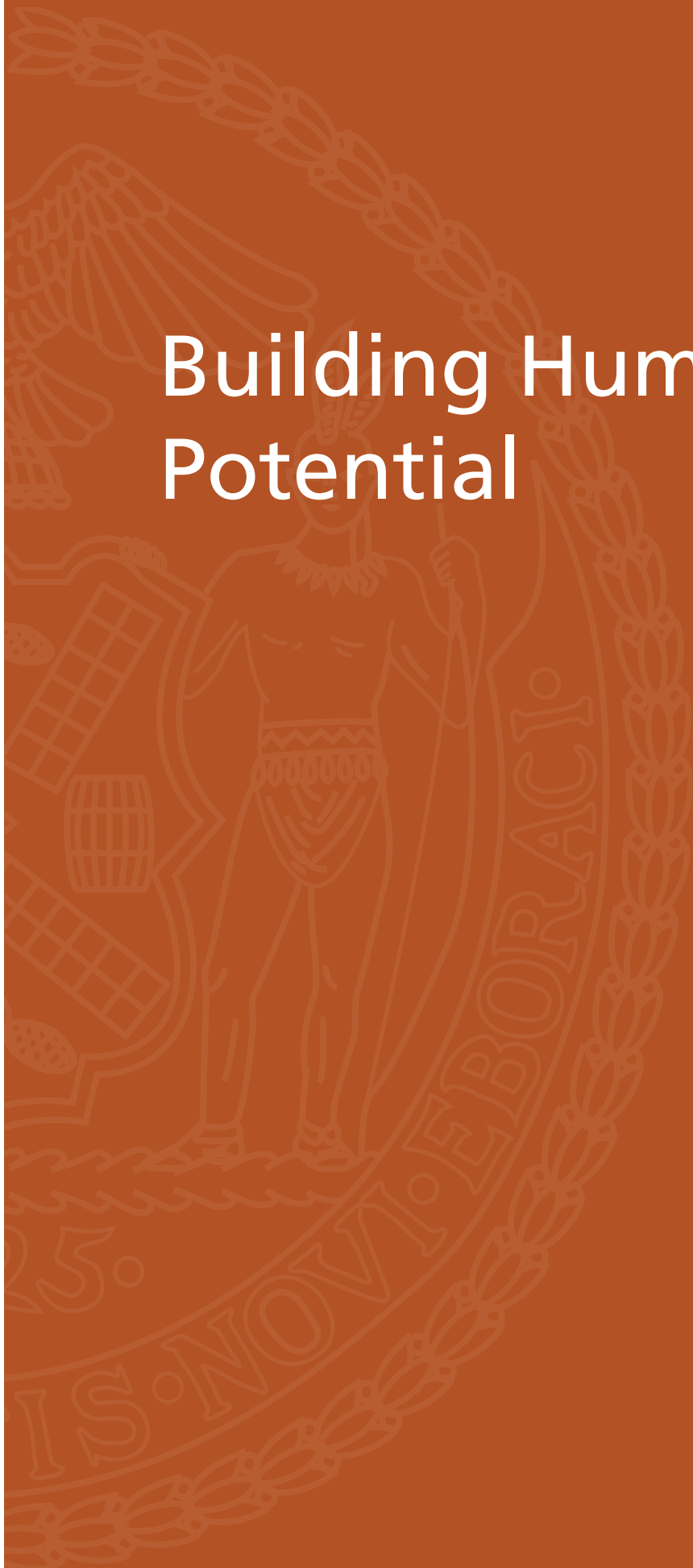
For additional information go to:

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

For more information on the agency, please visit: [www.nyc.gov/aging](http://www.nyc.gov/aging), or call DFTA's AgingConnect call center at (212) AGING NYC.



# Building Human Potential



# Building Human Potential



Department of Education

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School Construction Authority

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# DEPARTMENT OF EDUCATION

Meisha Porter, Chancellor



## WHAT WE DO

The Department of Education (DOE) provides primary and secondary education to over one million students, from early childhood to grade 12, in 32 school districts, in over 1,800 schools, and employs approximately 77,000 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, 86 percent of students will graduate high school on time, and three-fourths of graduates will be college ready. To reach these goals, DOE is focusing on: ensuring a strong foundation for students through its EarlyLearn, 3-K for All, Pre-K for All, and Universal Literacy programs; increasing student access to the courses they need to succeed, including 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 investment 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 have the opportunity to reach their full potential.

## OUR SERVICES AND GOALS

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### **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 postsecondary education or training.
  - Goal 3b Increase the percentage of elementary, middle and high school students taking coursework that prepares them for future success.
- 

### **SERVICE 4 Deliver early childhood education services.**

- Goal 4a Ensure access to quality early child care services in communities of need and achieve maximum capacity enrollment at all participating centers.
- 

### **SERVICE 5 Maintain and enhance the City's educational facilities.**

- Goal 5a Work with SCA to design, construct, modernize and repair durable, functional and attractive educational facilities, on schedule and within budget.

# HOW WE PERFORMED IN FISCAL 2021

## SERVICE 1 Educate New York City's children.

### Goal 1a Improve academic achievement.

For 2019–20 school year, the New York City four-year high school graduation rate was at a record high of 78.8 percent and the dropout rate was 5.8 percent. The graduation rate improved across all boroughs, supporting the goals of equity, equality and opportunity for all New York City residents. The COVID-19 pandemic posed enormous challenges throughout the 2020–21 school year. In September 2020, New York City was the only major school system in the United States to provide in-person instruction for students who elected that option. Though case surges in November led to a return to fully remote learning, 3k–5 schools reopened in December, with middle and high schools reopening in the spring. NYC public schools ended the school year with nearly 365,000 students attending school in person.

The daily attendance rate declined to 89.5 percent in Fiscal 2021 from 91.8 percent in Fiscal 2020; during the 2020 reporting period DOE reported school attendance from September 2019–February 2020, due to the COVID-19 pandemic. Throughout the school year and pandemic, schools closely tracked student attendance and conducted exhaustive outreach to ensure the wellbeing of every student across the school system.

The Fiscal 2021 class size data reflects unaudited enrollment information. In a typical year, students in K-8 are assigned to one official class. However, due to remote and blended learning in Fiscal 2021, new guidance was given to schools to assign students to different official classes depending on their blended or remote cohorts. How schools implemented and documented this change varied across the City, therefore this data may not reflect true class size.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Student enrollment as of October 31 in grades pre-kindergarten to 12 (000)	1,141.2	1,135.3	1,126.5	1,132.0	1,094.1	*	*	Neutral	*
Student Enrollment as of October 31 in full day pre-kindergarten	69,510	67,881	67,886	67,589	58,469	*	*	Down	*
★ Average daily attendance (%)	91.7%	91.4%	91.5%	91.8%	89.5%	93.4%	92.8%	Neutral	Up
– Elementary/middle (%)	93.5%	93.2%	93.3%	93.5%	91.7%	95.2%	95.2%	Neutral	Up
– High school (%)	87.5%	87.3%	87.7%	88.3%	85.2%	89.3%	89.3%	Neutral	Up
● Students with 90% or better attendance rate (%)	74.7%	73.2%	73.5%	75.4%	70.3%	75.2%	76.4%	Neutral	Up
★ ● Students in grades 3 to 8 meeting or exceeding standards - English language arts (%)	40.6%	46.7%	47.4%	NA	NA	48.7%	52.8%	NA	Up
★ ● – Math (%)	37.8%	42.7%	45.6%	NA	NA	44.7%	51.7%	NA	Up
Students in grades 3 to 8 scoring below standards progressing into a higher level - English language arts (%)	34.7%	36.6%	32.2%	NA	NA	*	*	NA	Up
– Math (%)	22.3%	23.7%	27.0%	NA	NA	*	*	NA	Up
Students in grades 3 to 8 progressing from below standards to meeting standards - English language arts (%)	16.9%	22.8%	19.2%	NA	NA	*	*	NA	Up
– Math (%)	9.7%	14.0%	15.0%	NA	NA	*	*	NA	Up
Students in grades 1 to 9 promoted (%)	96.7%	97.0%	97.2%	97.5%	98.1%	98.0%	98.0%	Neutral	Up
Students in the graduating class taking required Regents examinations (%)	76.9%	79.5%	79.1%	NA	NA	81.1%	81.1%	NA	Up
Students passing required Regents examinations (%)	69.7%	71.5%	71.3%	NA	NA	73.3%	73.3%	NA	Up
Students in graduating class with a 65 to 100 passing score on the Regents Examination - English (%)	80.1%	82.9%	83.4%	NA	NA	85.4%	85.4%	NA	Up
– Math (%)	78.1%	78.9%	79.8%	NA	NA	81.8%	81.8%	NA	Up
– United States history and government (%)	71.5%	72.8%	71.5%	NA	NA	73.5%	73.5%	NA	Up
– Global history (%)	67.5%	70.2%	70.1%	NA	NA	72.1%	72.1%	NA	Up
– Science (%)	74.9%	76.6%	76.3%	NA	NA	78.3%	78.3%	NA	Up
★ ● Students in cohort graduating from high school in 4 years (%) (NYSEd)	74.3%	75.9%	77.3%	78.8%	NA	80.0%	81.2%	NA	Up
★ Students in cohort graduating from high school in 6 years (%) (NYSEd)	80.5%	82.1%	NA	NA	NA	↑	↑	NA	Up

★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    \* None

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Students in cohort dropping out from high school in 4 years (%) (NYSED)	7.8%	7.5%	7.8%	5.8%	NA	6.8%	5.3%	NA	Down
Students in cohort dropping out from high school in 6 years (%) (NYSED)	12.8%	12.1%	NA	NA	NA	*	*	NA	Down
★ Average class size - Kindergarten	22.0	21.8	21.6	21.7	16.9	20.8	21.2	Down	Down
★ – Grade 1	24.5	24.2	24.3	24.0	18.3	23.2	23.5	Down	Down
★ – Grade 2	25.1	24.6	24.7	24.7	18.6	23.6	24.2	Down	Down
★ – Grade 3	25.4	25.1	25.1	24.9	19.1	24.1	24.4	Down	Down
★ – Grade 4	26.1	25.6	25.6	25.5	19.5	24.6	25.0	Down	Down
★ – Grade 5	26.1	26.1	25.7	25.6	19.9	25.1	25.1	Down	Down
★ – Grade 6	26.8	26.6	26.9	26.6	19.9	25.6	26.1	Down	Down
★ – Grade 7	27.0	27.2	27.2	27.3	20.6	26.2	26.8	Down	Down
★ – Grade 8	27.4	27.4	27.5	27.5	21.0	26.4	27.0	Down	Down
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↕ Directional Target	* None					

### Goal 1b Promote parental involvement in education.

Parent coordinators (PCs) connect families to their school communities and create opportunities for family empowerment. The 2020–21 school year continued to be a challenge due to COVID with face-to-face meetings and events suspended. Yet parent engagement indicators continued to show high levels of parent engagement. A year-to-year comparison shows some differences in numbers because of the circumstances caused by the COVID-19 pandemic and changes in the technology that schools and parent coordinators used to connect with families. Phone calls responded to by parent coordinators or parent engagement designees increased by 44 percent, and the number of school-based workshops for parents increased by 65 percent, from 35,000 to 57,709, which can be attributed to the fact that most interaction between schools and parents happened by phone or online during the pandemic. However, the number of in-person consultations between parents and parent coordinators declined by 57 percent, from 1,204,000 to 522,665.

Parent coordinators have mobilized during this crisis to make frequent outreach to families. Other indicators—such as in-person consultation and parent workshops—showed declines because most families were not entering the school’s premises. Instead, there was an increased use of other parental engagement options that are not captured by standard activity reports. Mobile engagement apps and online meeting platforms provided ongoing news and support and allowed parents to participate in workshops virtually and in multiple languages. Parent Coordinators have been professionally developed to use technology and to coach and support families in remote learning, and the Department continues to promote parent engagement through and during the pandemic.

Additionally, DOE has held several virtual Family and Student Information Sessions to provide up to date information about back to school, remote and blended learning, testing and tracing, safety and cleaning protocols and mental health supports. Schools and districts continue to host back-to-school orientations, curriculum nights and offer ongoing support and training so that families can become actively engaged, involved and empowered to effectively support and advocate for the educational success of their children.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Parents attending Fall and Spring Parent-Teacher Conferences (000)									
Phone calls responded to by parent coordinator or parent engagement designee (000)	6,473	7,911	9,077	8,863	12,800	5,000	5,000	Up	Up
In-person consultations with parents by PC or parent engagement designee (000)	1,637	1,750	1,803	1,204	523	1,400	1,400	Down	Up
School-based workshops offered to parents (000)	41	43	42	35	58	37	37	Up	Up
Parents attending school-based workshops (000)	1,102	1,139	1,182	864	819	1,037	1,037	Down	Up
Parents attending Fall and Spring Parent-Teacher Conferences (000)	2,021	1,894	1,698	1,384	814	1,984	1,984	Down	Up
★ Critical Indicator	● Equity 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.

The number of English Language Learners (ELLs) increased from 142,000 to 147,000 partially due to the cancellation of Spring New York State Assessments such as the New York State English as a Second Language Achievement Test (NYSESLAT) and NYSITELL Waivers for newly enrolled students attending school fully-remotely during the 2020–21 school year. Those students identified as needing ELL services by their school were considered as provisionally identified ELLs and included in the number of ELLs. The percentage of ELLs testing out for 2020–21 school year will be reported in the Fiscal 2022 Preliminary Mayor’s Management Report.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Students enrolled as English Language Learners (000)	160	159	154	142	147	*	*	Down	*
English Language Learners testing out of ELL Programs (%)	15.6%	18.1%	20.7%	NA	NA	19.1%	19.1%	NA	Up
★ English Language Learners testing out of ELL status who did so within 3 years (%)	55.5%	50.9%	48.9%	NA	NA	51.9%	51.9%	NA	Up
★ Critical Indicator      ● Equity Indicator      “NA” Not Available      ↑↓ Directional Target      * None									

### Goal 2b

Improve the ability of students with disabilities to progress academically and socially.

For the 2020–21 school year, there was a decrease in overall special education enrollment, as well as the number of students initially recommended for special education and the number of students no longer in need of special education. These decreases are attributable to the effects of the pandemic. The fact that the decrease in preschool special education enrollment (-18 percent) was more pronounced than the decrease in school-age special education enrollment (-3.2 percent), is attributable to the disproportionate impact of the pandemic on preschool enrollment and the fact that preschool is not compulsory, resulting in a decrease in the number of students initially recommended for special education. DOE is focused on ensuring that students of all ages who may be in need of special education are promptly referred and evaluated, and that evaluations in progress are completed as quickly as possible, to prevent any delays in the delivery of appropriate programs and services.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Students with disabilities in cohort graduating from high school in 4 years (%) (NYSESED)	46.7%	50.4%	52.6%	52.8%	NA	53.6%	53.8%	NA	Up
★ Students with disabilities in cohort graduating from high school in 6 years (%) (NYSESED)	57.1%	59.7%	NA	NA	NA	↑	↑	NA	Up
★ Students with disabilities in cohort dropping out from high school in 4 years (%) (NYSESED)	13.8%	12.8%	13.2%	8.5%	NA	12.2%	8.0%	NA	Down
Students with disabilities in cohort dropping out from high school in 6 years (%) (NYSESED)	22.3%	20.7%	NA	NA	NA	*	*	NA	Down
Students receiving special education services (preliminary unaudited)	292,065	297,314	301,860	305,429	295,623	*	*	Neutral	*
Special education enrollment - School-age	260,482	265,769	270,358	273,966	269,820	*	*	Neutral	*
– Public school	212,121	216,105	218,384	220,956	217,239	*	*	Neutral	*
– Non-public school	48,361	49,664	51,974	53,010	52,581	*	*	Neutral	*
Special education enrollment - Pre-school	31,583	31,545	31,502	31,463	25,803	*	*	Down	*
– Public school	2,524	2,812	3,699	4,434	3,195	*	*	Up	*
– Non-public school	29,059	28,733	27,803	27,029	22,608	*	*	Down	*
Students recommended for special education services	29,410	29,899	29,284	23,117	18,699	*	*	Down	*
Students no longer in need of special education services	7,276	7,238	7,303	6,914	4,128	*	*	Down	*
★ Students in special education scoring below standards progressing into a higher level - English Language Arts (%)	23.6%	26.1%	22.5%	NA	NA	28.1%	23.5%	NA	Up
★ – Math (%)	14.3%	14.8%	17.2%	NA	NA	16.8%	18.2%	NA	Up
★ Critical Indicator      ● Equity Indicator      “NA” Not Available      ↑↓ Directional Target      * None									

## SERVICE 3 Prepare children to become productive, engaged adults.

**Goal 3a** Increase the percentage of high school graduates enrolling in postsecondary education or training.

The Department is committed to ensuring that all students graduate ready for future success in college and careers. Post-secondary school enrollment reached a record high of 62.8 percent for the cohort that graduated in the 2018–19 school year. To meet New York City’s College Readiness Index, students must achieve target scores in mathematics and English on the Regents, SAT, ACT or CUNY assessments. During the 2019–20 school year, the percentage of students meeting the standard rose to 57.7 percent, a gain of 2.8 percentage points over the previous year. The increase was partially driven by changes to CUNY math remediation requirements and New York State math Regents exams. The Fiscal 2022 Preliminary Mayor’s Management Report will include data for the 2020–21 school year and post-secondary enrollment data for the 2019–20 school year.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Percent of high school cohort taking the SAT at least once in 4 years of high school	65.9%	79.5%	78.4%	NA	NA	80.0%	80.0%	NA	Up
● Percent of high school cohort who graduate ready for college and careers	47.5%	50.8%	54.9%	57.7%	NA	57.0%	58.8%	NA	Up
Percent of high school cohort who graduated from high school and enrolled in a college or other post-secondary program within 6 months	58.9%	61.8%	62.8%	NA	NA	65.4%	66.6%	NA	Up
★ Critical Indicator      ● Equity Indicator      “NA” Not Available      ⬆️⬆️ Directional Target      * None									

**Goal 3b** Increase the percentage of elementary, middle and high school students taking coursework that prepares them for future success.

The Fiscal 2022 Preliminary Mayor’s Management Report will include Advanced Placement data for the 2019–20 school year.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Percent of high school cohort taking at least 1 AP exam in 4 years of high school	33.4%	36.4%	38.9%	NA	NA	36.4%	39.9%	NA	Up
Percent of high school cohort passing at least 1 AP exam in 4 years of high school	18.1%	19.3%	21.1%	NA	NA	21.1%	22.1%	NA	Up
Percent of students who successfully completed approved rigorous courses or assessments	48.9%	48.9%	51.5%	62.0%	NA	50.9%	63.0%	NA	Up
★ Critical Indicator      ● Equity Indicator      “NA” Not Available      ⬆️⬆️ Directional Target      * None									



## SERVICE 4 Deliver early childhood education services.

### Goal 4a

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

In Fiscal 2021, average Early Learn enrollment declined in all settings. Due to the impact of COVID-19, average EarlyLearn contract enrollment declined by 23.6 percent to 18,199.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Average EarlyLearn contract enrollment	30,117	29,656	27,781	23,841	18,199	31,300	31,300	Down	Up
EarlyLearn - Fiscal Year Spending per Child based on Average Enrollment in Contract Centers	\$19,755	\$19,261	\$21,282	\$19,190	\$25,734	*	*	Up	*
Average EarlyLearn Utilization - Family child care (%)	86.7%	87.7%	83.0%	79.0%	40.2%	85.0%	85.0%	Down	Up
★ Average EarlyLearn Utilization - Center-based (%)	80.5%	78.5%	73.3%	72.0%	58.2%	85.0%	85.0%	Down	Up
Average EarlyLearn Utilization (%)	81.9%	80.7%	75.6%	71.1%	51.6%	85.0%	85.0%	Down	Up
★ EarlyLearn - Average family child care enrollment	7,454	7,545	7,137	6,798	5,175	7,500	7,500	Down	Up
EarlyLearn - Budget per slot in contract family child care	\$9,537	\$10,191	\$10,107	\$9,772	\$10,948	*	*	Neutral	*
EarlyLearn - Fiscal year spending per child based on average enrollment in Contract Family Child Care	\$9,072	\$8,826	\$9,006	\$10,309	\$13,734	*	*	Up	*
EarlyLearn - Average center-based enrollment	22,663	22,110	20,644	17,043	13,024	23,800	23,800	Down	Up
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↑↓ Directional Target	* None					

## SERVICE 5 Maintain and enhance the City's educational facilities.

### Goal 5a

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

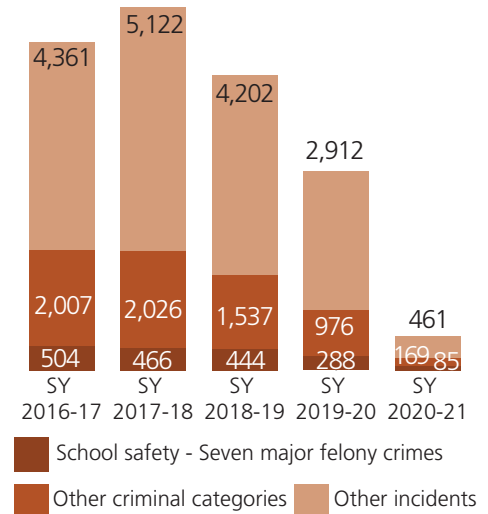
SCA completed 3,773 new seats during the 2020–21 school year, nearly 46 percent less than the 6,956 new seats created during the 2019–20 school year. The number of schools constructed and seats created varies year-to-year based on the Capital Plan. School capacity and condition data for the 2020–21 school year will appear in the Fiscal 2022 Preliminary Mayor's Management Report.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Schools that exceed capacity - Elementary schools (%)	57.0%	54.0%	49.0%	46.0%	NA	*	*	NA	Down
– Middle schools (%)	22.0%	25.0%	28.0%	27.0%	NA	*	*	NA	Down
– High schools (%)	36.0%	35.0%	35.0%	32.0%	NA	*	*	NA	Down
Students in schools that exceed capacity - Elementary/middle schools (%)	53.0%	52.0%	48.0%	46.0%	NA	*	*	NA	Down
– High schools (%)	46.0%	46.0%	46.0%	45.0%	NA	*	*	NA	Down
Total new seats created	8,676	5,032	4,045	6,956	3,773	3,773	6,785	Down	*
Hazardous building violations total backlog	88	138	155	110	160	*	*	Up	Down
★ School building ratings - Good condition (%)	1.3%	2.9%	2.1%	2.3%	NA	↑	↑	NA	Up
★ – Fair to good condition (%)	49.6%	48.2%	42.2%	33.2%	NA	↑	↑	NA	Up
– Fair condition (%)	49.0%	48.7%	55.6%	64.4%	NA	*	*	NA	*
★ – Fair to poor condition (%)	0.0%	0.2%	0.1%	0.1%	NA	↓	↓	NA	Down
– Poor condition (%)	0.1%	0.0%	0.0%	0.0%	NA	*	*	NA	Down
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↑↓ Directional Target	* None					

## AGENCY-WIDE MANAGEMENT

The Department has a long-established collaborative partnership with the NYPD’s School Safety Division, which works to provide a safe and secure learning environment in every school building. DOE’s work with the School Safety Division includes establishing safety protocols and procedures in schools, developing school safety and emergency preparedness plans and maintaining a safe environment for students and staff. In addition, the Department’s Office of Safety and Youth Development works closely with schools to provide a safe, supportive and inclusive environment by investing in and expanding successful school climate programs—including restorative trainings, mental health programs and social-emotional supports. The NYPD reported fewer felony school safety incidents as felony incidents declined from 288 to 85. At the same time, incidents in other criminal categories fell by 83 percent, from 976 to 169. Non-criminal incidents declined by 84 percent, from 2,912 to 461. New York City is forming a task force to transition school safety agents from the NYPD to DOE over the course of two years.

### School Safety Incidents



Beginning with Fiscal 2019 data, New York State mandated a new report to standardize reporting of expenses by school across all districts in the state. Under the new guidance, debt service, transportation, school food, and nonpublic school costs, among other costs, are no longer reported in statewide per pupil expenditures. Additionally, under this methodology, funds not included in school budgets are divided evenly across all schools, resulting in changes to per pupil expenses across different school types. DOE will be reporting expenditures in this manner from Fiscal 2019 forward.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
★ School safety - Seven major felony crimes	504	466	444	288	85	↓	↓	Down	Down
★ – Other criminal categories	2,007	2,026	1,537	976	169	↓	↓	Down	Down
★ – Other incidents	4,361	5,112	4,202	2,912	461	↓	↓	Down	Down
Average lunches served daily	584,439	610,138	604,577	618,789	217,448	*	*	Down	Up
Average breakfasts served daily	268,286	271,601	269,459	274,354	171,354	*	*	Down	Up
Average expenditure per student (\$)	\$24,533	NA	\$25,399	\$25,809	NA	*	*	NA	*
– Elementary school (\$)	\$24,402	NA	\$25,034	\$25,599	NA	*	*	NA	*
– Middle school (\$)	\$23,614	NA	\$23,797	\$24,171	NA	*	*	NA	*
– High school (\$)	\$21,362	NA	\$22,464	\$22,573	NA	*	*	NA	*
– Full-time special education (District 75) (\$)	\$99,737	NA	\$82,659	\$82,487	NA	*	*	NA	*
Teachers	77,446	78,598	78,761	78,732	77,609	*	*	Neutral	*
Teachers with 5 or more years teaching experience (%)	66.9%	66.5%	67.3%	69.3%	73.4%	*	*	Neutral	*
Teachers hired to fill projected vacancies (%)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	Neutral	*
Principals with 4 or more years experience as principal (%)	63.2%	66.5%	68.8%	70.1%	73.2%	*	*	Up	Up
Teachers absent 11 or more days (%)	13.0%	14.8%	13.1%	7.3%	5.5%	*	*	Down	Down
Collisions involving City vehicles	54	54	39	26	0	*	*	Down	Down
Workplace injuries reported	3,273	3,185	3,271	2,195	709	*	*	Down	Down
Accidents in schools - students	40,005	45,081	44,245	33,144	5,463	*	*	Down	Down
Accidents in schools - public	725	733	735	500	165	*	*	Down	Down
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↑↓ Directional Target	* None					

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	87,795	115,769	144,962	232,538	350,518	*	*	Up	*
Letters responded to in 14 days (%)	71.3%	72%	69%	72.7%	77.4%	72.3%	72.3%	Neutral	Up
E-mails responded to in 14 days (%)	60.1%	69.5%	63.4%	61.7%	82.5%	61.1%	61.1%	Up	Up
CORE facility rating	91	94	NA	96	NA	90	90	NA	Up
Parents completing the NYC School Survey	506,778	507,180	509,298	302,713	NA	*	*	NA	*
Customers rating service good or better (%) (as applicable)	95%	95%	96%	96%	NA	90%	90%	NA	Up
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$23,508.0	\$25,144.0	\$27,066.8	\$28,332.9	\$29,168.9	\$27,560.0	\$31,565.4	Up
Revenues (\$000,000)	\$148.0	\$54.9	\$91.2	\$88.1	\$25.9	\$52.7	\$52.7	Down
Personnel	144,740	146,134	146,776	147,792	144,323	150,479	155,062	Neutral
Overtime paid (\$000,000)	\$24.0	\$25.8	\$29.0	\$15.3	\$15.3	\$15.3	\$15.3	Down
Human services contract budget (\$000,000)	\$742.4	\$847.3	\$875.3	\$1,528.7	\$1,386.4	\$1,319.8	\$1,352.0	Up
<sup>1</sup> Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at <a href="http://nyc.gov/mmr">nyc.gov/mmr</a> for details. <sup>2</sup> Authorized Budget Level <sup>3</sup> 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 FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
<b>Personal Services - Total</b>	<b>\$17,307.0</b>	<b>\$17,262.7</b>	
401 - General Ed. Instruction and School Leadership	\$7,086.7	\$6,933.5	1a, 1b, 2a, 2b, 3a, 3b
403 - Special Ed. Instruction and School Leadership	\$2,158.3	\$2,223.0	1a, 1b, 2a, 2b, 3a, 3b
407 - Universal Pre-K	\$666.9	\$573.9	1a, 1b, 2a, 2b
409 - Early Childhood Programs	\$81.8	\$91.3	1a, 1b, 2a, 2b
415 - School Support Organization	\$330.5	\$310.0	1a, 1b, 2b
421 - Citywide Special Ed. Instr. and School Leadership	\$1,345.5	\$1,267.6	1a, 2b
423 - Special Education Instructional Support	\$388.0	\$399.0	1a, 2b
435 - School Facilities	\$184.5	\$196.0	1a, 2b, 4a
439 - School Food Services	\$245.5	\$286.3	1a, 2b
453 - Central Administration	\$246.9	\$189.9	All
461 - Fringe Benefits	\$3,696.0	\$3,733.6	All
481 - Categorical Programs	\$876.2	\$1,058.7	All
<b>Other Than Personal Services - Total</b>	<b>\$10,759.6</b>	<b>\$11,906.2</b>	
402 - General Ed. Instruction and School Leadership	\$772.1	\$753.6	1a, 1b, 2a, 2b, 3a, 3b
404 - Special Ed. Instruction and School Leadership	\$5.4	\$7.6	1a, 1b, 2a, 2b, 3a, 3b
406 - Charter Schools	\$2,412.9	\$2,648.0	All
408 - Universal Pre-K	\$405.6	\$478.2	1a, 1b, 2a, 2b
410 - Early Childhood Programs	\$511.5	\$557.1	1a, 1b, 2a, 2b
416 - School Support Organization	\$31.1	\$23.4	1a, 1b, 2b
422 - Citywide Special Ed. Instr. and School Leadership	\$16.7	\$21.5	1a, 2b
424 - Special Education Instructional Support	\$292.0	\$300.7	1a, 2b
436 - School Facilities	\$1,032.9	\$1,067.6	1a, 2b, 4a
438 - Pupil Transportation	\$1,252.6	\$1,587.6	1a, 2b
440 - School Food Services	\$224.8	\$344.8	1a, 2b
442 - School Safety	\$395.2	\$417.3	1a, 2b
444 - Energy and Leases	\$576.5	\$615.7	All
454 - Central Administration	\$159.8	\$172.2	All
470 - Special Education Pre-K Contract Payments	\$763.4	\$864.7	1a, 2b
472 - Charter & Contract Schools and Foster Care Placements	\$1,090.8	\$1,084.3	All
474 - NPS and FIT Payments	\$77.9	\$111.8	All
482 - Categorical Programs	\$738.4	\$849.9	All
<b>Agency Total</b>	<b>\$28,066.5</b>	<b>\$29,168.9</b>	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds. <sup>2</sup> City of New York Adopted Budget for Fiscal 2021, as of Jun 2021. Includes all funds. <sup>3</sup> Refer to agency goals listed at front of chapter. "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Fiscal 2020 data is now available for the indicators 'Parents completing the NYC School Survey' and 'Customers rating service good or better (%)'.
- Fiscal 2019 and Fiscal 2020 data is now available for 'Average expenditure per student (\$)' in all categories.
- Fiscal 2020 data is now available for 'Schools that exceed capacity (%)' and 'School building ratings (%)' indicators in all categories.
- Fiscal 2021 data for 'CORE facility rating' is unavailable because no facilities were open to the public during the reporting period due to the COVID-19 public health emergency.
- Fiscal 2020 data for the Regents examination indicators is unavailable because the 2019–2020 school year Regents examinations were cancelled due to the COVID-19 public health emergency. In school year 2020–2021, the examinations were optional and the final data is pending.
- Equity NYC indicators are identified with a burst (✳). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

For additional information, go to:

- Performance data:  
<https://www.schools.nyc.gov/about-us/reports>
- School Quality report data:  
<https://www.schools.nyc.gov/about-us/reports/school-quality>
- School survey information and results:  
<https://www.schools.nyc.gov/about-us/reports/school-quality/nyc-school-survey>
- School quality review information and reports:  
<https://www.schools.nyc.gov/about-us/reports/school-quality/quality-review>
- The Social Indicators and Equity Report, EquityNYC:  
<http://equity.nyc.gov/>

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



# DEPARTMENT OF EDUCATION

## SCHOOL CONSTRUCTION AUTHORITY

**Nina Kubota, President/Chief Executive Officer**



### WHAT WE DO

The School Construction Authority (SCA) is the agency accountable for new school construction and major renovations to existing schools. SCA is responsible for all capital planning, budgeting, designing, and construction. SCA manages the development and implementation of the Department of Education's Five-Year Capital Plan, identifies and acquires sites for new schools, leases buildings for schools, designs and constructs new facilities, as well as performing repairs and enhancement of our existing portfolio.

### FOCUS ON EQUITY

SCA is committed to designing and constructing safe, attractive, and environmentally sound public schools for children throughout all of the City's communities. SCA has set its priorities, including reducing overcrowding, upgrading schools, and improving access to technology to reflect this commitment. The Fiscal 2020–2024 Capital Plan creates tens of thousands of new seats in areas projected for enrollment growth, directly addressing current and projected overcrowding, and the goal of creating additional high-quality, full-day pre-kindergarten and 3–K seats for neighborhoods throughout the City. Furthermore, the Capital Plan calls for much-needed improvements for aging infrastructure as well as enhancements to ensure more equitable access by all children throughout the five boroughs.

## OUR SERVICES AND GOALS

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### **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 IN FISCAL 2021

## 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.

SCA completed construction of fewer seats in Fiscal 2021 compared to Fiscal 2020. The number of new seats met the Fiscal 2021 target. The number of schools constructed and seats created varies year-to-year based on the Capital Plan.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Total new seats created	8,676	5,032	4,045	6,956	3,773	3,773	6,785	Down	*
★ New schools and additions constructed	25	15	18	21	11	11	16	Down	*
★ Critical Indicator    * Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

### Goal 1b

Achieve cost efficiencies in construction.

Construction costs decreased by 13.2 percent between Fiscal 2020 and Fiscal 2021. To manage costs, SCA continuously reviews and revises the construction building standards to ensure cost effectiveness, durability and ease of maintenance.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Construction bid price for school capacity projects per square foot (\$)	\$753	\$745	\$792	\$817	\$710	\$800	\$800	Neutral	*
Average new school construction cost per square foot - Early childhood (\$)	NA	NA	NA	NA	NA	*	*	NA	*
- Elementary (\$)	\$732	\$737	\$825	\$724	\$787	*	*	Neutral	*
- Intermediate (\$)	\$777	NA	NA	NA	NA	*	*	NA	*
- High school (\$)	\$817	NA	NA	\$1,063	\$779	*	*	NA	*
★ Critical Indicator    * Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

### Goal 1c

Increase the number of capital improvement projects completed on schedule and within budget.

The percent of capital improvement projects constructed within budget decreased by 18 percentage points from Fiscal 2020 to Fiscal 2021. On-budget performance decreased due to the additional project costs related to COVID-19 schedule delays. The percent of projects constructed on time or early decreased by 23 percentage points in Fiscal 2021 compared to Fiscal 2020. On-time performance decreased due to project schedule delays related to COVID-19.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
New schools and additions - construction funds committed as a percent of initial authorized budget (%)	91.6%	92.1%	91.8%	91.9%	94.9%	100.0%	100.0%	Neutral	Up
★ Scheduled new seats constructed on time (%)	100%	100%	100%	99%	100%	100%	100%	Neutral	Up
★ Capital improvement projects constructed on time or early (%)	72%	65%	54%	47%	23%	80%	80%	Down	Up
★ Capital improvement projects constructed within budget (%)	85%	76%	89%	80%	62%	80%	80%	Down	Up
★ Critical Indicator    * Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

**Goal 1d** Ensure project safety and quality.

The projected costs of individual claims have increased from calendar year 2019 to calendar year 2020 based on preliminary actuarial information. As insurance claims mature, more relevant data will become available.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Ultimate cost of insurance losses as % of construction value (per calendar year)	5.67%	5.44%	6.76%	9.38%	NA	*	*	NA	Down
★ Critical Indicator      ✪ Equity Indicator      "NA" Not Available      ⬆️⬆️ Directional Target      * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>1</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Personnel	796	809	848	859	860	899	1,059	Neutral
Capital commitments (\$000,000)	\$3,061.7	\$3,544.3	\$3,925.7	\$1,791.0	\$3,302.5	\$4,625.2	\$7,034.8	Down

<sup>1</sup>Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at [nyc.gov/mmr](http://nyc.gov/mmr) for details.      <sup>2</sup>Authorized Budget Level      <sup>3</sup>Expenditures include all funds      "NA" - Not Available  
\* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Fiscal 2020 data for 'Ultimate cost of insurance losses as % of construction value (per calendar year)' is now available. This data is based on an actuarial report prepared by SCA's Insurance Program Manager which calculates SCA's projected ultimate cost of insurance losses for the year-end financial statements.
- SCA revised previously published Fiscal 2022 targets for the indicators 'Total new seats created' and 'New schools and additions constructed'.
- The desired direction for 'Average new school construction cost per square foot (\$)' in all categories, and 'Construction bid price for school capacity projects per square foot (\$),' was changed to none (\*) to reflect historical construction cost experience.
- Equity NYC indicators are identified with a burst (✪). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

For additional information go to:

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

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

# DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT

**Bill Chong, Commissioner**



## WHAT WE DO

The Department of Youth and Community Development (DYCD) funds a network of community-based programs to alleviate the effects of poverty and provide opportunities for New Yorkers and communities to flourish. DYCD's diverse range of programs includes services to help low-income individuals and families become more self-sufficient, literacy programs that help adults and adolescents further their education and advance their careers and programs that assist immigrants. DYCD's afterschool programs, known as COMPASS NYC (Comprehensive After-School System of NYC), offer school-age youth a mix of recreational activities, arts and cultural experiences, academic support and physical fitness programs when school is out. As part of the City's broader commitment to 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 portfolio of services for runaway and homeless youth and 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. The Department supports 190 community centers, including Beacon community centers in public schools and Cornerstone community centers in New York City Housing Authority (NYCHA) developments which serve youth, adults and families.

## FOCUS ON EQUITY

DYCD prioritizes investments in programs that aim to eliminate disparities in economic opportunity and well-being among New Yorkers and improve quality of life for all residents. During the current administration, DYCD achievements include a significant expansion in programs for young people, NYCHA residents, and runaway and homeless youth, including those who identify as transgender or non-binary. In order 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 City agencies to offer individuals and families pathways to holistic services. Most recently, DYCD incorporated an intersectional focus on equity into all its work, joining in the City's efforts to identify and remove barriers to opportunity based upon race, gender and sexual orientation.

To continue to elevate this work, DYCD is committed to being a proactive anti-racist city agency. Supported by the Executive Team, this commitment has led to the adoption of goals that include an increase in professional development for internal staff, increased support for consultants of color, strengthening of the DYCD Equity Statement by increasing its accessibility and applicability, and assessments of how agency investments can greater serve historically marginalized New York City neighborhoods.

## OUR SERVICES AND GOALS

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### **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 antipoverty 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 IN FISCAL 2021

## **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.

In Fiscal 2021, DYCD-funded programs provided a variety of educational, social, cultural, recreational, and employment-related opportunities to 209,955 New York City youth. The majority of youth were served through one of four program areas in the DYCD portfolio: COMPASS NYC, Summer Youth Employment Program, Beacon, and Cornerstone. Summer services in these programs were initially suspended due to City-wide budget shortfalls and uncertainty about safety and capacity. These summer programs were later partially reinstated. From this difficulty and continued challenges in enrollment and participation related to social distancing, along with temporary COVID-19 related site closures, DYCD experienced lower enrollment in many areas in Fiscal 2021. In addition, many COMPASS, Beacon, and Cornerstone providers also offered Learning Lab services to their communities to provide a safe space, along with technology support, for students to engage in their Department of Education remote learning.

COMPASS NYC, which offers after-school programming to students enrolled in grades K through 12, served 90,148 youth in Fiscal 2021, down from 122,575 in Fiscal 2020. Total enrollment represents 96 percent of funded slots. Due to COVID-19, COMPASS providers utilized both in-person and remote programming in order to implement safe and engaging services for youth. The well-being of participants was a priority during this difficult time, and providers offered increased activities to support emotional health such as yoga, journaling, and wellness check-in calls.

Beacon programs, operated in 91 school-based community centers, served 32,261 young people and 31,848 adults in Fiscal 2021, representing 92 percent of the minimum target enrollment. Due to the COVID-19 pandemic and multiple school closures, these school-based programs were limited to serving the host school population, reducing participation particularly among adults. However, Beacon programs were able to offer pivotal enrichment and support activities to youth and adults, including participation in remote services such as wellness calls, healthy living exercise classes, cooking classes, and college prep support services to maintain community engagement during COVID-19.

Cornerstone programs, operated in 99 community centers located in New York City Housing Authority (NYCHA) developments including five new centers opened this year, served 13,488 young people and 5,304 adults in Fiscal 2021, representing 96 percent of the minimum target enrollment. During the COVID-19 pandemic, multiple closures and overall community concerns about in-person services led to a reduction in the participation level of older youth and adults. However, Cornerstone Community Centers were an essential resource to the community. They became a lifeline for the community residents by providing meals, serving as vaccination sites, PPE distributors and general support services.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Number of young people involved in DYCD-funded programs	324,667	337,199	337,599	339,963	209,955	*	*	Down	Up
● Comprehensive After School System of NYC (COMPASS NYC) enrollment	124,258	126,203	122,390	122,575	90,148	110,000	110,000	Down	*
★ COMPASS NYC programs meeting target enrollment (school year) (%)	96%	96%	96%	93%	66%	85%	85%	Down	Up
★ COMPASS NYC programs meeting target enrollment - SONYC/ middle school (school year) (%)	95%	95%	95%	94%	66%	85%	85%	Down	Up
★ COMPASS NYC programs meeting target enrollment - elementary (school year) (%)	99%	99%	98%	92%	64%	90%	90%	Down	Up
★ COMPASS NYC programs meeting target enrollment (summer) (%)	81%	73%	75%	83%	18%	80%	80%	Down	Up
Beacon programs enrollment as a percentage of the annual target (%)	100%	100%	100%	100%	92%	100%	100%	Neutral	Up
Beacon programs active	80	91	91	91	91	*	*	Up	*
Youth served in Beacon programs	75,107	76,872	74,142	92,692	32,261	*	*	Down	*
Adults served in Beacon programs	72,995	63,273	46,708	85,927	31,848	*	*	Down	*
Cornerstone programs enrollment as a percentage of the annual target (%)	100%	100%	100%	100%	96%	100%	100%	Neutral	Up
Cornerstone programs active	94	94	94	94	99	*	*	Neutral	Up
Youth served in Cornerstone programs	27,012	20,856	25,831	19,976	13,488	*	*	Down	Up
Adults served in Cornerstone programs	8,128	5,253	4,426	5,594	5,304	*	*	Down	Up
Calls to Community Connect	40,586	46,496	52,309	NA	NA	50,000	50,000	NA	Up
★ Critical Indicator	● Equity Indicator	"NA" Not Available	⬆️⬇️ Directional Target	* None					

### Goal 1b Runaway and homeless youth will reunite with their families or live independently.

In Fiscal 2021 DYCD continued its commitment to residential service offerings for runaway and homeless youth (RHY) ages 16 to 20, and for homeless young adults (HYA) ages 21 to 24, with an addition of 35 beds for a total of 813. These essential programs remained operational in person throughout Fiscal 2021. COVID-19 impacted demand in congregate settings, leading to slight decreases in youth and young adults served in both Crisis Services (3 percent) and TIL Support Programs (5 percent). The utilization rate for these beds decreased in Crisis Services (15 percentage points) and TIL Support Programs (8 percentage points) because programs saw decreased demand for congregate housing during the pandemic.

The percent of youth reunited with family or placed in a suitable environment decreased by 3 percentage points in Crisis Services due to youth leaving crisis centers without reporting their next residence. Youth placements held even for TIL Support Programs at 88 percent, above the target of 85 percent. A total of 2,794 youth received mental health support through RHY programming, an increase of 6 percent over Fiscal 2020.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Youth and young adults reunited with family or placed in a suitable environment from Crisis Services Programs (%)	77%	73%	75%	65%	62%	75%	75%	Down	Up
Youth and young adults reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) Support Programs (%)	87%	84%	83%	88%	88%	85%	85%	Neutral	Up
Residential beds for runaway or homeless youth and homeless young adults	465	557	674	778	813	*	*	Up	*
Runaway and homeless youth and homeless young adults served - Crisis Services Programs	2,340	2,267	2,084	2,191	2,124	2,400	2,400	Neutral	*
Runaway and homeless youth and homeless young adults served - Transitional Independent Living (TIL) Support Programs	659	837	986	1,247	1,183	800	800	Up	*
Utilization rate for Crisis Services Programs (%)	92%	90%	92%	84%	69%	90%	90%	Down	Up
Utilization rate for Transitional Independent Living (TIL) Support Programs (%)	93%	89%	91%	84%	77%	90%	90%	Down	Up
Young people who received mental health support in a city-funded residential program or drop-in center serving runaway and homeless youth	NA	NA	2,569	2,648	2,794	*	*	NA	*
★ Critical Indicator    ● Equity 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.

The Summer Youth Employment Program (SYEP) provides young people with career exploration opportunities. Because of social distancing concerns and City-wide budget shortfalls, SYEP was initially suspended and later partially reinstated as Summer Bridge with an online curriculum through Hats and Ladders along with Project-Based Learning opportunities. A total of 35,198 youth participated in this modified SYEP experience. There were a total of 1,309 projects that provided youth the opportunity to work in groups on project themes such as Community Advocacy/Participation, STEAM, Media Literacy, Economic Equity, Environmental Justice, DEI (Diversity, Equity, and Inclusion), and Census.

DYCD's federally funded Workforce Innovation and Opportunity Act (WIOA) Train & Earn programs served 1,270 participants in Fiscal 2021, a 6 percent increase over Fiscal 2020 and just below the target of 1,276. The WIOA Learn & Earn programs served 1,460 participants in Fiscal 2021, well above the target of 1,056. WIOA providers for both programs provided services remotely, including occupational training, academic support and tutoring, counseling and support services, remote paid work experiences, and both remote and in-person internships.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
● Summer Youth Employment Program (SYEP) participants	60,113	69,716	74,354	74,453	35,198	*	*	Down	*
Number of Summer Youth Employment Program contracts	100	98	98	187	181	*	*	Up	*
Value of Summer Youth Employment Program contracts (\$000)	\$23,340	\$26,642	\$32,188	\$36,758	\$34,476	*	*	Up	*
Participants in WIOA-funded Train & Earn (Out-of-School Youth) program	2,132	1,687	1,562	1,197	1,270	*	*	Down	*
Participants in WIOA-funded Learn & Earn (In-School Youth) program	2,980	1,638	1,583	1,565	1,460	*	*	Down	*
Participants in Advance & Earn training and internship programs	NA	NA	NA	477	957	900	900	NA	Up
★ Critical Indicator    ● Equity 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.

The U.S. Department of Labor uses the indicators below to assess whether participants in workforce development programs are successfully being placed in post-secondary education, employment, or training opportunities. While DYCD manages the contracts associated with these programs, the outcome data are collected by the New York State Department of Labor (NYS DOL). NYS DOL has not yet made Fiscal 2021 outcome data available.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ 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	48%	66%	62%	NA	71%	71%	NA	Up
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	75%	86%	83%	NA	71%	71%	NA	Up
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	69%	80%	83%	NA	63%	63%	NA	Up
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	74%	76%	67%	NA	63%	63%	NA	Up
Participants in Advance & Earn training and internship programs who are placed in post-secondary education, employment, or advanced training within 90 days after exiting the program (%)	NA	NA	NA	49%	NA	*	*	NA	Up
Participants in Advance & Earn training and internship programs who attain a recognized post-secondary credential or a secondary school diploma, or its recognized equivalent within 90 days after exiting the program (%)	NA	NA	NA	45%	NA	*	*	NA	Up

★ Critical Indicator    ● Equity 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 antipoverty 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.

In Fiscal 2021, DYCD served 12,480 New Yorkers through a variety of anti-poverty programs. Each program has tailored outcomes for participants, such as gains in work-readiness skills, overcoming housing challenges, and academic improvement. In Fiscal 2021, 67 percent of participants achieved their designated outcomes, above the Fiscal 2021 target of 65 percent for this portfolio.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Community anti-poverty program participants achieving target outcomes designated for clients in each program area (%)	65%	68%	70%	75%	67%	65%	65%	Neutral	Up
● Participants in community anti-poverty programs	13,210	13,366	13,122	12,579	12,480	*	*	Neutral	*

★ Critical Indicator    ● Equity 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.

DYCD provides New Yorkers with opportunities to improve their English literacy skills through funding Adult Basic Education (ABE) and English for Speakers of Other Languages (ESOL) programs. In Fiscal 2021, 13,308 New Yorkers were served through these programs, representing a 15 percent decrease from Fiscal 2020.

Fifty-four percent of participants met standards of improvement in their ability to read, write, and speak English, a 12 percentage point increase over Fiscal 2020.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Participants in DYCD-funded English literacy programs	10,300	10,792	14,033	15,631	13,308	15,305	11,828	Up	*
★ Participants in DYCD-funded English literacy programs meeting standards of improvement in their ability to read, write, and speak English (%)	49%	54%	56%	42%	54%	55%	55%	Neutral	Up
★ Critical Indicator    ● Equity 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.

In Fiscal 2021, 1,401 New Yorkers were served by DYCD's immigrant assistance programs. The percentage of participants achieving positive outcomes in immigrant services programs increased 3 percentage points to 66 percent, which exceeds the Fiscal 2021 target of 60 percent. Positive outcomes for this portfolio of programs can include participants gaining self-advocacy skills and participants gaining access to social services and government benefits.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Participants achieving positive outcomes in immigrant services programs (%)	64%	63%	61%	63%	66%	60%	60%	Neutral	Up
Participants in immigrant services programs	3,351	3,111	3,081	1,403	1,401	1,563	1,563	Down	*
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Contracts terminated	3	42	23	16	0	0	0	Down	*
★ Agency assessments completed as a percent of total agency contracts (%)	84%	69%	NA	NA	NA	70%	70%	NA	Up
Fiscal audits conducted	345	343	318	308	300	234	234	Down	*
Expenditure report reviews	23,369	24,078	29,658	30,283	25,369	*	*	Up	*
★ Programmatic reviews/contract monitoring	17,003	18,609	20,656	16,698	7,534	*	*	Down	*
Agency assessments completed	1,507	1,219	NA	NA	NA	*	*	NA	*
Contracts funded	3,281	3,228	3,346	3,293	2,855	*	*	Neutral	*
Value of agency contracts (\$000)	\$585,339	\$647,923	\$690,623	\$726,876	\$763,859	*	*	Up	*
Value of intracity agreements (\$000)	\$6,940	\$7,115	\$8,651	\$8,586	\$8,490	*	*	Up	*
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
Completed customer requests for interpretation	1,705	1,222	884	NA	NA	*	*	NA	*
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
Calls answered in 30 seconds (%)	43%	51%	50%	NA	NA	*	*	NA	Up
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ↑↓ Directional Target   * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$719.2	\$809.3	\$872.0	\$958.7	\$961.8	\$792.8	\$1,016.2	Up
Personnel	526	532	544	573	518	575	537	Neutral
Overtime paid (\$000)	\$118	\$83	\$60	\$154	\$154	\$154	\$154	Up
Human services contract budget (\$000,000)	\$561.1	\$618.2	\$659.6	\$696.1	\$822.9	\$664.6	\$778.5	Up
<sup>1</sup> Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at <a href="http://nyc.gov/mmr">nyc.gov/mmr</a> for details. <sup>2</sup> Authorized Budget Level <sup>3</sup> 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 FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$47.2	\$44.8	
002 - Executive and Administrative	\$23.1	\$23.4	All
105 - Youth Workforce and Career Training	NA	\$2.7	2a, 2b
311 - Program Services	\$20.9	\$18.8	All
Other Than Personal Services - Total	\$908.0	\$917.0	
005 - Community Development	\$125.3	\$85.6	3a, 3b, 3c
106 - Youth Workforce and Career Training	\$0.0	\$84.4	2a, 2b
312 - Other than Personal Services	\$782.7	\$747.0	All
Agency Total	\$955.2	\$961.8	
<sup>1</sup> Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds. <sup>2</sup> City of New York Adopted Budget for Fiscal 2021, as of Jun 2021. Includes all funds. <sup>3</sup> Refer to agency goals listed at front of chapter.   "NA" Not Available   * None			

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- In Fiscal 2021, data for the indicator 'Number of young people involved in DYCD-funded programs' includes participants in the Learning Labs program.
- Data for the indicators 'Agency assessments completed' and 'Agency assessments completed as a percent of total agency contracts (%)' are not yet available. Program staff complete evaluation from the conclusion of the Fiscal Year, and agency assessments are then generated and reviewed based on those evaluations.
- Data for the indicator 'Participants in community anti-poverty programs' for Fiscal 2020 has been corrected to reflect 12,579 participants.
- Data for indicators under Goal 2b for Fiscal 2020 has been updated based on data from the US Department of Labor. Data for Fiscal 2021 is not yet available for the following indicators:
  - '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 the program (%)'
  - 'Participants in Advance & Earn training and internship programs who are placed in post-secondary education, employment, or advanced training within 90 days after exiting the program (%)'
  - 'Participants in Advance & Earn training and internship programs who attain a recognized post-secondary credential or a secondary school diploma, or its recognized equivalent within 90 days after exiting the program (%)'
- Data for the indicator 'Programmatic reviews/contract monitoring' reflects fewer evaluations required for remote services.
- The indicator name 'Calls to Youth Connect' has been changed to 'Calls to Community Connect' to reflect the name change for this agency-wide support line. Data collection for Community Connect remained disrupted because of staff displacement during COVID-19. Fiscal 2021 data is unavailable. Other call center-related indicators were disrupted and Fiscal 2021 data is not available for the following indicators: 'Completed customer requests for interpretation,' 'Calls answered in 30 seconds (%)'.
- New indicators have been added under Goals 2a and 2b for a new program, Advance & Earn.
- The indicator 'Young people who received mental health support in a city-funded residential program or drop-in center serving runaway and homeless youth' has been added under Goal 1b.
- Equity NYC indicators are identified with a burst (✳). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

For additional information go to:

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

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



# PUBLIC LIBRARIES

Susan Marcinek, Chair — Brooklyn Public Library System

Evan R. Chesler, Chair — New York Public Library System

Michael Rodriguez, Esq., Chair — Queens 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 Public Library (the Libraries). These systems operate 217 local library branches throughout the City and four research library centers in Manhattan. The Public 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 Public Libraries' collections include 377 electronic databases and more than 65 million books, periodicals and other circulating and reference items. During the throes of the COVID-19 pandemic, New York City's libraries offered these programs, services, and resources virtually as the systems quickly shifted to an expanded online presence. Since full-service restoration in July 2021, the libraries have resumed providing many of these services in person while maintaining their digital and remote services.

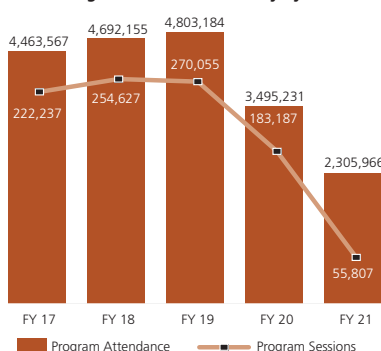
## FOCUS ON EQUITY

Whether amid system-wide closure during the pandemic, or the City's current recovery stage, the Brooklyn Public Library, New York Public Library, and Queens Public Library prioritize equitable service delivery to patrons.

During the COVID-19 pandemic the Libraries expanded their online presence to ensure access to information, resources, and programs for all New Yorkers through webinars, classes, book clubs, live tutoring and career/financial counseling that supported schools, jobseekers and students, among others. But Brooklyn Public Library, New York Public Library, and Queens Public Library know that many of our patrons on the wrong side of the digital divide can only access our services in person. This is why we supplemented these offerings with our limited in-person services, maintenance of our Wi-Fi networks, and the distribution of thousands of reading materials as part of our 2020 summer reading programs. The high volume of patrons who exclusively engage with their libraries in person is the primary reason we prioritized full-service restoration as soon as it was safely possible. The City's library systems reopened at full capacity July 2021 (following a phased reopening that began in July 2020), which included the full complement of services such as general space use, programs, and classes incrementally reinstated as quickly as circumstances allowed.

Maintaining our commitment to equity during this critical stage of recovery and beyond means adjusting to a "new normal." We are now applying what we learned during the pandemic to new initiatives like outdoor programming and the continued offering of our digital and remote services. We are balancing these lessons learned with our priority to reconnect with those New Yorkers we lost touch with during closure. Many of these patrons were adversely impacted by COVID-19. The Brooklyn, New York, and Queens Public Library systems are committed to restoring these citizens to a place of security with the space to learn and find opportunities. The Libraries are working with local Community Based Organizations, housing and tenant associations, and elected officials to reconnect with communities through activities such as tabling and the distribution of materials. The Libraries also aim to increase the number of adult New Yorkers that are empowered to use technology with a focus on immigrant and workforce readiness populations and workplace-valued or marketable technology skills. Achieving these goals within a "new normal" means implementing a strategy for a hybrid model of course delivery in addition to our current service models of in-person and online programming.

Program Attendance and Program Sessions at Library Systems



## BROOKLYN PUBLIC LIBRARY

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Average weekly scheduled hours	49.3	49.3	49.3	49.3	48.0	*	*	Neutral	*
Libraries open seven days per week (%)	8%	8%	8%	8%	0%	*	*	Down	Up
★ Libraries open six days per week (%)	100%	100%	100%	100%	55%	*	*	Down	*
★ Circulation (000)	14,109	13,733	12,911	8,745	5,002	3,000	3,000	Down	Up
Reference queries (000)	4,106	3,801	4,242	2,081	17	*	*	Down	Up
Electronic visits to website (000)	10,567	9,346	10,972	9,046	3,274	2,500	2,500	Down	Up
Computers for public use	1,772	2,602	2,911	2,911	2,911	*	*	Up	Up
Computer sessions (000)	1,920	1,763	1,598	2,037	12	*	*	Down	Up
Wireless sessions	NA	NA	1,539,252	1,280,827	431,804	*	*	NA	Up
Program sessions	63,246	69,248	72,840	49,339	16,879	*	*	Down	Up
★ Program attendance	977,147	1,097,001	1,124,229	1,184,160	762,187	*	*	Down	*
★ Library card holders (000)	1,631	1,687	1,905	1,310	1,364	1,500	1,500	Down	Up
Active library cards (000)	646	638	784	802	879	*	*	Up	*
New library card registrations	122,670	127,222	134,257	115,908	70,391	*	*	Down	*
★ Total library attendance (000)	8,382	7,943	7,874	5,290	892	*	*	Down	*
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⇅ Directional Target    * None									

## NEW YORK PUBLIC LIBRARY—BRANCH

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Average weekly scheduled hours	50.0	50.0	49.0	49.9	48.0	*	*	Neutral	*
Libraries open seven days per week (%)	8%	8%	8%	8%	0%	*	*	Down	Up
★ Libraries open six days per week (%)	100%	100%	100%	100%	64%	*	*	Down	*
★ Circulation (000)	23,778	23,984	21,330	15,333	9,958	6,800	11,500	Down	Up
Reference queries (000)	9,023	8,661	8,024	5,577	1,023	*	*	Down	Up
Electronic visits to website (000)	28,015	26,948	29,158	27,300	20,212	18,000	25,000	Down	Up
Computers for public use	4,660	4,875	5,027	4,796	4,173	*	*	Neutral	Up
Computer sessions (000)	3,141	2,862	2,619	1,653	2	*	*	Down	Up
Wireless sessions	3,045,409	3,248,300	3,048,042	2,043,409	232,185	*	*	Down	Up
Program sessions	108,291	110,390	103,402	73,564	24,745	*	*	Down	Up
★ Program attendance	1,983,369	1,976,390	1,901,180	1,354,537	445,185	*	*	Down	*
★ Library card holders (000)	2,031	2,229	2,458	2,430	2,420	2,400	1,800	Up	Up
Active library cards (000)	706	1,289	912	730	522	*	*	Down	*
New library card registrations	315,137	296,419	357,107	273,175	157,253	*	*	Down	*
★ Total library attendance (000)	13,666	12,736	11,799	7,843	1,439	*	*	Down	*
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⇅ Directional Target    * None									

## NEW YORK PUBLIC LIBRARY—RESEARCH

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Average weekly scheduled hours	51.3	53.3	52.3	52.3	48.0	*	*	Neutral	*
Libraries open seven days per week (%)	25%	25%	25%	25%	0%	*	*	Down	Up
★ Libraries open six days per week (%)	100%	100%	100%	100%	100%	*	*	Neutral	*
Reference queries (000)	517	521	521	298	67	*	*	Down	Up
★ Program attendance	101,554	102,481	127,131	184,897	291,539	*	*	Up	*
★ Total library attendance (000)	3,637	4,146	4,594	3,338	4	*	*	Down	*
Program sessions	2,209	2,885	3,037	2,128	3,775	*	*	Up	Up
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

## QUEENS PUBLIC LIBRARY

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Average weekly scheduled hours	44.8	46.0	45.1	45.1	33.5	*	*	Down	*
Libraries open seven days per week (%)	3%	3%	3%	3%	0%	*	*	Down	Up
★ Libraries open six days per week (%)	100%	100%	100%	100%	55%	*	*	Down	*
★ Circulation (000)	12,784	12,413	11,545	8,351	3,685	3,000	6,500	Down	Up
Reference queries (000)	2,808	2,894	2,923	2,085	199	*	*	Down	Up
Electronic visits to website (000)	7,297	7,347	6,144	4,441	2,787	2,500	3,500	Down	Up
Computers for public use	9,494	7,741	6,879	6,522	4,054	*	*	Down	Up
Computer sessions (000)	2,957	2,908	2,730	1,873	15	*	*	Down	Up
Wireless sessions	NA	480,078	459,014	509,978	378,799	*	*	NA	Up
Program sessions	80,881	87,532	87,599	58,156	14,183	*	*	Down	Up
★ Program attendance	1,401,497	1,516,283	1,650,644	1,140,041	807,055	*	*	Down	*
★ Library card holders (000)	1,400	1,484	1,573	1,475	1,491	1,500	1,500	Neutral	Up
Active library cards (000)	806	795	778	929	948	*	*	Up	*
New library card registrations	101,914	110,070	90,052	64,555	16,107	*	*	Down	*
★ Total library attendance (000)	11,223	11,411	10,875	7,414	1,563	*	*	Down	*
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$374.7	\$382.4	\$402.0	\$431.3	\$429.8	\$426.6	\$431.9	Up
Personnel	4,141	4,002	3,888	3,900	3,721	4,252	4,092	Neutral
Capital commitments (\$000,000)	\$18.5	\$236.0	\$146.5	\$33.6	\$23.7	\$178.1	\$219.1	Down
<sup>1</sup> Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at <a href="http://nyc.gov/mmr">nyc.gov/mmr</a> for details. <sup>2</sup> Authorized Budget Level <sup>3</sup> Expenditures include all funds "NA" - Not Available    * None								

# SPENDING AND BUDGET INFORMATION

Agency expenditures and planned resources by budgetary unit of appropriation.

Unit of Appropriation	Expenditures FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)
Brooklyn Public Library, 001 - Lump Sum Appropriation (OTPS) <sup>1</sup>	\$119.3	\$118.2
New York Public Library - Branch, Agency Total <sup>1</sup>	\$157.4	\$158.7
003 - Lump Sum - Borough of Manhattan (OTPS)	\$25.4	\$25.2
004 - Lump Sum - Borough of the Bronx (OTPS)	\$24.0	\$23.9
005 - Lump Sum - Borough of Staten Island (OTPS)	\$10.1	\$10.0
006 - Systemwide Services (OTPS)	\$96.6	\$98.3
007 - Consultant and Advisory Services (OTPS)	\$1.4	\$1.4
New York Public Library - Research, 001 - Lump Sum Appropriation (OTPS) <sup>1</sup>	\$31.0	\$30.7
Queens Public Library, 001 - Lump Sum Appropriation (OTPS) <sup>1</sup>	\$123.7	\$122.1

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds. <sup>2</sup> City of New York Adopted Budget for Fiscal 2021, as of Jun 2021. Includes all funds. <sup>3</sup> Refer to agency goals listed at front of chapter. "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Libraries temporarily closed all branch and research center locations beginning on Saturday, March 14, 2020 to mitigate the spread of COVID-19. On July 13, 2020, the library systems began a limited reopening, starting with 22 branches across all systems providing Grab-and-Go in-person service; in the following months, this number grew to 120.
- The Libraries future reopening plans and ability to establish targets for its service were significantly compromised by the unpredictable nature of the COVID-19 crisis; for example, on November 16, 2020, the Libraries rolled back Phase 2 of the reopening plan (which was set to expand in-person services) due to rising infection rates; other branches on Staten Island were closed entirely due to their area’s designation as an Orange Zone. For 10 indicators in each library system, there are no targets for Fiscal 2021.
- The Libraries did not offer any in-person programs during closure, but instead transitioned to offering virtual programs for their patrons. The indicators ‘Program sessions’ and ‘Program attendance’ include live online program attendance during closure. As the libraries moved their programming to the virtual environment, they were careful about which platforms to use, keeping in mind a variety of issues including patron privacy, which has affected Fiscal 2021 program attendance figures.
  - Brooklyn Public Library additionally includes the total views of recorded sessions for the first two days after the live program session occurred.
  - New York Public Library additionally includes the total views of recorded programs for all programs that were created and posted during the reporting period.
  - Queens Public Library additionally includes the total views of recorded content one month after the live program session occurred.
- New York Public Library - Research, because it could not offer in-person service, maintained and expanded digital services such as research database access. Since closure and through June 2021 New York Public Library - Research has recorded 849,000 database sessions by its patrons.
- New York Public Library and Queens Public Library adjusted Fiscal 2022 targets for ‘Circulation (000)’ because previously published targets were exceeded.
- New York Public Library and Queens Public Library adjusted Fiscal 2022 targets for ‘Electronic visits to website (000)’ because previously published targets were exceeded.



- New York Public Library adjusted Fiscal 2022 targets for 'Library card holders (000)'. To improve the performance of circulation processes the libraries periodically purge long inactive patron records from the database of cardholders. Such a purge is planned in Fiscal 2022.
- For Brooklyn Public Library, previously published Fiscal 2020 data for the indicator 'Program attendance' was revised to reflect corrected data.

## ADDITIONAL RESOURCES

For more information on these libraries, please visit:

- Brooklyn Public Library: [www.bklynlibrary.org](http://www.bklynlibrary.org).
- New York Public Library: [www.nypl.org](http://www.nypl.org).
- Queens Public Library: [www.queenslibrary.org](http://www.queenslibrary.org).



# CITY UNIVERSITY OF NEW YORK

Felix V. Matos Rodriguez, Chancellor



## WHAT WE DO

The City University of New York (CUNY) provides higher education to more than 261,000 degree and non-degree seeking students and offers adult and continuing education with over 185,000 course registrations. CUNY consists of 25 institutions: 11 senior colleges, seven community colleges, and seven graduate, honors and professional schools offering close to 60 doctoral programs. CUNY enrolls students in 1,900 academic programs and has approximately 7,000 full-time faculty and 11,300 part-time faculty. In the academic year 2019–2020, CUNY granted 9,400 graduate and professional degrees, 27,200 baccalaureate degrees, 18,500 associate degrees, 300 certificates and 1,100 advanced certificates.

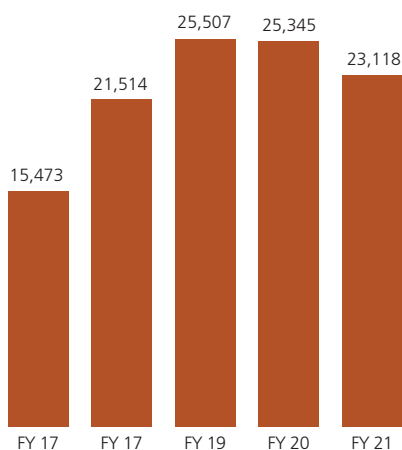
## FOCUS ON EQUITY

The City University of New York is of vital importance for the upward mobility of the people of New York City. Six of CUNY’s senior colleges and six community 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 two in three undergraduate students attend tuition-free. Last spring, over 56,500 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 critical multi-year investment in CUNY’s community colleges continues to enable thousands of students to earn STEM degrees and enter New York City’s vibrant high-tech sector.

With funding from the City, CUNY has expanded its highly successful Accelerated Study in Associate Programs (ASAP) initiative from 4,000 students in 2014–15, to 25,000 students each academic year. ASAP has more than doubled associate degree completion rates for participating students, aiming to graduate at least 50 percent of students in three years. ASAP is now considered a national model, having received the distinguished 2020 Innovations in American Government Award from the Center for Democratic Governance and Innovation at Harvard University’s John F. Kennedy School of Government. In the academic year 2020–21, CUNY ASAP enrolled 23,118 (9,664 new) students and has served over 70,000 students since inception in 2007. 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 guides all eligible incoming first-time, full-time freshmen into ASAP.

ASAP students are diverse and representative of the larger population of CUNY associate degree seeking students with 44 percent Hispanic, 33 percent Black, 13 percent Asian/Pacific Islander and 10 percent White. Over 85 percent of ASAP students receive federal Pell and/or New York State Tuition Assistance Program grants. ASAP students in all of these groups have three-year graduation rates of close to or above 50 percent. In addition, ASAP serves as an important entry point to CUNY’s senior colleges with close to 60 percent of students transferring to a baccalaureate program within six years of entering ASAP.

**Total Students Served in CUNY Accelerated Study in Associate Programs (ASAP)**



# HOW WE PERFORMED IN FISCAL 2021

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ CUNY courses offered partly or totally online (%)	8.5%	9.7%	10.7%	12.1%	99.9%	8.0%	8.0%	Up	Up
Instructional full-time equivalents (FTEs) taught by full-time faculty (%) - Senior Colleges	40.8%	39.2%	39.0%	38.2%	36.5%	*	*	Neutral	Up
Instructional full-time equivalents (FTEs) taught by full-time faculty (%) - Community Colleges	52.8%	52.8%	51.8%	50.8%	50.1%	*	*	Neutral	Up
Student/faculty ratio - Overall	28:1	29:1	29:1	27:1	27:1	*	*	Neutral	Down
Student/faculty ratio - Community Colleges	32:1	32:1	32:1	31:1	28:1	*	*	Down	Down
Student/faculty ratio - Senior Colleges	27:1	28:1	28:1	26:1	27:1	*	*	Neutral	Down
Number of full-time faculty employed by CUNY community colleges	2,182	2,284	2,309	2,143	2,071	*	*	Neutral	Up
Number of associate degrees awarded at community colleges	14,108	14,675	15,390	15,927	15,835	*	*	Up	Up
Students earning Grade C or better in Freshman Composition Courses (%)	84.1%	83.8%	83.6%	82.6%	77.7%	*	*	Neutral	Up
Students earning Grade C or better in Math Gateway Courses (%)	67.4%	69.3%	69.0%	66.3%	78.5%	*	*	Up	Up
★ One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY associate degree programs	66.0%	66.4%	62.6%	62.6%	63.8%	68.0%	68.0%	Neutral	Up
★ One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY baccalaureate degree programs	86.9%	86.5%	85.1%	84.4%	84.1%	88.0%	88.0%	Neutral	Up
★ 🌟 Three-year systemwide graduation rate (%) - CUNY Accelerated Study in Associate Programs (ASAP) students	57.6%	54.6%	52.5%	46.7%	47.0%	50.0%	50.0%	Down	Up
Six-year systemwide graduation rate (%) - community college students in STEM disciplines	30.7%	31.2%	35.5%	35.1%	36.1%	36.0%	36.0%	Up	Up
★ 🌟 Six-year systemwide graduation rate (%) - CUNY associate degree students	32.2%	33.1%	36.1%	37.2%	37.6%	37.0%	37.0%	Up	Up
★ 🌟 Six-year systemwide graduation rate (%) - CUNY baccalaureate students	54.8%	56.6%	58.9%	60.4%	60.2%	60.0%	60.0%	Up	Up
Students passing the National Council Licensure Examination for Registered Nurse (%)	86.3%	86.5%	90.1%	90.2%	89.5%	*	*	Neutral	Up
★ CUNY associate degree recipients who transfer to a CUNY baccalaureate program within one year (%)	54.9%	54.9%	54.9%	54.8%	53.6%	56.0%	56.0%	Neutral	Up
CUNY community college certificate and associate graduates from career and technical education programs who are employed six months after graduation (%)	77.1%	78.8%	80.3%	74.6%	63.2%	*	*	Down	Up
CUNY community college certificate and associate graduates from career and technical education programs who are employed or continuing their education six months after graduation (%)	94.2%	92.3%	93.8%	94.4%	90.6%	*	*	Neutral	Up
High school students participating in college preparation program (College Now)	32,072	32,900	33,181	33,904	30,852	*	*	Neutral	*
Total headcount enrollment	272,957	274,099	274,906	271,242	261,134	*	*	Neutral	*
Total full-time equivalent enrollment (FTEs)	204,337	205,860	206,950	204,395	198,483	*	*	Neutral	*
Total headcount enrollment at CUNY community colleges	96,865	95,951	95,073	91,715	82,515	*	*	Down	*
★ Enrollment in STEM disciplines at CUNY community colleges	15,053	15,186	14,811	14,216	13,008	15,000	15,000	Down	Up
Total students served in CUNY Accelerated Study in Associate Programs (ASAP)	15,473	21,514	25,507	25,345	23,118	*	*	Up	Up
Enrollment of first-time freshmen in CUNY community colleges	18,506	18,098	18,512	18,615	15,788	*	*	Down	*
Enrollment of first-time freshmen in CUNY senior colleges	18,397	20,064	21,148	21,907	21,214	*	*	Up	*
Enrollment of first-time freshmen in CUNY community colleges who are recent graduates of NYC public high schools	13,589	13,344	12,916	13,350	12,038	*	*	Neutral	*
Annual tuition at CUNY community colleges (full-time NYS resident)	\$4,800	\$4,800	\$4,800	\$4,800	\$4,800	*	*	Neutral	*
Annual tuition at CUNY senior colleges (full-time NYS resident)	\$6,530	\$6,730	\$6,930	\$6,930	\$6,930	*	*	Neutral	*
Expenditures per student (full-time equivalent) at CUNY community colleges	\$13,611	\$14,950	\$15,620	\$16,664	\$18,703	*	*	Up	*
Percentage of CUNY community college students receiving federal financial aid (Pell) (%)	60.8%	63.4%	61.4%	61.7%	54.7%	*	*	Neutral	*
Percentage of community college students receiving Tuition Assistance Program (TAP) grants (%)	35.9%	36.6%	34.8%	33.5%	27.1%	*	*	Down	*

★ Critical Indicator    🌟 Equity Indicator    "NA" Not Available    ↕ Directional Target    \* None

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$1,158.5	\$1,199.1	\$1,252.1	\$1,325.2	\$1,332.6	\$1,213.0	\$1,413.3	Up
Revenues (\$000,000)	\$404.8	\$387.2	\$379.0	\$345.7	\$300.7	\$415.3	\$415.3	Down
Personnel	9,184	9,414	9,385	8,314	7,646	10,286	10,111	Down
Overtime paid (\$000,000)	\$8.0	\$8.0	\$7.8	\$3.9	\$3.7	\$3.6	\$3.6	Down

<sup>1</sup>Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at [nyc.gov/mmr](http://nyc.gov/mmr) for details. <sup>2</sup>Authorized Budget Level <sup>3</sup>Expenditures include all funds  
 "NA" - Not Available \* None

## SPENDING AND BUDGET INFORMATION

Agency expenditures and planned resources by budgetary unit of appropriation.

Unit of Appropriation	Expenditures FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)
Personal Services - Total	\$863.1	\$823.5
002 - Community College	\$841.7	\$805.0
004 - Hunter Schools	\$21.4	\$18.5
Other Than Personal Services - Total	\$392.0	\$509.0
001 - Community College	\$391.1	\$472.9
003 - Hunter Schools	\$0.9	\$1.1
012 - Senior College	\$0.0	\$35.0
Agency Total <sup>3</sup>	\$1,255.1	\$1,332.6

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds. <sup>2</sup>City of New York Adopted Budget for Fiscal 2021, as of Jun 2021. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter. "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Previously published Fiscal 2020 data for the indicator 'Students earning Grade C or better in Freshman Composition Courses (%)' was revised to reflect corrected data.
- Previously published Fiscal 2020 data for the indicator 'High school students participating in college preparation program (College Now)' was revised to reflect corrected data. Fiscal 2021 data is preliminary.
- Previously published Fiscal 2020 data for the indicator 'Total students served in CUNY Accelerated Study in Associate Programs (ASAP)' was revised to reflect corrected data. Fiscal 2021 data is preliminary.
- Equity NYC indicators are identified with a burst (\*). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

For additional information go to:

- Office of Institutional Research:  
<https://www.cuny.edu/about/administration/offices/oira/institutional/>
- The Social Indicators and Equity Report, EquityNYC:  
<http://equity.nyc.gov/>

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



# DEPARTMENT OF SMALL BUSINESS SERVICES

**Jonnel Doris, 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

Equity and opportunity are at the core of SBS's work, and the key values of collaboration, innovation, and adaptability are woven into all it does - collaborating with community members to design programs and services that directly address their needs, recommending bold and innovative solutions, and adapting to a changing world. These values together lay the foundation for the department's three pillars—good jobs, stronger businesses and thriving neighborhoods. SBS is committed to ensuring economic security for all New Yorkers by providing a wide range of services that help businesses, jobseekers and communities throughout the five boroughs.

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. As part of the City's Black entrepreneurship initiative (BE NYC), the agency established new public-private partnerships and launched new programming to address the racial wealth gap through business ownership and entrepreneurship in the Black community. In addition, SBS is addressing the racial wealth gap by overseeing certification and capacity building services for Minority and Women-owned Business Enterprises (M/WBE). To date, SBS has certified over 10,500 M/WBEs through Fiscal 2021, more than doubling the certified pool of M/WBEs, achieving a goal set by Mayor de Blasio in 2016.

## OUR SERVICES AND GOALS

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### **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 IN FISCAL 2021

## 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.

In Fiscal 2021, SBS served 18,901 unique customers and businesses across the five boroughs and connected businesses to more than \$25.4 million through federal programs including the Paycheck Protection Program, Economic Injury Disaster Loan, Shuttered Venue Operators Grant, Restaurant Revitalization Fund, and more. The Fair Share NYC initiative provided communication, webinars, and one-on-one assistance to ensure that NYC small businesses got the funds they needed to keep their doors open.

SBS helped small businesses obtain 1,624 financing awards totaling \$83.3 million, far exceeding both its annual goal and the volume of businesses helped in years prior to the pandemic. The number of awards and the award value decreased compared to the prior fiscal year because temporary federally funded COVID-relief programs, which in Fiscal 2020 served over 3,800 businesses, were no longer available in Fiscal 2021. This also caused a decrease in unique businesses served compared to Fiscal 2020, although the number of unique businesses served does not include the Business Restart Hotline created in June 2020 and the 28,784 calls received and responded to in Fiscal 2021 to help businesses impacted by COVID-19.

There was a slight increase in the number of unique businesses served by SBS programs that help navigate government. The number of businesses opened with assistance from SBS decreased by 50% to 179, and the number of hires at those businesses also decreased by 50% to 1,702. This decrease is largely due to the ongoing impact of COVID-19 during which time fewer businesses opened citywide.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Unique customers and businesses served	18,352	19,842	19,671	20,872	18,901	*	*	Neutral	Up
★ Unique businesses receiving financial awards (facilitated or disbursed)	593	825	977	4,572	1,424	470	470	Up	Up
★ Financial awards to businesses (facilitated or disbursed)	658	1,074	1,186	4,881	1,624	540	540	Up	Up
Dollar value of financial awards to businesses (facilitated or disbursed) (\$000)	\$45,701	\$54,234	\$76,152	\$122,896	\$83,333	*	*	Up	Up
★ Number of businesses opened with assistance from SBS	867	537	529	359	179	↑	↑	Down	Up
Projected number of hires by businesses opened with assistance from SBS	10,096	5,204	4,355	3,312	1,702	*	*	Down	Up
Unique customers served by programs that help navigate government	5,484	5,230	5,176	2,771	2,711	*	*	Down	*
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None									

**Goal 1b** Retain jobs and businesses in New York City by administering incentive programs for facility renovation and promoting retention of NYC businesses and relocation of businesses to NYC.

The Energy Cost Saving program (ECSP) and its companion program, the Lower Manhattan Energy Program (LMEP), help retain and attract eligible businesses by reducing energy cost associated with relocation or capital improvements. Lower energy costs are a significant incentive to promote business retention for firms and facilities seeking to move, modernize and/or expand.

The programs save businesses up to 45 percent on eligible utility costs. Although the Energy Cost Savings Program (ECSP) was scheduled to expire at the end of Fiscal 2020, it has been extended until June 2023.

During Fiscal 2021, ECSP approved 47 businesses for benefits representing 2,118 jobs. This is a lower number than last year because participants during Fiscal 2021 were generally smaller businesses, with fewer employees, which is the priority for the agency. These businesses used less energy, so their savings were proportionally lower. Also, due to the pandemic, some

anticipated projects were delayed or put on hold which included multi-tenant commercial and industrial renovation projects that could confer benefits to the smaller businesses renting space within the facilities. The Lower Manhattan Energy Program (LMEP) was also scheduled to expire but was extended until June 2023. The LMEP, measured on a cumulative basis, saved 296 commercial tenants over \$4.57 million in energy costs during Fiscal 2021. This reflects a slight increase in tenancy from the prior year, but the aggregate annual savings was slightly less than last year because of a reduction in energy consumption due to COVID-19 and quarantine.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Value of Energy Cost Savings Program savings for businesses (\$000)	\$2,003	\$678	\$816	\$1,276	\$822	*	*	Down	*
Number of jobs retained by Energy Cost Savings Program (ECSP) for approved businesses	9,753	3,403	2,446	3,191	2,118	*	*	Down	*
Value of Lower Manhattan Energy Program (LMEP) savings for active commercial tenants (cumulative) (\$000)	\$7,905	\$6,105	\$5,069	\$4,893	\$4,573	*	*	Down	*
Commercial tenants active in Lower Manhattan Energy Program	784	463	321	276	296	*	*	Down	*
Number of businesses approved for Energy Cost Savings Program benefits	59	48	56	58	47	*	*	Neutral	*
★ Critical Indicator    ● Equity 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.

The Workforce1 Career Center system served a total of 79,438 jobseekers in Fiscal 2021. These jobseekers were served exclusively online or over the phone as the Workforce1 Career Center system paused in-person services in mid-March 2020 due to COVID-19. New Yorkers successfully connected to 18,889 jobs with the support of Workforce1 in Fiscal 2021. The average hourly wage for the reporting period was \$18.15, a 9% increase over Fiscal 2020. The reduction in number of job seekers served, walk-in traffic to centers, and hires as compared to last year is due to the impact of COVID-19. Fewer New Yorkers sought jobs due to the risk of exposure to the virus, and as employers struggled to remain open there were fewer opportunities to connect jobseekers to open positions

SBS offers training designed with employer input to ensure the New Yorkers we train acquire in-demand skills and connect to quality jobs with real advancement opportunities in tech, healthcare, manufacturing, construction, transportation, food, media and entertainment. In Fiscal 2021, SBS enrolled 8,764 New Yorkers into trainings which were made available primarily online due to COVID-19. The significant increase in training enrollments compared to prior years was due to two unique initiatives in Fiscal 2021. The first was SBS's support in training New Yorkers to participate in the Vaccine For All Corps to deliver vaccines against COVID-19. The second was the delivery of Construction Site Safety training as part of Local Law 196. The full implementation deadline requiring 40 hours of training was March 1, 2021 and SBS enrolled a high volume of New Yorkers leading up to this deadline. This high volume of training enrollments in Fiscal 2021 will not occur in future years given the nature of these two initiatives.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Workforce1 systemwide job placements and promotions	28,170	25,534	27,367	26,204	18,889	25,000	25,000	Down	*
Number of jobseekers registered through the Workforce1 Career Center system for the first time	54,816	52,285	52,028	44,208	30,519	*	*	Down	*
Walk-in traffic at Workforce1 Centers	271,573	275,137	260,219	240,175	250,163	*	*	Down	*
Customers enrolled in training	3,464	3,756	2,195	2,123	8,764	*	*	Up	Up
Unique customers served	104,239	102,357	100,677	93,944	79,438	*	*	Down	Up
★ Businesses awarded funding for employer-based training	54	15	30	12	10	*	*	Down	*
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⇅ Directional Target    * None									

## SERVICE 3 Provide financial support and technical assistance for New York City's commercial districts throughout the five boroughs.

### Goal 3a

Strengthen and expand New York City's Business Improvement District (BID) program and other local economic development organizations.

SBS administers Commercial Revitalization Grants which help nonprofit Community-Based Development Organizations (CBDOs) serving low-to moderate-income (LMI) neighborhoods assess their community needs and carry out merchant organizing, district marketing, beautification, and small business support. The Avenue NYC Program, funded via Federal Community Development Block Grants (CDBG), provided more than \$1.24 million in grant awards to CBDOs to boost underserved neighborhoods through community development projects. In addition, SBS has awarded 20 CBDOs nearly \$14 million over three and a half years to revitalize commercial corridors in 12 neighborhoods across the five boroughs as part of the Neighborhood 360° initiative. As part of the response to the pandemic, in Fiscal 2021 SBS launched a Commercial District Recovery Grant for CBDOs to implement local COVID-19 recovery support to small storefront businesses and strengthen our commercial corridors. Over \$1 million was awarded to 40 organizations in 51 neighborhoods through this grant initiative.

SBS continued to build and support the City's Business Improvement District (BID) program by assisting local organizations and merchants' associations interested in creating a BID with the planning, outreach and legislative phases of BID formation. This included oversight of the legislative approval of one new boundary expansion of an existing BID, Flatiron in Manhattan. BIDs keep their districts clean, safe, beautiful, and vibrant, as demonstrated by consistently high sidewalk cleanliness ratings. SBS also continued to offer technical assistance, capacity building, governance support and oversight to the City's 76 existing BIDs, the largest network of its kind in the country.

To build a network of strong community organizations and pipeline of civic leaders prepared with commercial revitalization expertise and place management experience, SBS awarded \$285,000 to non-profit partners to provide a broad array of capacity building and organizational development programs for CBDOs across the City. This past year, SBS offered CBDOs non-profit legal assistance, workshops on governance and financial management, 1-on-1 coaching to executive directors, media/video training, and a nine-month-long Neighborhood Leadership Program with the Coro New York Leadership Center to 20 individual CBDO professionals.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ City block faces receiving supplemental sanitation services through BIDs	4,044	4,065	4,108	4,325	4,325	3,800	3,800	Neutral	Up
★ Average acceptably clean BID sidewalk ratings (%)	97.8%	98.4%	NA	98.2%	95.5%	97.0%	97.0%	NA	Up
Value of AvenueNYC local development corporations funding (\$000,000)	\$1.30	\$1.45	\$1.71	\$1.30	\$1.24	*	*	Neutral	*

★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    \* None

## SERVICE 4 Help minority and women-owned businesses identify and compete for City contracts.

### Goal 4a

Increase the number of Minority and Women-owned Business Enterprises (M/WBEs) that obtain City contracts.

After achieving Mayor de Blasio's ambitious goal of certifying 9,000 M/WBEs during Fiscal 2019 and reaching over 10,000 M/WBEs during Fiscal 2020, the Minority and Women-owned Business Enterprises Program certified and recertified a total of 2,239 M/WBEs during Fiscal 2021, increasing the number of certified M/WBEs in the program to 10,665. This represents a 6 percent increase over the 10,034 firms certified one year earlier. The M/WBE recertification rate was over 66 percent in Fiscal 2021, exceeding the annual target of 60 percent. During Fiscal 2020, the Governor signed legislation that increased the City's small purchase authority to \$500,000 for all procurement categories, including construction. Subsequently, mayoral Executive Order 59 instructed City agencies to use the M/WBE Noncompetitive Method for contracts \$500,000 and below, barring a justification and approval to do otherwise. SBS continues working to ensure that certified firms can compete for and perform on contracts issued using the revised M/WBE noncompetitive method and other procurement

methods. In particular, SBS has worked to improve the quality of data in the online directory of certified firms and connected MWBEs to contract financing and bonding assistance. The number of M/WBEs that were awarded City contracts was 1,416. Additionally, the number of M/WBEs that were awarded City contracts after receiving direct assistance from SBS decreased slightly by 3 percent to 1,025, compared to the previous year.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Total Minority and Women-owned Business Enterprises certified	5,122	6,829	9,063	10,034	10,665	9,000	9,000	Up	Up
★ 🌟 Minority and Women-owned Business Enterprises awarded City contracts	1,131	1,396	1,528	1,539	1,416	1,223	1,223	Up	Up
★ M/WBEs awarded City contracts after receiving procurement and capacity building assistance	824	976	1,022	1,056	1,025	891	891	Up	Up
★ Annual Minority and Women-owned Business Enterprise recertification rate (%)	61.8%	79.6%	101.0%	62.6%	66.7%	60.0%	60.0%	Neutral	Up
Newly certified and recertified businesses in M/WBE Program	1,675	2,770	3,281	2,436	2,239	*	*	Up	Up
★ Critical Indicator    🌟 Equity Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    * None									

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
CORE customer experience rating (0-100)	96	93	NA	97	NA	*	*	NA	Up
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
Completed customer requests for interpretation	6,652	7,259	8,251	4,133	5,465	*	*	Down	*
★ Critical Indicator    🌟 Equity Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$260.0	\$267.2	\$244.5	\$423.7	\$312.0	\$180.3	\$397.7	Up
Revenues (\$000,000)	\$0.4	\$0.4	\$30.4	\$0.2	\$0.2	\$13.1	\$0.2	Neutral
Personnel	325	304	307	309	277	345	361	Down
Overtime paid (\$000)	\$65	\$57	\$53	\$75	\$67	\$65	\$65	Up
Human services contract budget (\$000,000)	\$29.8	\$32.9	\$31.9	\$43.8	\$44.6	\$21.2	\$25.7	Up

<sup>1</sup>Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at [nyc.gov/mmr](http://nyc.gov/mmr) for details.    <sup>2</sup>Authorized Budget Level    <sup>3</sup>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 FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$26.2	\$28.0	
001 - Department of Business	\$16.5	\$17.4	All
004 - Contract Compliance and Bus. Opportunity	\$3.6	\$3.9	1a, 1b, 2a, 4a
010 - Workforce Investment Act	\$6.1	\$6.7	1a, 4a
Other Than Personal Services - Total	\$313.9	\$283.9	
002 - Department of Business	\$55.8	\$26.5	All
005 - Contract Compliance and Bus. Opportunity	\$4.9	\$2.2	1a, 1b, 2a, 4a
006 - Economic Development Corporation	\$115.1	\$129.6	Refer to table in EDC chapter
011 - Workforce Investment Act	\$101.6	\$80.0	1a, 4a
012 - Trust for Gov.'s Island and NYC & Co.	\$36.5	\$45.5	1b
Agency Total	\$340.1	\$312.0	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds. <sup>2</sup> City of New York Adopted Budget for Fiscal 2021, as of Jun 2021. Includes all funds. <sup>3</sup> Refer to agency goals listed at front of chapter. "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Previously published Fiscal 2019 and Fiscal 2020 data for the indicators in Goal 1a were revised to reflect corrected data.
- Equity NYC indicators are identified with a burst (\*). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

For additional information go to:

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

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



# DEPARTMENT OF VETERANS' SERVICES

James Hendon (Lt. Col.), Commissioner



## WHAT WE DO

The Department of Veterans' Services (DVS) connects, mobilizes, and empowers New York City's Veteran community in order to foster purpose-driven lives for U.S. Military Service Members—past and present—in addition to their caregivers, survivors, and families. DVS works with City, state and federal agencies, as well as regional private and not-for-profit partners, to improve the lives of all New York City Veterans and those close to them. The Department ensures that homeless Veterans have permanent housing and access to the support services needed to find and maintain their homes; expands education and career opportunities for Veterans; and provides the human and technological infrastructure for Veterans and their families to gain citywide access to benefits, resources and care through the nation's leading coordinated service network.

## FOCUS ON EQUITY

DVS strives to connect with New York City Veterans regardless of discharge status and branch of service in the U.S. Armed Forces, including the Reserves and/or National Guard. DVS serves as a critical hub for Veterans' advancement by informing our Veteran community of resources that exist, serving as a bridge to those resources when needed, and occupying roles that the local government can uniquely fill when gaps in Veterans' services appear in the private, not-for-profit, federal and state realms. DVS recognizes and honors Veterans of all protected classes in the City of New York, as the diversity of our City informs and reflects the diversity of our Veteran community. Further, the Department serves family members, caregivers and survivors, recognizing their essential role in Veteran health and well-being.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Provide supportive services to Veterans and their families.**

Goal 1a Mitigate and prevent homelessness for Veterans.

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### **SERVICE 2 Assist Veterans and their families with accessing eligible resources.**

Goal 2a Ensure Veterans have information about and are connected with appropriate resources.



# HOW WE PERFORMED IN FISCAL 2021

## SERVICE 1 Provide supportive services to Veterans and their families.

**Goal 1a** Mitigate and prevent homelessness for Veterans.

In Fiscal Year 2021, DVS secured placements for 117 housing-insecure Veterans through the Veteran Peer Coordinator (VPC) program; our peer-to-peer service model focused on Veterans helping Veterans experiencing homelessness navigate the challenging process of finding housing in New York City. Despite working remotely for most of Fiscal 2021, our VPCs continued to engage Veterans, community partners, and other agencies working to end Veteran homelessness. In the first quarter of Fiscal 2021, as mentioned in the PMMR, housing viewings and interviews were able to go back to a combination of in-person and virtual appointments for our Veterans to limit close, in-person interactions. There was a 36 percent decrease in the total number of placements compared to previous fiscal years due to the precautions surrounding the COVID-19 epidemic as offices and community partners adjusted to remote and limited in-person engagements. DVS believes that these factors played a significant role in the decrease of homeless Veterans processed and housed. Despite the decrease in placements, DVS remained committed to help Veterans obtain and stay in safe, affordable housing by providing appropriate connections to resources. Of the 117 placements, 22 percent (or 24 Veterans) were placed into a supportive setting with on-site services, and 63 Veterans who were not already connected to services were referred to community-based services for additional case management. These Veterans were not just housed but are provided additional supports to reduce homelessness recidivism.

In Fiscal Year 2021, DVS conducted 617 Critical Time Intervention calls, an approximate increase of 37 percent from Fiscal Year 2020. Former housing-insecure Veterans received needs assessments, mental health screenings, and subsequent referrals for any additional resources or supports during these intervention calls. Further, DVS ensured that our former housing-insecure Veterans receive the additional care necessary to continue their forward progress in housing and personal security through these actions.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Homeless Veterans and their families who received housing through DVS Veteran Peer Coordinator program	NA	169	158	184	117	*	*	NA	*
★ Veterans and their families receiving homelessness prevention assistance from DVS	NA	466	438	455	617	*	*	NA	*
★ Critical Indicator	⚙️ Equity Indicator	"NA" Not Available		↕️ Directional Target	* None				

## SERVICE 2 Assist Veterans and their families with accessing eligible resources.

**Goal 2a** Ensure Veterans have information about and are connected with appropriate resources.

In Fiscal Year 2021, DVS had to effectively halt all in-person outreach, including the availability to meet in-person with Veterans at our Veteran Resource Centers and community-based outreach events. This decline in the volume of activities attributed to a decrease of 28 percent in our engagement metrics compared to the same period during Fiscal Year 2020, resulting in 5,066 Veterans and Veteran family members engaged. With the continuation of the Mission: VetCheck initiative, DVS continued calling Veterans and Veteran households that otherwise would not be aware of or able to access services or resources. Through this initiative, almost 18,000 phone calls were placed during Fiscal Year 2021, yielding a program total of nearly 31,000 calls. The team successfully engaged and interacted with over 2,300 Veterans and Veteran family members and processed 836 referrals for DVS assistance as a result of the Mission: VetCheck initiative.

In Fiscal Year 2021, DVS restructured its staff assignments to form a Care Coordination Unit that provides complete oversight of all Assistance Requests, Referrals and delivering case management as needed via the VetConnectNYC platform. This was the first year that all client-facing interactions were tracked and recorded on VetConnectNYC platform and the UniteNYC network. There were almost twice as many assistance requests processed in Fiscal 2021 vs. Fiscal 2020. This significant increase can be attributed to the Mission: VetCheck initiative and GetFoodNYC. The agency obtained about 75,000 Veteran household contacts through data-sharing agreements with other agencies, which definitively sustained the Mission VetCheck wellness calls throughout Fiscal 2021. DVS also established a Claims Unit that acts as a conduit to Veterans gaining access to their U.S. Department of Veterans Affairs benefits. During this fiscal year there were 96

completed claims submitted. Those benefits include, but are not limited to, service-connected compensation, non-service-connected pension, survivors' pension, and education benefits. Throughout the pandemic, there was a significant increase in food insecurity amongst the Veteran community. DVS responded by obtaining staff certification to enroll and set up meal deliveries to more than 576 Veterans and Veteran household members who could not leave their homes. DVS collaborated with NYC Department of Corrections to facilitate phone interviews with justice-involved Veterans at Rikers Island; those Veterans were allowed the same opportunity to submit assistance requests and seek help obtaining access to the benefits and resources to which they are entitled.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Veterans and their families engaged by DVS	NA	12,099	12,896	7,084	5,066	*	*	NA	*
★ Veterans and their families given assistance to access resources	NA	3,230	3,087	2,715	8,572	*	*	NA	*
★ Critical Indicator	✳ Equity Indicator	“NA” Not Available	↕↔ Directional Target	* None					

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$2.5	\$3.6	\$4.1	\$5.9	\$6.3	\$6.5	\$6.2	Up
Personnel	32	35	38	41	39	44	44	Up
Overtime paid (\$000)	\$11	\$23	\$29	\$30	\$0	\$0	\$0	Down

<sup>1</sup>Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at [nyc.gov/mmr](http://nyc.gov/mmr) for details. <sup>2</sup>Authorized Budget Level <sup>3</sup>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 FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$3.9	\$3.9	All
002 - Other Than Personal Services	\$1.1	\$2.4	All
Agency Total	\$5.0	\$6.3	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds. <sup>2</sup> City of New York Adopted Budget for Fiscal 2021, as of Jun 2021. Includes all funds. <sup>3</sup> Refer to agency goals listed at front of chapter. "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Equity NYC indicators are identified with a burst (✳). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

For additional information go to:


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


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


# Infrastructure and Sustainability



# Infrastructure and Sustainability

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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. It builds and maintains the City's water distribution network, fire hydrants, storm and sanitary sewage collection systems and Bluebelt and green infrastructure systems, and manages 14 in-City water resource recovery facilities as well as seven water resource recovery facilities in the upstate watershed. DEP also implements federal Clean Water Act rules and regulations, handles hazardous materials emergencies and toxic site remediation, oversees asbestos monitoring and removal, enforces the City's air and noise codes, bills and collects on approximately 836,000 water and sewer accounts and manages citywide water conservation programs.

## FOCUS ON EQUITY

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 many single-family homeowners and undertook a major expansion of the Home Water Assistance Program (HWAP), a billing program that provides a credit to low income homeowners who qualify for the federal Home Energy Assistance Program. In 2016, the Department undertook a further expansion of the HWAP credit to include additional low-income senior and disabled homeowners who receive a New York City Department of Finance property tax exemption. Then, in Fiscal 2018, DEP implemented the Multifamily Water Assistance Program (MWAP), which provides a bill credit to multifamily buildings that conserve water and enter into an agreement to keep rents affordable. In Fiscal Year 2021, DEP continued both the freeze of the minimum charge and the income-tested HWAP credit. In addition, the system has for many years offered a bill amnesty program, in which high water charges that are attributable to leaks that are fixed receive a partial reduction in charges. The Department's two major bill credit programs together provide assistance to almost 90,000 households each year, covering approximately 237,000 New Yorkers, including both renters and owner-occupants.

## OUR SERVICES AND GOALS

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### **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 IN FISCAL 2021

## 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.

By regularly collecting water samples at nearly 1,000 water quality sampling stations throughout the City and conducting analyses for a broad spectrum of microbiological, chemical and physical measures of quality, the Department ensures that all federal and State standards for drinking water, including those for coliform bacteria, are consistently met. In Fiscal 2021, DEP collected over 33,100 samples from the City's distribution system, performed approximately 392,700 analyses and recorded 298,000 discrete online measurements, meeting all State and federal monitoring requirements. Additionally, approximately 193,000 analyses were performed on 13,600 samples, and 3 million robotic monitoring measurements were recorded from the upstate water supply watershed. The Department continues to diligently optimize treatment and New York City's water continues to meet all applicable standards.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Samples testing positive for coliform bacteria (%)	0.31%	0.36%	0.25%	0.14%	0.51%	*	*	Up	Down
★ In-City samples meeting water quality standards for coliform bacteria (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None									

**Goal 1b** Assure the integrity of the drinking water supply and distribution systems.

The Department was able to perform seven percent more security checks due to the DEP police being at full staff for the entire reporting period. Enforcement activity also increased by 22.7 percent. The most recent DEP Police Academy class graduated on September 4, 2020 and the DEP Police never dropped below authorized headcount during Fiscal 2021.

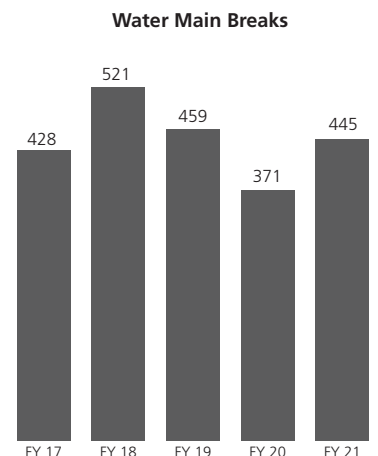
Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Water supply - Critical equipment out of service (%)	0.9%	0.7%	0.4%	0.4%	0.3%	*	*	Down	Down
★ Facility security checks	286,589	270,831	312,500	308,235	329,660	275,000	275,000	Up	Up
Overall enforcement activity	1,893	1,377	1,328	1,159	1,422	*	*	Down	*
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None									

## SERVICE 2 Maintain the City's water delivery and sewer collection systems.

**Goal 2a** Resolve emergencies and perform preventive maintenance and required repairs to the water distribution and wastewater collection systems in a timely manner.

The additional focus on the management of hydrant repairs resulted in the Department reducing the backlog of broken and inoperative hydrants from 0.38 percent to 0.28 percent of hydrants.

The Department's continued coordination with the Department of Transportation to proactively investigate and discover infrastructure defects sooner allowed repairs to be made before a street failure or collapse occurred, resulting in an 8 percent reduction in the number of street cave-in complaints received during the reporting period. The aforementioned coordination with DOT and further coordination with the Department of Health and Mental Health on service line issues also helped the Department to respond to these complaints and render the condition safe almost 42 percent faster.



The Department surveyed/inspected fewer catch basins during the reporting period due to a change in the mandate for these inspections after Fiscal Year 2019. Historically, the Department inspected catch basins once every three years. Local Law 48 of 2015 mandated the annual inspection of all DEP catch basins for three years beginning with Fiscal 2017. This law sunsetted at the end of Fiscal 2019 and the Department has returned to its previous inspection frequency of once every three years and is monitoring to ensure that all gains made during the annual inspection cycle period can be sustained.

The Department made water main break repairs with minimal disruption to consumers, as evidenced by a 16 percent decrease in time to restore water, from 4.9 hours to 4.1 hours. While fluctuations in the number of water main breaks are expected year to year due to weather and other factors, the Department makes efforts to reduce the potential for water main breaks through pressure management, programmatic pressure regulator maintenance, utilization of predictive modeling, as well as prioritizing replacement of mains with the highest history of breakage.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Sewer backup complaints received	12,133	11,303	11,965	10,767	11,752	*	*	Neutral	*
Sewer backup complaints resolved - Confirmed (on City infrastructure)	2,649	2,389	2,177	2,051	1,983	*	*	Down	Down
– Unconfirmed (not on City infrastructure or unfounded)	9,489	8,904	9,796	8,705	9,772	*	*	Neutral	*
★ Sewer backup resolution time (hours)	3.8	3.7	3.6	3.1	2.7	7.0	7.0	Down	Down
Street segments with confirmed sewer backup in the last 12 months (% of total segments)	1.2%	1.0%	0.9%	0.9%	0.9%	*	*	Down	Down
★ Street segments with recurring confirmed sewer backups in the last 12 months (% of total segments)	0.3%	0.3%	0.3%	0.2%	0.2%	0.6%	0.6%	Down	Down
Street cave-in complaints received	3,847	3,769	3,769	3,098	2,838	*	*	Down	Down
Average time to respond to street cave-in complaints and make safe (days)	1.9	1.9	1.9	1.2	0.7	*	*	Down	Down
Water main breaks	428	521	459	370	445	*	*	Neutral	Down
Water main breaks per 100 miles of main in the last 12 months	6.1	7.4	6.6	5.3	6.4	*	*	Neutral	Down
★ Average time to restore water to customers after confirming breaks (hours)	4.4	4.5	4.7	4.9	4.1	6.0	6.0	Neutral	Down
★ Broken and inoperative hydrants (%)	0.54%	0.40%	0.46%	0.38%	0.28%	1.00%	1.00%	Down	Down
★ Average time to repair or replace high-priority broken or inoperative hydrants (days)	2.5	2.9	2.5	2.3	2.5	5.0	5.0	Down	Down
Catch basin complaints received	8,942	7,673	10,662	6,613	7,245	*	*	Down	Down
★ Catch basin backup resolution time (days)	5.0	6.9	7.8	7.8	3.5	9.0	9.0	Down	Down
Catch basins surveyed/inspected (%)	98.3%	99.3%	103.4%	51.7%	29.8%	50.0%	33.0%	Down	*
Catch basins cleaned	52,057	39,098	49,005	40,640	27,189	*	*	Down	*
★ Backlog of catch basin repairs (% of system)	1.8%	3.8%	4.4%	2.8%	2.4%	1.0%	1.0%	Neutral	Down
Leak complaints received	3,673	4,367	3,791	3,194	3,374	*	*	Down	*
★ Leak resolution time (days) (City infrastructure only)	10.0	10.2	8.4	9.1	7.9	12.0	12.0	Down	Down
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↑↓ Directional Target	* None					



## SERVICE 3 Treat wastewater and sewage to protect water quality in the receiving waters surrounding the City.

### Goal 3a

Maintain high levels of compliance with federal and State treatment standards for wastewater and sewage entering receiving waters.

In order to better identify maintenance and replacement cycles and increase equipment reliability on wastewater resource recovery equipment, the Department utilizes predictive maintenance methods, such as measuring mechanical wear on equipment parts and using thermographic cameras to examine electrical systems. In Fiscal 2021, the percent of critical equipment, limited to that required for wet weather operations, that is out-of-service (percent below the minimum) remained well below the target of 5 percent at 1.7 percent.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Water resource recovery facility (WRRF) effluent meeting State Pollutant Discharge Elimination Standards (%)	99.8%	99.7%	99.6%	99.9%	99.8%	100.0%	100.0%	Neutral	Up
WRRFs - Critical equipment out-of-service (% below minimum)	1.8%	1.5%	1.0%	1.6%	1.7%	5.0%	5.0%	Neutral	Down
★ Critical Indicator	● Equity Indicator	"NA" Not Available		↕↔ Directional Target	* None				

## SERVICE 4 Bill and collect revenue for water and sewer usage.

### Goal 4a

Ensure that customer billing is accurate, transparent and fair.

Automated meter reading technology allowed the Department to produce accurate billing based upon actual usage, however, there was a slight increase to 2.8 percent in the portion of estimated bills issued due to a temporary suspension of inspections during the COVID-19 pandemic.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Estimated bills (%)	2.8%	3.0%	2.8%	2.4%	2.8%	4.0%	4.0%	Neutral	Down
★ Critical Indicator	● Equity Indicator	"NA" Not Available		↕↔ Directional Target	* None				

### Goal 4b

Meet revenue targets established by the NYC Water Board.

Effective collection tools and accurate billing based upon actual usage allowed the Department to collect \$3.7 billion in revenue during the reporting period, which was 7.8 percent above the target established by the NYC Water Board despite the impact of the COVID-19 pandemic.

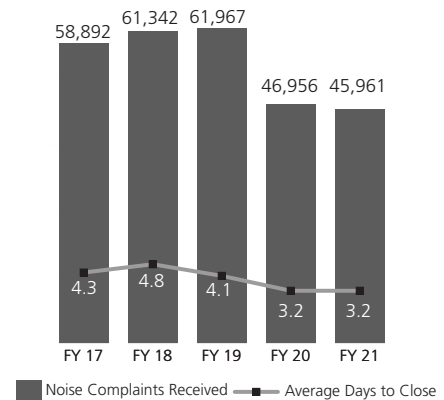
Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Total revenue collected (\$000,000)	\$3,852.0	\$3,602.3	\$3,824.8	\$3,800.0	\$3,575.0	\$3,901.9	\$3,726.0	Neutral	Up
★ Total revenue as percent of target (%)	104.3%	99.8%	101.4%	99.6%	107.8%	100.0%	100.0%	Neutral	Up
Accounts receivable - Total balance (\$000,000)	\$1,633	\$1,709	\$1,741	\$1,810	\$1,997	*	*	Up	Down
Billed amount collected in 30 days (%)	60.8%	60.5%	62.0%	61.1%	56.2%	*	*	Neutral	Up
★ Critical Indicator	● Equity Indicator	"NA" Not Available		↕↔ Directional Target	* None				

## SERVICE 5 Enforce City laws relating to air pollution, noise pollution and hazardous materials.

### Goal 5a Investigate complaints in a timely manner.

The average time it took the department to close air, noise and asbestos complaints remained consistent during the reporting period despite the many challenges presented by the COVID 19 pandemic. At the same time, the Department continued to meet its targets for responding to these complaints. The number of complaints received declined for air/noise during the period largely due to the prolonged closure of construction activities and the many commercial businesses due to the pandemic. Asbestos complaints were up eight percent due to the fact that the asbestos industry went back to work sooner and with citizens being home they made additional ongoing work observations which resulted in additional complaint calls being made.

**Noise Complaints Received and Average Days to Close**



Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Air complaints received	8,807	8,276	8,295	7,789	6,922	*	*	Down	*
★ Average days to close air quality complaints	2.5	4.2	3.9	2.9	3.0	7.0	7.0	Neutral	Down
Air complaints responded to within seven days (%)	96%	97%	99%	100%	99%	88%	88%	Neutral	Up
Noise complaints received	58,892	61,342	61,967	46,956	45,961	*	*	Down	*
★ Average days to close noise complaints	4.3	4.8	4.1	3.2	3.2	7.0	7.0	Down	Down
Noise complaints not requiring access to premises responded to within seven days (%)	98%	99%	99%	100%	100%	88%	88%	Neutral	Up
Asbestos complaints received	1,425	1,338	1,902	1,019	1,101	*	*	Down	*
★ Average days to close asbestos complaints	0.34	0.74	0.91	0.65	0.79	1.00	1.00	Up	Down
Asbestos complaints responded to within three hours (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up

★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    \* None

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Total violations issued	16,149	12,851	21,394	19,839	20,478	*	*	Up	*
Violations admitted to or upheld at the Environmental Control Board (%)	92.8%	91.5%	90.0%	89.0%	84.4%	*	*	Neutral	Up
Collisions involving City vehicles	413	398	427	241	141	*	*	Down	Down
Workplace injuries reported	359	238	158	40	29	*	*	Down	Down

★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    \* None

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	95%	95%	Neutral	Up
Letters responded to in 14 days (%)	99%	99%	99%	99%	100%	95%	95%	Neutral	Up
Calls answered in 30 seconds (%)	79%	72%	68%	84%	65%	76%	76%	Neutral	Up
Average customer in-person wait time (minutes)	4	4	4	3	2	5	5	Down	Down
Completed customer requests for interpretation	13,783	13,848	14,548	12,067	3,909	*	*	Down	*
Visitors rating customer service at borough centers as good or better (%)	93.0%	95.0%	96.0%	97.0%	NA	90.0%	90.0%	NA	Up
CORE customer experience rating (0-100)	97	95	NA	99	100	90	90	NA	Up
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None									

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Response to 311 Service Requests (SRs)									
Percent meeting time to first action - Sewer Maintenance - Catch Basin Clogged/Flooding (6 days)	89%	86%	84%	90%	96%	85%	85%	Neutral	*
Percent meeting time to first action - Sewer Maintenance - Sewer Backup (0.25 days)	88%	89%	91%	92%	95%	85%	85%	Neutral	*
Percent meeting time to first action - Water Maintenance - Hydrant Running (2 days)	86%	82%	76%	89%	91%	85%	85%	Neutral	*
Percent meeting time to first action - Water Maintenance - Hydrant Running Full (1 day)	89%	86%	77%	90%	89%	85%	85%	Neutral	*
Percent meeting time to first action - Water Maintenance - Leak (0.7 days)	81%	77%	82%	87%	88%	85%	85%	Up	*
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$1,435.9	\$1,432.1	\$1,433.0	\$1,464.7	\$1,483.2	\$1,438.8	\$1,530.2	Neutral
Revenues (\$000,000) <sup>4</sup>	\$26.3	\$29.3	\$27.0	\$19.9	\$21.3	\$19.2	\$18.9	Down
Personnel	6,011	6,099	6,195	6,105	5,833	6,426	6,429	Neutral
Overtime paid (\$000,000)	\$49.9	\$44.5	\$48.8	\$45.6	\$48.0	\$45.8	\$44.5	Neutral
Capital commitments (\$000,000)	\$2,490.6	\$1,925.2	\$2,031.5	\$1,029.4	\$1,675.7	\$2,727.6	\$3,068.3	Down
<sup>1</sup> Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at <a href="http://nyc.gov/mmr">nyc.gov/mmr</a> for details. <sup>2</sup> Authorized Budget Level <sup>3</sup> Expenditures include all funds "NA" - Not Available      * None <sup>4</sup> 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 FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$608.7	\$620.3	
001 - Executive and Support	\$44.2	\$41.3	All
002 - Environmental Management	\$29.1	\$28.6	5a
003 - Water Supply and Wastewater Collection	\$229.3	\$224.8	1a, 1b, 2a, 3a, 5a
007 - Central Utility	\$84.9	\$86.6	1a, 4a, 4b
008 - Wastewater Treatment	\$221.2	\$239.0	2a, 3a
Other Than Personal Services - Total	\$774.1	\$862.9	
004 - Utility	\$646.8	\$699.0	1a, 1b, 2a, 3a, 5a
005 - Environmental Management	\$67.4	\$94.9	1a, 1b, 2a, 3a, 5a
006 - Executive and Support	\$59.9	\$68.9	All
Agency Total	\$1,382.8	\$1,483.2	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds. <sup>2</sup>City of New York Adopted Budget for Fiscal 2021, as of Jun 2021. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter. "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Agencies open during the COVID-19 public health emergency had fewer service centers open. The reported scores is the agency total for those centers that were open.
- Equity NYC indicators are identified with a burst (✪). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

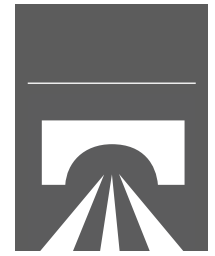
For additional information go to:

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

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

# DEPARTMENT OF TRANSPORTATION

Henry Gutman, Commissioner



## WHAT WE DO

The Department of Transportation (DOT) is responsible for the condition and operation of 6,300 miles of streets, highways and public plazas, 796 bridges and tunnels and nine boats for the Staten Island Ferry program. DOT operates over 13,250 signalized intersections and over 315,000 street lights, and maintains over 350 million linear feet of markings on City streets and highways. Safety for everyone using the City's roads, bridges and ferries is the agency's top concern. To increase mobility, DOT 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 1,316 miles of the cycling network, including over 140 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 commitments to safety and mobility for New Yorkers. This focus ensures DOT provides its services in an equitable manner, including roadway, bridge, and sidewalk maintenance, traffic planning and management, and ferry operations. DOT developed Vision Zero Borough Pedestrian Safety Action Plans by combining statistical data collected from traffic crashes with community feedback gathered at safety workshops held across the five boroughs and comments received through the interactive Vision Zero input map. There are 145 miles of Select Bus Service routes, 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. As part of its Better Buses Action Plan, DOT is implementing the same SBS priority measures on local bus segments identified as slow and unreliable. These measures include dedicated bus lanes, transit signal priority intersections, and accessible bus stops. Criteria for selecting segments include the prevalence of low-income and no-vehicle households. Over the years, DOT strengthened its community engagement through the Street Ambassador Program, engaging New Yorkers where they live, work, and socialize. Street Ambassadors attended over 700 engagements with the community, including mobile workshops, pre-project implementation outreach, and merchant surveys. DOT's Mobility Management Program improves transportation opportunities for traditionally underserved communities by advancing equity and accessibility. The program offers various resources, such as staff training to ensure meaningful community engagement; contact information for community organizations and service providers; and neighborhood surveys, focusing on travel behavior. DOT launched its Employee Resource Groups (ERGs) initiative to encourage employees to organize in order to celebrate cultural connections, advocate for professional development, and enhance morale in the workplace. ERGs are instrumental in helping DOT achieve its key objectives of workforce diversity, workplace inclusion, and community understanding. There are six active ERGs, including groups created around African American/Black, Women, Latinx, and LGBTQ issues. DOT is committed to fostering an equitable and competitive business environment while ensuring procurements reflect the diversity of the City, including Minority and Women-owned Business Enterprises (M/WBE). Efforts include restructuring contracts, expanding its pre-qualification program for professional services, and partnering with other City agencies and professional groups to host meet-and-greet sessions for M/WBE vendors.

## OUR SERVICES AND GOALS

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### **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.

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### **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.

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### **SERVICE 3 Design and build transportation alternatives.**

Goal 3a Increase mobility and accessibility throughout the City.

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### **SERVICE 4 Design public space to facilitate livability.**

Goal 4a Enhance quality of life through streetscape improvements.

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### **SERVICE 5 Deliver projects on time.**

Goal 5a Complete capital bridge projects on schedule.

# HOW WE PERFORMED IN FISCAL 2021

## SERVICE 1 Maintain the City's transportation infrastructure.

**Goal 1a** Manage the City's bridge inventory to achieve a high state of good repair.

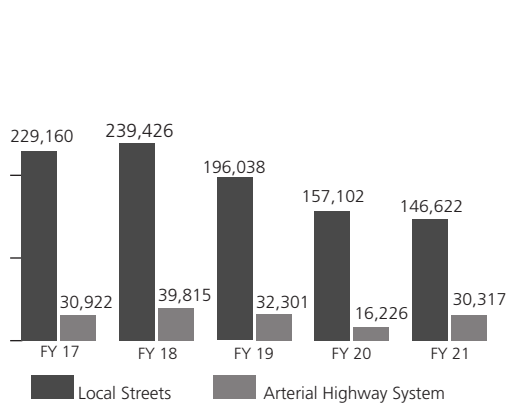
In April 2016, New York State began to inspect and rate bridges using the American Association of State Highway and Transportation Officials (AASHTO) protocol. DOT has been phasing in this ratings system for major bridges but continued to rate pedestrian bridges on the old scale. There is currently no accepted translation from the previous ratings system. City inspection crews are scheduled to begin rating bridges using the new AASHTO scale in late 2021. DOT expects to publish bridge ratings in the Fiscal 2022 Mayor's Management Report.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Bridges rated - Good or very good (%) (calendar year)	41.8%	41.9%	NA	NA	NA	40.7%	40.7%	NA	Up
- Fair (%)	58.2%	57.8%	NA	NA	NA	*	*	NA	Down
- Poor (%)	0.0%	0.3%	NA	NA	NA	*	*	NA	Down
★ Critical Indicator	✱ Equity Indicator	"NA" Not Available	↑↓ Directional Target	* None					

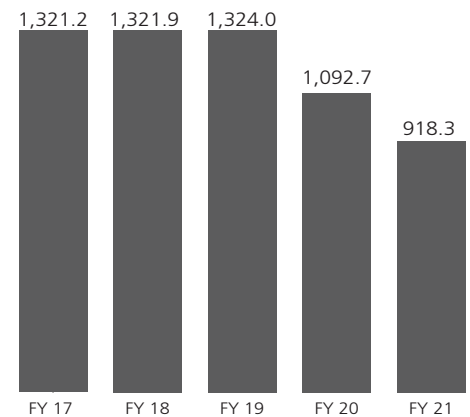
**Goal 1b** Maintain a state of good repair for the City's streets, sidewalks and highways.

In Fiscal 2021 DOT repaired a total of 176,939 potholes (local streets and arterials), a slight increase from Fiscal 2020. The average to time to close a pothole work order increased to 4.1 days, the highest total in five years, along with a 14 percent drop in pothole work orders. Due to the lack of contract milling, resurfacing operations began using in-house crews for milling work, leaving fewer crews available to perform pothole repairs, in addition to the already limited staff because of the pandemic. The number of lane miles resurfaced in-house dropped to 918, a result of fewer crews working during the PAUSE order plus a lower internal resurfacing goal of 910 lane miles due to budget limitations. Streets maintained with a pavement rating of good improved to 73.6 percent, the highest total on record. DOT anticipates ratings will continue to improve in the coming years as funding is now available to resurface 1,100 lane miles until Fiscal 2030.

**Potholes Repaired**



**Lane Miles Resurfaced Citywide**



Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Streets maintained with a pavement rating of - Good (%)	69.8%	71.5%	71.6%	71.8%	73.6%	71.0%	71.0%	Neutral	Up
- Fair (%)	29.6%	28.0%	27.8%	27.6%	25.8%	*	*	Down	Down
- Poor (%)	0.6%	0.6%	0.6%	0.6%	0.6%	*	*	Neutral	Down
★ Average time to close a pothole work order where repair was done (calendar days)	3.0	3.5	3.2	1.7	4.1	5.0	5.0	Neutral	Down
Pothole work orders	49,687	51,833	42,960	38,151	32,857	*	*	Down	Down
Potholes repaired - Arterial highway system	30,922	39,815	32,301	16,226	30,317	*	*	Down	*
- Local streets	229,160	239,426	196,038	157,102	146,622	*	*	Down	*
Lane miles resurfaced citywide (in-house)	1,321.2	1,321.9	1,324.0	1,092.7	918.3	*	*	Down	Up
Average cost per lane mile resurfaced citywide (\$)	\$152,192	\$161,406	\$158,620	\$176,839	NA	*	*	NA	Down
Average in-house cost of asphalt per ton (\$)	\$44.91	\$43.39	\$48.75	\$54.71	NA	*	*	NA	Down
Average vendor cost of asphalt per ton (\$)	\$57.25	\$62.86	\$66.52	\$63.25	NA	*	*	NA	Down
Construction permits issued	597,358	646,079	686,703	617,140	553,821	*	*	Neutral	Up
Inspections of permitted street work	707,330	595,665	546,906	601,731	605,887	*	*	Down	Up
- Permitted jobs passing inspection (%)	78%	70%	68%	70%	70%	75%	75%	Neutral	Up
Post-audit inspections for completed street work	375,133	316,572	303,100	380,814	352,467	*	*	Neutral	Up
- Completed street work that passed inspection (%)	79%	70%	68%	69%	71%	*	*	Neutral	Up
Adopt-A-Highway adoption rate (%)	83.9%	84.8%	84.3%	84.4%	82.5%	75.0%	75.0%	Neutral	Up
Adopted highway miles that receive a service rating of good (%)	100.0%	98.7%	93.3%	97.6%	95.5%	*	*	Neutral	Up
★ Parking meters that are operable (%)	99.1%	99.1%	99.2%	99.7%	99.5%	98.0%	98.0%	Neutral	Up
Total violations issued	46,285	48,937	50,315	39,828	32,284	*	*	Down	*
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	92.0%	91.0%	92.0%	89.0%	89.0%	*	*	Neutral	Up
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↕↔ Directional Target	* None					

**Goal 1c** Ensure timely repairs of the City's street lights, traffic signs and signals.

Average response time to high priority traffic signal defects increased slightly, but still surpassed its target of two hours for the fifth year in a row. Repair time for priority regulatory signs improved to 1.4 days, its fastest time in five years and once again surpassing its target of three business days. The overall average repair time for street lights (both ConEd and DOT) was half a day less than repair time in Fiscal 2020.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Average time to respond to high priority traffic signal defect and make safe (hours:minutes)	1:47	1:57	1:36	1:35	1:49	2:00	2:00	Neutral	Down
★ Average time to repair priority regulatory signs after notification (business days)	1.7	1.8	1.7	1.5	1.4	3.0	3.0	Down	Down
Average time to repair street lights - by DOT (calendar days)	3.0	2.7	2.7	2.9	3.0	*	*	Neutral	Down
Average time to repair street lights - by ConEd (calendar days)	14.3	13.7	14.0	15.6	15.1	*	*	Up	Down
★ Critical Indicator	● Equity 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.

There were 275 traffic fatalities in Fiscal 2021, 30 percent more than the prior year. The lockdown and less pedestrian activity in Fiscal 2020, coupled with less traffic and increased speeding in Fiscal 2021 led to a higher-than-usual annual change. Fatalities increased by 15 percent for bicyclists and pedestrians and 55 percent for motorists and passengers, including “other motorized” transport devices like scooters and hover boards. Injury crashes dropped slightly by four percent to its lowest total in five years.

In Fiscal 2021, as part of its commitment to advance the Vision Zero Action Plan, DOT completed 69 street improvement projects, installed 256 Leading Pedestrian Intervals and 104 speed humps and installed 53.0 million linear feet of pavement safety markings. The Department also installed Accessible Pedestrian Signals (APS) at 211 intersections. APS are wired to a signal pole and send audible and vibrotactile indications when pedestrians push a button installed at the crosswalk.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ 🚦 Citywide traffic fatalities	211	209	218	211	275	↓	↓	Up	Down
– Bicyclists/pedestrians	148	128	137	129	148	*	*	Neutral	Down
– Motorists/passengers/other motorized	63	81	81	82	127	*	*	Up	Down
Collisions involving DOT vehicles	497	480	422	346	304	*	*	Down	Down
★ Speed humps installed	365	409	318	112	104	250	250	Down	Up
★ Pavement safety markings installed (000,000) (linear feet)	45.0	29.1	43.0	54.2	53.0	↑	↑	Up	Up
Intersections with accessible pedestrian signals installed	116	54	112	222	211	75	75	Up	Up
★ Injury crashes	43,501	44,022	45,131	37,325	35,770	↓	↓	Down	Down
Leading Pedestrian Intervals (LPIs) installed	939	778	1,123	842	256	*	*	Down	Up
★ Critical Indicator	🚦 Equity Indicator	“NA” Not Available	↑↓ Directional Target	* None					

### Goal 2b Ensure passenger safety on the Staten Island Ferry.

During Fiscal 2021 the customer accident injury rate (CAIR) for the Staten Island Ferry dropped to 1.39 per million passengers. In total, there were 11 passenger injuries in Fiscal 2021 compared to 25 injuries reported in Fiscal 2020, a decline in line with lower ridership due to COVID-19. The CAIR represents all passenger injuries where professional medical treatment was requested, and does not necessarily mean each passenger suffered an injury requiring treatment. The CAIR is recognized by local and State transportation agencies as an industry standard measure and is utilized to examine safety practices and evaluate performance.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Staten Island Ferry - Customer accident injury rate (per million passengers)	1.54	0.99	1.46	1.58	1.39	1.34	1.34	Neutral	Down
★ Critical Indicator	🚦 Equity Indicator	“NA” Not Available	↑↓ Directional Target	* None					

## SERVICE 3 Design and build transportation alternatives.

### Goal 3a Increase mobility and accessibility throughout the City.

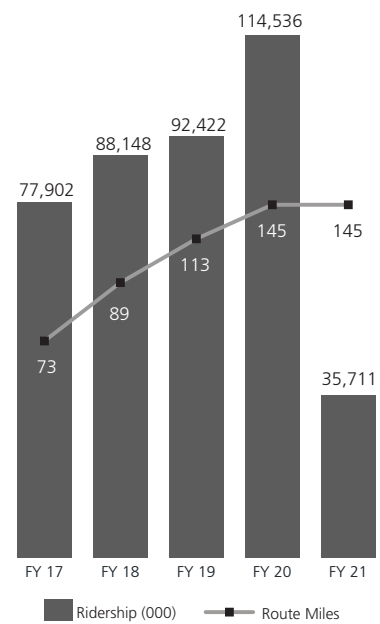
Staten Island Ferry ridership dropped to 7.6 million, a 52 percent decrease from last year, a direct result of COVID-19 and the PAUSE order. The average cost per passenger per trip was \$17.75, almost double last year’s cost, mainly due to the considerable drop in ridership. The ferry provides free, around-the-clock service between the South Ferry Terminal in Manhattan and St. George Terminal in Staten Island. Generally, the ferry runs every fifteen minutes during rush hour, and every half hour or hour during nights and weekends. On-time ferry service improved to 97.7 percent, its highest rate on record.

Private ferry ridership decreased 54 percent to 5.8 million riders due to the reduction in service for the PAUSE period, including suspended ferry routes on NY Waterway, SeaStreak, NYC Ferry, and Liberty Landing Ferry. The ferry routes 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.

During Fiscal 2021 users of the Bike Share Program activated over 172,000 annual memberships, including renewals. Trips taken by all users, annual and short-term, rose to nearly 23.1 million. Citi Bike continued its Phase 3 expansion and installed nearly 370 new stations in the following neighborhoods: Astoria in Queens; Morris Heights, Mount Hope, Kingsbridge Heights and Bedford Park in the Bronx; Windsor Terrace, Kensington and Sunset Park in Brooklyn; and Inwood in Manhattan, covering the entire borough of Manhattan with bike share service. DOT is working with community boards and other local stakeholders to add station capacity at the highest demand parts of the system as part of its infill project plan.

DOT added over 65 lane miles to the City’s bicycle network, including a record 29.2 miles of protected bike paths. While the total lane miles added fell by 21 percent from Fiscal 2020, the mileage of protected lanes added grew by 39 percent. Completed bicycle projects include protected bike lanes on Crescent Street in Queens, connecting the Ed Koch Queensboro Bridge in Long Island City to the Robert F Kennedy Bridge in Astoria; as well as protected bike lanes along Southern Boulevard in the Bronx, from East Fordham Road to Mosholu Parkway.

Select Bus Service (SBS)



Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Staten Island Ferry - Trips that are on time (%)	92.8%	92.4%	94.3%	96.6%	97.7%	90.0%	90.0%	Neutral	Up
– Ridership (000)	23,920	24,497	25,223	15,865	7,561	*	*	Down	Up
– Average cost per passenger per trip (\$)	\$5.16	\$5.37	\$5.42	\$8.95	\$17.75	*	*	Up	Down
Private ferry service - Total ridership (000)	11,202	13,827	16,413	12,693	5,813	*	*	Down	Up
– Number of permanent routes	23	22	28	31	25	*	*	Up	Up
Citi Bike annual membership	134,583	150,493	154,830	185,997	172,610	*	*	Up	Up
– Trips (000)	14,981	17,176	19,106	19,050	23,080	*	*	Up	Up
Bicycle lane miles installed - Total	82.9	70.5	67.5	82.4	65.3	50.0	50.0	Down	Up
– Bicycle lane miles installed – Protected	16.0	23.9	20.2	21.0	29.2	*	*	Up	Up
★ NYC adults who bike regularly (annual) (calendar year)	828,000	793,000	787,000	796,000	774,000	↑	↑	Neutral	Up
Select Bus Service ridership (000) (annual)	77,902	88,148	92,422	114,536	35,711	*	*	Down	Up
– Route miles (cumulative)	89	113	131	145	145	*	*	Up	Up
Average travel speed (miles per hour) - Manhattan Central Business District	7.1	7.1	7.0	8.7	9.8	*	*	Up	Up
Crossing points with pedestrian ramps installed (%)	97.2%	98.1%	98.7%	98.7%	98.7%	*	*	Neutral	Up
Bike parking spaces added (each year)	4,036	1,608	3,284	1,250	4,290	10,000	10,000	Neutral	Up
WalkNYC Wayfinding elements installed	134	176	46	56	30	*	*	Down	Up

★ Critical Indicator    ● Equity Indicator    “NA” Not Available    ↑↓ Directional Target    \* None

## SERVICE 4 Design public space to facilitate livability.

**Goal 4a** Enhance quality of life through streetscape improvements.

The Department installed 448,691 square feet of pedestrian space during Fiscal 2021, 64 percent more than last year and above pre-pandemic levels. Pedestrian space includes, but is not limited to, plazas, curb extensions, sidewalks, safety islands, and triangles. Notable street improvement projects completed include Rockaway Beach Boulevard from Beach 59th to 116th Streets in Queens; Riverside Drive from 155th to 161st Streets in Manhattan; Bronx Park East at White Plains Road and Bronxdale Avenue in the Bronx, plus additional projects associated with the Bike program including protected bike lanes and neighborhood bike network expansion to enhance safety and accessibility throughout the five boroughs.

The NYC Plaza Program continues to thrive, helping to ensure all New Yorkers live within a ten-minute walk of high-quality open spaces. Plazas enhance local economic vitality, pedestrian mobility, access to public transit and safety for all street users. There are currently 84 plazas citywide that have either been completed or are in some phase of planning, design, or construction. Of these, 67 plazas are now open to the public.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Pedestrian volume index	113.7	110.9	103.6	NA	57.9	*	*	NA	*
Pedestrian space installed (square feet)	499,025	353,968	443,518	273,000	448,691	*	*	Down	Up
Existing newsstands converted to new model (%)	97.4%	97.5%	98.4%	98.7%	98.7%	*	*	Neutral	Up
★ Critical Indicator	⚙️ Equity Indicator	"NA" Not Available		⬆️⬇️ Directional Target	* None				

## SERVICE 5 Deliver projects on time.

**Goal 5a** Complete capital bridge projects on schedule.

The Department completed 12 bridge structure projects in Fiscal 2021; all were completed on schedule. Completed projects include work on the Atlantic Avenue Bridge over LIRR Atlantic Avenue; demolition of the Tracy and Bethel Avenue Pedestrian Bridges over SIRT; and component rehabilitation of nine bridges in the Bronx, Queens, Manhattan, and Staten Island. DOT is dedicated to improving its project delivery processes and is expanding its efforts to facilitate the initiation of capital projects on accelerated schedules, through partnerships with federal, State, and local partner agencies. Accelerated scheduling is designed to help reduce costs and the time it takes to deliver completed projects to the public.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Bridge projects (structural work) substantially completed on schedule (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
★ Critical Indicator	⚙️ Equity Indicator	"NA" Not Available		⬆️⬇️ Directional Target	* None				

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Cases commenced against the City in state and federal court	2,234	2,237	2,299	1,944	2,331	*	*	Neutral	*
Payout (\$000)	\$95,495	\$89,300	\$79,990	\$93,667	\$93,418	*	*	Neutral	Down
Workplace injuries reported	456	474	506	440	552	*	*	Up	Down
★ Critical Indicator	⚙️ Equity Indicator	"NA" Not Available		⬆️⬇️ Directional Target	* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
E-mails responded to in 14 days (%)	97%	99%	99%	99%	98%	95%	95%	Neutral	Up
Letters responded to in 14 days (%)	97%	94%	97%	97%	96%	95%	95%	Neutral	Up
Calls answered in 30 seconds (%)	12%	68%	54%	88%	90%	*	*	Up	Up
Average customer in-person wait time (minutes)	3:07	3:32	3:58	5:46	0:00	*	*	Down	Down
Requests for language interpretations and translations received	2,209	1,890	1,396	1,161	938	*	*	Down	*
CORE customer experience rating (0-100)	100	99	NA	99	NA	95	95	NA	Up
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⬆️⬇️⬆️ Directional Target    * None									

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Response to 311 Service Requests (SRs)									
Percent meeting time to close - Street Condition - Pothole (30 days)	100%	100%	100%	100%	99%	98%	98%	Neutral	*
Percent meeting time to first action - Street Light Condition - Street Light Out (10 days)	98%	99%	99%	97%	99%	98%	98%	Neutral	*
Percent meeting time to first action - Traffic Signal Condition - Controller (0.1 days)	75%	71%	75%	78%	76%	80%	80%	Neutral	*
Percent meeting time to first action - Street Condition - Failed Street Repair (10 days)	89%	91%	90%	89%	82%	85%	85%	Neutral	*
Percent meeting time to close - Broken Parking Meter - No Receipt (21 days)	92%	90%	100%	100%	100%	90%	90%	Up	*
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⬆️⬇️⬆️ Directional Target    * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$957.9	\$983.7	\$1,040.4	\$1,106.9	\$1,140.5	\$1,099.9	\$1,265.8	Up
Revenues (\$000,000)	\$388.2	\$410.4	\$454.9	\$389.7	\$386.7	\$440.2	\$448.0	Neutral
Personnel	5,502	5,549	5,704	5,817	5,559	5,779	5,981	Neutral
Overtime paid (\$000,000)	\$62.3	\$64.8	\$66.1	\$45.9	\$54.0	\$46.5	\$51.4	Down
Capital commitments (\$000,000)	\$1,602.9	\$2,163.4	\$1,209.7	\$601.9	\$445.5	\$1,881.9	\$2,436.3	Down
<sup>1</sup> Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at <a href="http://nyc.gov/mmr">nyc.gov/mmr</a> for details. <sup>2</sup> Authorized Budget Level <sup>3</sup> 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 FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$540.4	\$522.9	
001 - Exec. Admin. and Planning Management	\$71.1	\$68.9	All
002 - Highway Operations	\$205.2	\$196.8	1b, 2a, 3a, 4a
003 - Transit Operations	\$64.1	\$62.1	2a, 2b, 3a, 4a
004 - Traffic Operations	\$120.4	\$116.7	1b, 1c, 3a, 4a
006 - Bureau of Bridges	\$79.7	\$78.4	1a, 5a
Other Than Personal Services - Total	\$553.7	\$617.6	
007 - Bureau of Bridges	\$22.9	\$27.4	1a, 5a
011 - Executive and Administration	\$81.3	\$62.3	All
012 - Highway Operations	\$104.0	\$122.4	1b, 2a, 3a, 4a
013 - Transit Operations	\$45.9	\$46.1	2a, 2b, 3a, 4a
014 - Traffic Operations	\$299.6	\$359.4	1b, 1c, 3a, 4a
Agency Total	\$1,094.1	\$1,140.5	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds. <sup>2</sup>City of New York Adopted Budget for Fiscal 2021, as of Jun 2021. Includes all funds. <sup>3</sup> Refer to agency goals listed at front of chapter. "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Fiscal 2021 data for bridge ratings is not available. DOT is continuing its efforts to translate its legacy rating system to the American Association of Highway and Transportation Officials (AASHTO) protocol that has been used by New York State since April 2016. The Department expects to publish bridge ratings in the Fiscal 2022 Mayor's Management Report.
- Fiscal 2021 data for the three indicators that report data on the average cost of asphalt (in-house and vendor) and roadway resurfacing is not yet available and will be reported in the Fiscal 2022 Preliminary Mayor's Management Report.
- "Motorists/passengers" under the 'traffic fatalities' indicator includes "other motorized" for this report only. For the Fiscal 2022 Mayor's Management Preliminary Report and beyond, 'Other motorized' will become its own third category.
- The indicator 'Leading pedestrian intervals installed' has been added.
- Values for 'CORE customer experience rating (0-100)' are not available for Fiscal 2021. No service centers were open to the public during the reporting period because of the COVID-19 public health emergency.
- During the first eight months of Fiscal 2021, Polly Trottenberg served as DOT Commissioner; Henry Gutman was appointed Commissioner on February 3, 2021.
- Equity NYC indicators are identified with a burst (✶). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

For additional information go to:

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

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

# DEPARTMENT OF BUILDINGS

Melanie E. La Rocca, Commissioner



## WHAT WE DO

The Department of Buildings (DOB) regulates the safe and lawful use of more than 1,000,000 buildings and over 40,000 active construction sites under its jurisdiction by enforcing laws, including the City's Construction Codes, Zoning Resolution and Energy Code, as well as the New York State Multiple Dwelling Law. The Department enforces compliance with these regulations and promotes public safety through its review and approval of building plans, permitting and licensing functions, and inspections.

## FOCUS ON EQUITY

The Department of Buildings (DOB) is committed to efficient, impartial and effective service delivery and protection for all New Yorkers – tenants and owners alike – especially as DOB migrates more of its public-facing interactions online. Guided by the Building One City plan, the Department continues its rollout of DOB NOW, the Department's transformative initiative to replace a three-decades-old mainframe system and increase transparency of agency operations, ease business interactions with the agency, promote the highest standards of integrity internally and within the industry, and develop a data-driven approach to disciplining bad actors.

Additionally, DOB is fully committed to protecting the public's long-term safety in the face of climate change. With the passage of the 2020 NYC Energy Conservation Code, and our continued implementation of significant parts of Mayor de Blasio's NYC Green New Deal and OneNYC 2050 plan, including Local Law 97 of 2019, which seeks to reduce greenhouse gas emissions from buildings, the Department is focused on assisting owners in making their buildings more sustainable.

The key to success is DOB's effort to recruit a diverse and inclusive workforce reflective of the City's population, grounded in providing services in a fair and equitable manner to all members of the public.

DOB's commitment to Diversity and Inclusion is celebrated and acknowledged by the various members of the workforce. In Fiscal 2021, DOB reaffirmed its commitment to diversity and awareness initiatives within the workforce and the community. The Department will continue to train its managerial and supervisory staff on best practices as it relates to anti-racism and how it ties into the agency's commitment to equity and inclusion. These diversity and equity initiatives will be ongoing into the upcoming fiscal years and beyond as we continue to promote the importance of diversity, respect, and equity throughout DOB's workforce.

# OUR SERVICES AND GOALS

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## **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.

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## **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 FISCAL 2021

## SERVICE 1 Facilitate safe and compliant development.

### Goal 1a Improve processing efficiency.

The Department is in the process of replacing the Building Information System (BIS) with its public-facing application portal DOB NOW. When fully implemented, it will allow industry professionals, licensees, owners, and the general public to conduct business with DOB fully online. Since implementation began, DOB NOW has successfully moved the processing of a significant percentage of job and permit work-types, inspection sign-offs, safety compliance filings, and licensing transactions to DOB NOW. In Fiscal 2021, the Department added more work-types and functionality to DOB NOW including General Construction, the most commonly issued permit type, and Certificates of Occupancy. DOB NOW volumes are reported separately from their BIS counterparts. Although reported by job type, the agency can classify DOB NOW filings by work type (such as plumbing, sprinkler, antenna, and supported scaffold). Separating filings this way in DOB NOW will allow construction applications to be reviewed and approved more quickly, eventually creating a much better service experience for customers.

In Fiscal 2021, total job filings increased by 16.0 percent from the prior period. There were 31,865 BIS filings and 88,472 DOB NOW filings. The total number of completed plan reviews for BIS and DOB NOW filings increased by 13.7 percent from 98,881 to 112,393, including 25,334 BIS completed plan reviews and 87,059 DOB NOW completed plan reviews. Filings and plan reviews are expected to continue to increase in DOB NOW as volume shifts to that system from BIS.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Filings (DOB NOW)	19	13,244	24,415	58,309	88,472	*	*	Up	*
Jobs filed (BIS)	92,569	82,286	81,809	45,428	31,865	*	*	Down	*
★ Average customer in-person transaction time (minutes)	7	5	5	5	5	↓	↓	Down	Down
Average customer in-person wait time (minutes)	27	21	23	16	10	*	*	Down	Down
Work permits issued - Initial (DOB NOW)	NA	11,239	20,299	38,652	57,786	*	*	NA	*
Work permits issued - Renewals (DOB NOW)	NA	3,439	10,433	16,273	27,239	*	*	NA	*
Building permits issued - Initial (BIS)	109,724	99,946	93,676	46,524	30,298	*	*	Down	*
Building permits issued - Renewals (BIS)	56,183	58,858	56,834	46,875	43,661	*	*	Down	*
Certificates of Occupancy issued	6,427	6,032	6,197	4,049	5,194	*	*	Down	*
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↑↓ Directional Target	* None					

**Goal 1b** Promptly review initial construction plans.

The average time to complete first plan reviews for new buildings at the Borough Offices increased from 5.2 days to 5.3 days. For jobs filed through the Hub, average time to complete first plan reviews for new buildings rose from 4.9 days to 5.5 days. For jobs filed through DOB NOW, average time to complete first plan reviews for new buildings was 9.7 days. The average time to complete first plan reviews for major renovations at the Borough Offices increased from 5.4 days to 6.8 days. For jobs filed through the Hub, average time to complete first plan reviews for major renovations rose from 4.8 days to 6.1 days. For jobs filed through DOB NOW, average time to complete first plan reviews for major renovations was 8.7 days. Overall, first exams for new buildings and major renovations were completed within the target average of 10.0 days or less.

Average time to complete first plan reviews for minor renovations at the Borough Offices remained at 2.7 days. For jobs filed through the Hub, average time to complete first plan reviews for minor renovations lowered from 1.8 days to 0.8 days. For jobs filed through DOB NOW, average time to complete first plan reviews for minor renovations was 2.3 days. Overall, these first exams were completed within an average of 2.31 days, with a target average of 4.0 days or less.

The Agency expects to release an audit module in DOB NOW in 2021, and with it the number of professionally-certified applications which are audited will increase.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
First plan reviews completed (BIS)	86,878	77,391	75,577	41,262	25,334	*	*	Down	*
First plan reviews completed (DOB NOW)	NA	13,009	24,398	57,619	87,059	*	*	NA	*
★ Average days to complete first plan review (Borough offices) - New buildings	5.6	5.7	4.4	5.2	5.3	12.0	12.0	Neutral	Down
★ Average days to complete first plan review (Borough offices) - Major renovation (Alteration I)	5.8	5.5	5.0	5.4	6.8	10.0	10.0	Up	Down
Average days to complete first plan review (Borough offices) - Minor renovation (Alterations II and III)	1.5	1.7	1.3	2.7	2.7	4.0	4.0	Up	Down
Average days to complete first plan review (Hub projects) - New buildings	4.9	4.2	4.5	4.9	5.5	*	*	Up	Down
Average days to complete first plan review (Hub projects) - Major renovation (Alteration I)	5.1	4.3	4.2	4.8	6.1	*	*	Up	Down
Average days to complete first plan review (Hub projects) - Minor renovation (Alterations II and III)	0.1	0.1	1.4	1.8	0.8	*	*	Up	Down
Average days to complete first plan review (DOB NOW)	NA	NA	0.6	1.0	2.4	*	*	NA	Down
★ Average days to complete first plan review (DOB NOW) - New buildings	NA	NA	NA	NA	9	↓	↓	NA	Down
★ Average days to complete first plan review (DOB NOW) - Major renovation	NA	NA	NA	NA	9	↓	↓	NA	Down
★ Average days to complete first plan review (DOB NOW) - Minor renovation	NA	NA	1	1	2	↓	↓	NA	Down
Average days from filing to approval (DOB NOW)	NA	NA	45.6	8.3	11.2	*	*	NA	Down
Permitted jobs professionally certified (%)	64.1%	61.2%	58.1%	62.2%	58.0%	*	*	Neutral	Up
Permitted jobs professionally certified that were audited (%)	23.0%	19.1%	13.4%	11.9%	7.8%	*	*	Down	Up
Of eligible audited jobs, the percent of audits that resulted in revocation notices (%)	42.0%	37.9%	41.1%	44.2%	28.8%	*	*	Down	Up
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↑↓ Directional Target	* None					

**Goal 1c** Promptly schedule development inspections.

The average wait time for a construction inspection decreased from 1.9 days to 1.2 days, while average wait times for plumbing inspections increased from 2.5 days to 2.9 days. Electrical inspections increased from 2.5 days to 3.9 days. Inspection wait time did increase in the earlier months of the fiscal year, due to workload adjustments during the COVID-19 pandemic, however they returned to normalcy in the recent six months.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Average days between construction inspection request and inspection	2.7	2.4	2.0	1.9	1.2	↓	↓	Down	Down
★ Average days between electrical inspection request and inspection	6.5	3.9	2.6	2.5	3.9	↓	↓	Down	Down
★ Average days between plumbing inspection request and inspection	3.4	2.1	2.4	2.5	2.9	↓	↓	Neutral	Down
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

**SERVICE 2 Ensure the safe and lawful use of buildings and properties by enforcing the Building Code and the Zoning Resolution.**

**Goal 2a** Promptly address complaints.

The Department received over 1,000 fewer Priority A complaints than in the prior year. The average time to respond to Priority A complaints in Fiscal 2021 decreased from 0.4 days to 0.3 days, with the target of 1.0 day or less being satisfied.

Priority B complaints decreased by roughly 7,000 during the reporting period. The average time to respond to Priority B complaints increased from 11.8 days to 12.1 days, with the target of 40.0 days or less being satisfied.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Priority A (emergency) complaints received	16,591	16,989	17,281	20,458	19,152	*	*	Up	*
Priority B (nonemergency) complaints received	74,240	78,526	77,386	72,246	64,800	*	*	Down	*
Priority A complaints responded to	15,981	16,463	16,737	20,054	18,822	*	*	Up	*
Priority B complaints responded to	72,848	75,326	70,027	61,749	55,718	*	*	Down	*
★ Average time to respond to Priority A complaints (days)	0.6	0.4	0.3	0.4	0.3	1.0	1.0	Down	Down
★ Average time to respond to Priority B complaints (days)	38.2	13.2	11.4	11.8	12.1	40.0	40.0	Down	Down
★ Residential illegal conversion complaints where access was obtained (%)	36.4%	38.2%	38.0%	41.9%	32.4%	44.0%	44.0%	Neutral	Up
– Access obtained and violations were written (%)	39.8%	42.3%	41.6%	34.4%	35.8%	*	*	Down	*
Work without a permit complaints where access was obtained and violations were written (%)	29.9%	29.6%	29.3%	35.0%	43.0%	*	*	Up	*
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

**Goal 2b** Rigorously enforce building and zoning laws.

In furtherance of its mandate to protect the safety of the public, DOB is focused on its role as steward of the zoning resolution and building code. For those who choose to violate those rules, the Department addresses bad actors in several ways, one of which is the issuance of summonses or violations. The Department completed 162,135 construction inspections compared to 168,507 in the same Fiscal 2020 period, and issued 72,966 OATH/Environmental Control Board violations (nine percent fewer than a year ago). Of the violations heard, 78 percent were upheld, compared to 80 percent last year. DOB’s violations not only require a penalty payment but also that unsafe conditions must be fixed. Licenses and registrations is another area where the Department carefully watches for repeat offenders who ignore their compliance obligation. Licenses and registrations are issued only after applicants pass rigorous background investigations, and in many cases applicants must take an examination. Investigations are also conducted upon renewal. In Fiscal 2021, DOB violations issued decreased to 65,411 from 96,969 in the prior Fiscal 2020 period. With respect to the decrease in the issuance of DOB violations, this can be attributed to the impacts of the COVID-19 pandemic on the construction industry, including a citywide pause on non-essential construction in calendar year 2020 and prolonged site closures.

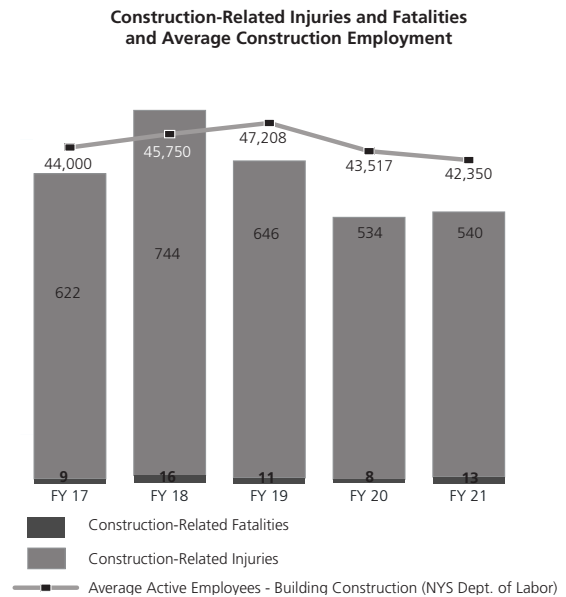
Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Construction inspections completed	156,508	188,221	203,077	168,507	162,135	140,000	140,000	Neutral	Up
Construction inspections resulting in violations (%)	24.6%	26.0%	30.1%	28.8%	25.9%	*	*	Neutral	*
DOB violations issued	89,430	79,422	80,874	96,969	65,411	*	*	Down	*
Office of Administrative Trials and Hearings violations issued	66,399	82,228	89,964	80,155	72,966	*	*	Neutral	*
★ Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	81.7%	79.1%	79.9%	72.6%	78.1%	80.0%	80.0%	Neutral	Up

★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    \* None

**Goal 2c** Prevent construction-related fatalities and injuries.

Compared to the prior fiscal year, there was a decrease in construction-related incidents causing serious or fatal injuries. Construction-related incidents decreased from 764 to 736 in Fiscal 2021 and construction-related injuries increased slightly from 534 to 540. Fatalities increased from eight to 13.

The Department continues to enforce Local Law 196 of 2017, which requires workers on the City’s larger building construction sites to have site safety training. Through Fiscal 2021, efforts to raise safety awareness included direct outreach at job sites, distribution of outreach material in multiple languages, mailing permit holders and site safety professionals about training requirements, issuing public service notices, training professionals during Local Law 196 information sessions, and social media engagement. Additionally, the Department performed Zero Tolerance and scaffolding inspection sweeps at approximately 7,500 building construction work sites across the City to ensure that conditions at sites are safe for both workers and the public, leading to issuance of over 3,600 violations and nearly 1,500 stop work orders.



Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Construction-related incidents	1,170	1,052	915	764	736	*	*	Down	Down
– Construction-related accidents	611	729	625	509	533	*	*	Down	Down
★ Construction-related injuries	622	744	646	534	540	↓	↓	Down	Down
★ – Construction-related fatalities	9	16	11	8	13	↓	↓	Neutral	Down
Incident inspections resulting in violations (%)	64.3%	72.7%	81.7%	87.4%	87.0%	*	*	Up	*
★ Critical Indicator    ● Equity Indicator    “NA” Not Available    ↑↓ Directional Target    * None									

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Collisions involving City vehicles	98	81	110	NA	NA	*	*	NA	Down
Workplace injuries reported	21	20	10	16	17	*	*	Down	Down
★ Critical Indicator    ● Equity Indicator    “NA” Not Available    ↑↓ Directional Target    * None									

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
E-mails responded to in 14 days (%)	63%	50%	53%	51%	82%	57%	57%	Up	Up
Letters responded to in 14 days (%)	60%	47%	58%	86%	47%	57%	57%	Neutral	Up
Calls answered in 30 seconds (%)	NA	70%	68%	62%	64%	*	*	NA	Up
Completed customer requests for interpretation	63	100	122	77	85	*	*	Neutral	*
CORE customer experience rating (0-100)	90	90	NA	99	98	85	85	NA	Up
★ Critical Indicator    ● Equity Indicator    “NA” Not Available    ↑↓ Directional Target    * None									

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Response to 311 Service Requests (SRs)									
Percent meeting time to first action - Elevator - Defective/Not Working (60 days)	92%	100%	NA	NA	100%	50%	50%	NA	*
Percent meeting time to first action - General Construction/ Plumbing - Contrary/Beyond Approved Plans/Permits (60 days)	62%	88%	98%	98%	99%	72%	72%	Up	*
Percent meeting time to first action - General Construction/ Plumbing - Failure to Maintain (60 days)	80%	63%	63%	89%	97%	77%	77%	Up	*
Percent meeting time to first action - Illegal Conversion of Residential Building/Space (60 days)	53%	91%	100%	89%	100%	57%	57%	Up	*
Percent meeting time to first action - No Permit - Construction, Plumbing, Cranes & Derricks, Building/Use, Elevator (60 days)	93%	98%	97%	97%	97%	77%	77%	Neutral	*
★ Critical Indicator    ● Equity Indicator    “NA” Not Available    ↑↓ Directional Target    * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$150.4	\$159.7	\$173.2	\$189.1	\$205.3	\$183.0	\$235.1	Up
Revenues (\$000,000)	\$303.3	\$329.7	\$388.5	\$340.7	\$314.2	\$352.7	\$339.2	Neutral
Personnel	1,551	1,633	1,665	1,734	1,672	1,756	2,030	Neutral
Overtime paid (\$000,000)	\$7.9	\$7.4	\$7.5	\$3.0	\$3.0	\$3.0	\$3.0	Down

<sup>1</sup>Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at [nyc.gov/mmr](http://nyc.gov/mmr) for details. <sup>2</sup>Authorized Budget Level <sup>3</sup>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 FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$140.2	\$144.3	All
002 - Other Than Personal Services	\$49.3	\$61.1	All
Agency Total	\$189.5	\$205.3	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds. <sup>2</sup>City of New York Adopted Budget for Fiscal 2021, as of Jun 2021. Includes all funds. <sup>3</sup> Refer to agency goals listed at front of chapter. "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Beginning in 2021, the DOB NOW system contains applications for new buildings and major alterations. Filing volume and first review volume metrics for those applications have now been incorporated as complements to their BIS counterparts. This volume will continue to increase and corresponding BIS volume will decrease.
- Equity NYC indicators are identified with a burst (✳). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

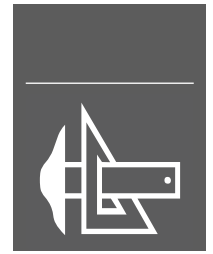
For additional information go to:

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

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

# DEPARTMENT OF DESIGN AND CONSTRUCTION

Jamie Torres-Springer, Commissioner



## WHAT WE DO

The Department of Design and Construction (DDC) works with more than 20 City agencies as well as non-profit institutions receiving City funding to deliver high-quality public buildings and infrastructure for New York City efficiently and cost effectively while meeting stringent standards for environmental sustainability and resiliency. DDC supplies a full range of design and construction management services for public buildings projects such as new and upgraded libraries, firehouses and police precincts, and infrastructure projects including water mains, sewers, roads and public plazas. In Fiscal 2021 many of the agency's projects, at all stages of development and implementation, were impacted by the effects of and the response to the COVID-19 pandemic, particularly in DDC's Public Buildings Division. DDC's total portfolio in Fiscal 2021 consisted of 599 active projects (not including Borough-Based Jail facilities or projects in the planning or closeout phases) valued at approximately \$15.6 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 enhancing the wellbeing of New Yorkers in every part of the City. In Fiscal 2021, this focus expanded to include the rapid construction of field hospitals, community clinics, testing sites and vaccination centers the City needed to manage the COVID-19 pandemic. Our work also included the completion of the new Marcy Community Center in Brooklyn, now home to a Department of Youth & Community Development Cornerstone program run by Grand St. Settlement, an example of the beneficial projects designed and constructed by the agency for every New York City resident.

DDC, a leading agency in contract awards and payments to M/WBE firms, fosters an equitable and competitive business environment while ensuring its procurement processes are fair and contractors reflect the diversity of New York City. DDC's Office of Diversity and Industry Relations implements policies and programs focused on creating accessibility to work, building business capacity, and ensuring accountability. Since 2015, the agency has engaged over 7,500 Minority and Women-owned Business Enterprises (M/WBEs) through internal and external workshops and seminars that enhanced technical and business capacity and connected a number of these businesses to contract opportunities. DDC has also structured procurements and utilized legislative tools to create additional opportunities for M/WBEs. The agency continues to develop a mentoring program in which emerging firms will be paired with experienced construction management firms in the field, and aims to broaden its reach in order to support economic development across the City.

DDC's commitment to equity is also exemplified through its work to help the City meet its long-term resiliency and sustainability goals. In Fiscal 2021, the agency began construction of its largest infrastructure project to-date, East Side Coastal Resiliency. This project will protect more than 110,000 Lower East Side residents, including many in public housing, from the effects of future storms and sea level rise while also upgrading valuable open space and public parks in the area. Also in Fiscal 2021, DDC began construction on the Borough-Based Jails program, which will help create a more fair and equitable justice system by building four new jails in Manhattan, the Bronx, Brooklyn and Queens that will replace the jails on Rikers Island.

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 Science, Technology, Engineering, Arts, and Mathematics (STEAM) program, providing workforce development, mentorship, and internship programs for students from middle school through college and graduate school. Through STEAM, DDC has provided 4,556 students in NYC high schools and in Title 1 middle schools with the guidance and skills to carve out careers in the design and construction industries. Over the summer of 2020, due to COVID-19 public health concerns, DDC's STEAM launched a virtual "Lunch and Learn" program as a substitute for DDC's in-house high school summer internship program.

## OUR SERVICES AND GOALS

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### **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.



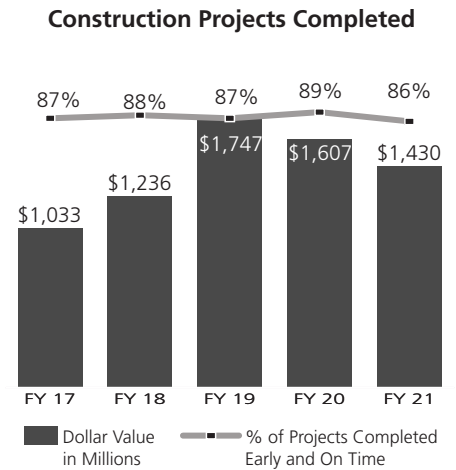
# HOW WE PERFORMED IN FISCAL 2021

## SERVICE 1 Design and build quality public buildings and infrastructure.

**Goal 1a** Complete projects on time and within budget.

DDC's operations were directly impacted by the pandemic and COVID-related pause that began in mid-March 2020. Design and construction of almost all planned projects by DDC's Public Buildings Division were suspended, with much of the Division's staff and resources re-assigned to the building of facilities the City required to manage the pandemic.

Operating under less restrictive contracting and procurement rules allowed under the State of New York's emergency health declaration, in effect from March 2020 through June 2021, the Division designed and constructed two field hospitals with 1,100 beds total, 28 stationary testing sites, nine mobile testing trucks, 18 vaccination centers and three permanent COVID-19 Centers of Excellence clinics for NYC Health + Hospitals. DDC also expanded four NYC Department of Health and Mental Hygiene laboratories and equipped them with negative air pressure handling systems to accommodate COVID-19 testing. These emergency projects are reflected in the data below. The agency also supported the "GetCool" program, overseeing the installation of more than 70,000 air conditioning units in low-income and senior residences.



The pandemic's more flexible procurement rules allowed the agency to deliver crucial COVID-related projects in a fraction of the time that would normally be required, such as a 470-bed field hospital in 11 days and three large COVID-19 Centers of Excellence for the City's public hospital system in less than seven months, while meeting outstanding M/WBE performance standards. The Centers of Excellence represent \$117 million of construction that would typically have taken upward of six years to complete. Other projects, including COVID testing sites (seven days average construction time) and laboratory upgrades (35 days) were also greatly accelerated under the emergency health declaration.

While the work of DDC's Infrastructure Division was deemed essential and continued through the State's emergency declaration. Infrastructure project delivery times generally benefitted from reductions in vehicle and pedestrian traffic that allowed for construction to proceed more quickly than it had pre-COVID. Overall, the Division exceeded its goal for construction projects completed (41) in Fiscal 2021, completing 45 projects total.

The Department completed 81 design projects during Fiscal 2021, exceeding a lower-than-normal goal of 28 projects driven by the pandemic pause. There were also 108 construction projects completed, exceeding the target of 79. For construction projects that were completed, 91 percent of infrastructure projects and 83 percent of public buildings projects were early or on time, exceeding each division's target of 82 percent.

In addition to its COVID-related work, completed public buildings projects included the new Roosevelt Island Library, which opened in January 2021 and is more than twice the size of the previous branch while meeting LEED Silver standards for energy efficiency. Infrastructure projects completed included Phase 1 of the massive \$139 million rebuild of Downtown Far Rockaway, where a project that would normally have taken seven years to complete is on track to be completed in just three.

DDC also completed work to upgrade the City's sewer and water main infrastructure and to alleviate chronic flooding, adding a total of 27.8 miles of new and rebuilt sewers, 38.7 miles of new and replacement water mains and reconstructing 60.6 lane miles of roadway. This work includes the \$1.9 billion Southeast Queens Initiative, where 16 projects have been completed out of a total of 44, with five more currently in construction.

The impacts of COVID were noticeable in the agency’s on-time performance for active design projects, which fell to 63 percent, 25 percentage points under the Fiscal 2021 target of 88 percent. This is largely because designs being performed by outside consultants were completely paused for several months when the pandemic struck and while the City reevaluated its financial situation. Overall on-time performance for active construction projects was 72 percent, ten percentage points below the Fiscal 2021 target of 82 percent. This performance was also a direct result of the pause imposed during COVID. In DDC’s Infrastructure Division, where construction work was allowed to proceed through the pandemic, 89 percent of active construction projects were early or on time, while in the Public Buildings Division, where work stopped on all active projects during the height of the pandemic, 63 percent of construction projects were early or on time. As of June 2021, work had restarted on all projects.

In January 2019, DDC introduced its *Strategic Blueprint for Construction Excellence* in order to comprehensively improve the capital project delivery process. A one-year update to the *Blueprint* completed immediately prior to the pandemic showed significant progress toward reducing overall project durations. With pandemic-related activity diminishing, the agency will continue to pursue its Blueprint initiatives to reduce timelines even further. This includes advocating for the use of alternative construction management methods that were proven to be effective during the pandemic, and for reform of the highly restrictive lowest-bidder system for awarding City contracts.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Design projects completed	138	136	115	85	81	28	60	Down	*
Total design projects completed early/on time (%)	90%	93%	92%	79%	79%	88%	88%	Down	Up
★ – Completed early/on time: Infrastructure (%)	100%	96%	91%	83%	86%	88%	88%	Down	Up
★ – Completed early/on time: Public buildings (%)	88%	89%	92%	70%	77%	88%	88%	Down	Up
Construction projects completed	147	132	118	108	108	79	70	Down	*
Total construction projects completed early/on time (%)	87%	88%	87%	89%	86%	82%	82%	Neutral	Up
★ – Completed early/on time: Infrastructure (%)	90%	87%	83%	88%	91%	82%	82%	Neutral	Up
★ – Completed early/on time: Public buildings (%)	86%	88%	91%	91%	83%	82%	82%	Neutral	Up
★ Construction contracts completed within budget (%)	83%	83%	86%	85%	NA	↑	↑	NA	Up
Roadway lane miles reconstructed	52.0	25.0	30.8	55.9	60.6	62.0	45.3	Up	*
Sewers constructed (miles)	10.6	18.2	18.3	17.7	11.6	14.0	11.1	Neutral	*
Sewers reconstructed (miles)	12.0	7.4	10.0	10.6	16.3	17.0	14.1	Up	*
Water mains (new and replaced) (miles)	62.5	92.6	82.7	54.8	38.7	39.0	28.9	Down	*
★ Active design projects: Early/on time (%)	83%	85%	82%	70%	63%	88%	88%	Down	Up
★ Active construction projects: Early/on time (%)	88%	87%	83%	67%	72%	82%	82%	Down	Up
Projects completed front-end-planning phase	NA	NA	NA	71.0	49.0	*	*	NA	*
★ Critical Indicator    ● Equity Indicator    “NA” Not Available    ↑↓ Directional Target    * None									

**Goal 1b** Meet quality assurance and site safety standards for all active projects.

In Fiscal Year 2021 there were 23 construction-related accidents at DDC-managed construction sites, nine more than Fiscal 2020 but one fewer than in Fiscal 2019. There were also 23 construction-related injuries, nine more than the previous year but three fewer than Fiscal 2019. 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 occurrences. Contractor safety compliance and implementation of corrective actions are verified by the Office of Construction Safety through safety audits and inspections.

Contractors are required to immediately report and investigate all safety related accidents and incidents to DDC, where established protocols dictate follow-up and reporting requirements. A completed construction accident report must be submitted to the Agency’s Office of Construction Safety by project staff within 24 hours of the time of an accident or incident. However, notification of any accident and/or incident needs to be reported within two hours of occurrence.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Projects audited (%)	100%	100%	100%	100%	100%	95%	95%	Neutral	Up
Construction-related accidents on DDC-managed construction sites	NA	32	24	14	23	*	*	NA	Down
★ Construction-related injuries on DDC-managed construction sites	NA	32	26	14	23	↓	↓	NA	Down
★ Construction-related fatalities on DDC-managed construction sites*	NA	0	1	0	0	↓	↓	NA	Down
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ↑↓ Directional Target   * None									

## Goal 1c Improve customer satisfaction ratings.

To gauge how DDC's projects are received by communities and by the sponsoring agencies that the agency builds for, DDC sends out Post-Construction Satisfaction Surveys to many of the residents affected by infrastructure projects and to the agencies that sponsor public buildings projects. In Fiscal 2021, 92 percent of the surveys returned rated the project in question as adequate or better, three percentage points above the previous year and two percentage points above the target of 90 percent.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Eligible projects with completed post-construction surveys (%)	53%	39%	26%	25%	51%	*	*	Down	Up
Post-construction satisfaction - Surveys returned	41	51	28	63	90	*	*	Up	Up
★ Respondents rating a completed project as adequate or better (%)	91%	90%	79%	89%	92%	90%	90%	Neutral	Up
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ↑↓ Directional Target   * None									

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
E-mails responded to in 14 days (%)	90%	99%	100%	100%	100%	90%	90%	Neutral	Up
Letters responded to in 14 days (%)	86%	98%	99%	100%	100%	90%	90%	Up	Up
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ↑↓ Directional Target   * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$505.6	\$550.9	\$286.8	\$530.3	\$367.6	\$169.1	\$211.9	Down
Revenues (\$000)	\$106	\$20	\$15	\$12	\$118.8	\$150	\$150.0	Up
Personnel	1,396	1,389	1,355	1,263	1,215	1,553	1,335	Down
Overtime paid (\$000,000)	\$3.0	\$2.7	\$2.5	\$2.3	\$1.1	\$1.1	\$1.1	Down
Capital commitments (capital projects managed for client agencies) (\$000,000)	\$2,224.5	\$2,170.2	\$1,770.2	\$868.6	\$0.0	\$2,062.2	\$2,869.2	Down
<sup>1</sup> Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at <a href="http://nyc.gov/mmr">nyc.gov/mmr</a> for details. <sup>2</sup> Authorized Budget Level <sup>3</sup> 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 FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$121.8	\$116.8	All
002 - Other Than Personal Services	\$225.4	\$250.8	All
Agency Total	\$347.2	\$367.6	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds. <sup>2</sup> City of New York Adopted Budget for Fiscal 2021, as of Jun 2021. Includes all funds. <sup>3</sup> Refer to agency goals listed at front of chapter. "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- DDC has temporarily suspended the reporting of "Construction contracts completed within budget (%)" while it undertakes several initiatives to improve its internal cost tracking database. We expect cost reporting to resume toward the end of Fiscal 2022.
- Equity NYC indicators are identified with a burst (\*). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

For additional information go to:

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

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



# Promoting Viable Communities & Neighborhoods

# Promoting Viable Communities & Neighborhoods



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# DEPARTMENT OF CITY PLANNING

Marisa Lago, Director



## WHAT WE DO

The Department of City Planning (DCP) plans for New York City's overall strategic growth and development. DCP works with communities and elected officials to build healthier, more equitable and resilient neighborhoods; develop land use policies and zoning regulations to advance the agency's strategic objectives; and, in collaboration with the Office of Management and Budget (OMB), share perspectives on growth and community needs with its sister agencies, elected officials and members of the public. DCP's work builds on New York City's greatest strengths, its unparalleled diversity and resilient spirit, and helps to ensure that investments, including private investments, benefit the city as a whole.

DCP's six strategic objectives are: (1) catalyzing long-term neighborhood equity and improvement through integrated planning and targeted public investments; (2) encouraging the production of affordable and quality housing; (3) promoting economic development and job growth; (4) enhancing resiliency and sustainability of neighborhoods; (5) ensuring integrity, timeliness and responsiveness in land use reviews; and (6) supplying objective data and expertise to a broad range of planning functions and stakeholders.

DCP supports the City Planning Commission (CPC) in its annual review of hundreds of land use applications and works closely with OMB in developing the City's Ten-Year Capital Strategy.

## FOCUS ON EQUITY

Racism has long undermined the health and vitality of New York City's communities. As DCP examines its own role and the role of the planning profession in perpetuating practices that stymie fair, inclusive planning, the agency is [committed](#) to aggressively tackling racism and fostering a more equitable city.

DCP supports [Where We Live](#), the City's process to support fair housing principles and better understand and address how segregation and discrimination harm New Yorkers. Through projects that focus on affordable housing and job creation, DCP works to incentivize affordability and increased housing opportunities, and help improve the quality of life for marginalized populations.

Through [Mandatory Inclusionary Housing \(MIH\)](#) and [Zoning for Quality and Affordability \(ZQA\)](#), DCP supports [Housing New York](#), a suite of initiatives to help New Yorkers of all income levels and backgrounds find safe, affordable housing in neighborhoods throughout the city. DCP advances resiliency through work on the [Comprehensive Waterfront Plan](#) and [Zoning for Coastal Flood Resiliency \(ZCFR\)](#). It also seeks to coordinate transit improvements and land use decision-making that encourages the growth of business districts outside of the Manhattan Core, thus bringing jobs closer to where New Yorkers live. This work includes [Elevate Transit: Zoning for Accessibility](#), an initiative to expand zoning mechanisms to better coordinate new development with subway station accessibility improvements, and the [Health and Fitness Text Amendment](#), to make it easier for gyms, spas and other health-related businesses to open.

DCP strives to improve transparency through numerous digital tools that provide data, make it easier for New Yorkers to get involved in planning for their communities and connect the public to upcoming meetings. For example, DCP works with OMB and all 59 community boards on annual Statements of Community District Needs and Budget Requests, which are posted on DCP's [Community District Profiles](#), and provides training for community boards on planning principles, initiatives and more. DCP also recently launched [NYC Engage](#), a portal that New Yorkers can use to participate in public meetings.

## OUR SERVICES AND GOALS

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**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.

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**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 FISCAL 2021

## 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.

Furthering objectives of expanding housing and economic development opportunities, prioritizing projects that will help the City's recovery from COVID-19, and fostering more livable, equitable and resilient neighborhoods through community planning, DCP advanced and presented 35 land use proposals and initiatives to the public during Fiscal 2021, a decrease from the 55 presented in Fiscal 2020. This decrease is largely due to the impact of the COVID-19 pandemic, leading DCP to change its approach, building out online community engagement tools and consolidating interactive surveys and presentations that often reached broader audiences than a typical in-person meeting.

In Fiscal 2021, DCP advanced several major initiatives, furthering its affordable housing, economic development, equity and resiliency goals. Following a series of community meetings on specific topics, such as stormwater rules, accessible transit and the publicly owned Gowanus Green site, the [Gowanus Neighborhood Plan](#) began public review in April 2021. Based on extensive outreach and planning with community members and local elected officials, this Plan will facilitate a true mixed-use neighborhood with 3,000 affordable homes, 3,500 jobs, commercial and industrial businesses, new public spaces and improved resiliency. DCP also released the [Gowanus IBZ Vision Plan](#), to guide future development in an industrial area adjacent to the Gowanus Neighborhood Plan.

Similarly, following a series of information sessions on topics such as housing, the public realm, and arts and culture, the [SoHo/NoHo Neighborhood Plan](#) began public review in May 2021. Growing out of the [Envision SoHo/NoHo report](#), the SoHo/NoHo Neighborhood Plan is a historic proposal to create 900 permanently affordable homes, support existing historic districts, enhance arts and culture via an innovative arts fund model, and introduce flexible zoning to support small businesses in these two high opportunity neighborhoods.

In Fiscal 2021, DCP also advanced several citywide zoning measures meant to help the economic recovery from COVID-19 and to make New York City's communities healthier and more accessible. DCP's proposed expansion of the [Food Retail Expansion to Support Health \(FRESH\) program](#) aims to bring this zoning incentive for high-quality grocery stores to another 11 lower-income districts throughout the City. Another citywide proposal, the Health and Fitness Text Amendment, aims to remove an antiquated requirement for a special permit for gyms, spas and licensed massage therapy, a change that would support small businesses, improve equity, and make health and fitness facilities easier to open.

DCP also collaborated with the Metropolitan Transportation Authority (MTA) and the Mayor's Office for People with Disabilities on [Elevate Transit: Zoning for Accessibility](#), which would improve accessibility to mass transit via expanded provisions that require land owners building near stations to leave space in their buildings for the MTA to build an elevator or access points. It also expands the range of high-density sites that can earn a floor area bonus for building, and maintaining, elevators from the street to the station platform.

Lastly, DCP collaborated with the Department of Transportation on the [Permanent Open Restaurants Text Amendment](#), which would help make permanent the Open Restaurants program put into place during the pandemic by removing Zoning Resolution restrictions on where sidewalk cafés are allowed throughout New York City.

All four of these proposals entered the public review process in the spring or early summer of 2021.

Throughout Fiscal 2021, DCP continued its work on how to improve one of the City's defining resources—its 520 miles of waterfront. In May 2021, ZCFR was approved by the City Council and went into effect, providing much-needed zoning flexibility for new or retrofitted buildings to be more resilient in the long-term, as well as improving the ability of the city's coastal communities to withstand and recover quickly from future storms. DCP also held a series of remote workshops to receive feedback on the [draft goals and strategies of the Comprehensive Waterfront Plan](#), due for release in fall 2021.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Economic development and housing proposals completed and presented to the public	45	74	26	12	13	*	*	Down	Up
Neighborhood enhancement proposals completed and presented to the public	28	25	22	43	22	*	*	Neutral	Up
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⬆️⬆️ Directional Target   * None									

## SERVICE 2 Prepare information and policy analysis for the public, other government agencies and elected officials.

**Goal 2a** Provide quality technical and strategic planning expertise to the public, other City agencies and elected officials to support decision-making.

DCP publicly presented 421 initiatives, planning reports, presentations and datasets—including digital tools—in Fiscal 2021. This increase from 315 in Fiscal 2020 is due to the publication of the Housing Database, which contains all Department of Buildings-approved housing construction and demolition jobs filed or completed since Jan. 1, 2010.

Planning initiatives or policy reports released during Fiscal 2021 include [Retail Activity in NYC: COVID Recovery Across 24 Neighborhoods](#), a report on storefront activity during the city's reopening from COVID-19 shutdowns; [COVID-19 Impacts on Transportation](#), which compiled data on how the pandemic is affecting the city's transportation network; and [Housing Production Snapshot](#), a report on the number of homes that were completed, received building permits or were in the pipeline throughout 2020. DCP also released information briefs on the [Net Change in Housing Units from 2010–2020](#), a data platform outlining the [NYC Metro Region's Monthly Employment Change Since January 2019](#). On a lighter note, DCP released an [Animals of NYC](#) activity book to teach about urban design and social distancing while highlighting the contributions of our essential workers.

DCP continues to collect, analyze and share data with stakeholders on land use, zoning, housing and population, releasing datasets and applications of software, data and geographic base map files to the public as free downloads, known under the umbrella name of [BYTES of the BIG APPLE](#). PLUTO and MapPLUTO, datasets that contain extensive land use and geographic data at the tax lot level, were issued more frequently, increasing to eight releases during the fiscal year.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Planning information and policy analysis initiatives presented to the public	262	267	351	315	421	*	*	Up	Up
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⬆️⬆️ Directional Target   * None									

## SERVICE 3 Manage land use and environmental review processes to facilitate public and private development citywide.

**Goal 3a** Conduct timely and thorough review of land use and environmental review projects, subject to City Planning Commission review, to ensure project submissions are technically complete and adhere to all applicable requirements and procedures.

In Fiscal 2021, DCP certified/referred a total of 250 projects compared to 178 in Fiscal 2020. This change is attributable to several factors, but the largest driver was the resumption of the public review process post a COVID-19 related pause, which decreased the amount of certifications in FY20. DCP certified/referred a greater number of projects across all categories: simple zoning actions (90 in Fiscal 2021 versus 52 in Fiscal 2020), renewals/Staten Island actions (52 vs 48), and zoning actions with CEQR (79 Environmental Assessment Statement and Environmental Impact Statement projects vs 37). Only non-zoning City projects saw a decrease, with 29 projects referred vs 41 in Fiscal 2020.

Overall, 79 percent of Fiscal 2021 projects were certified or referred within their target timeframes, nine percent higher than the target, and four percent higher than Fiscal 2020. This improvement was a result of additional agency focus on completing application reviews during the COVID-19 pause, a period when relatively fewer new applications were being submitted. DCP's ability to meet target timeframes remains highly dependent on applicants filing adequate supporting materials and being able to avoid multiple rounds of revision by applicants.

In July 2020, DCP launched a [portal for applicants](#) to submit initial components of the land use application process online. This launch was a crucial milestone towards the goal of having fully digital land use applications, enhancing the agency's ability to provide documents publicly more quickly, and realizing cost and time savings for the agency in reviewing and processing applications.

In Fiscal 2021, DCP also made enhancements to its cloud-based digital project management system, the [Zoning Application Portal \(ZAP\)](#). ZAP allows New Yorkers to review and download recent land use applications, including all related environmental review filings, making it easier than ever for the public to easily access and digest the details of a land use proposal.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Simple zoning actions certified/referred	68	63	76	52	90	*	*	Up	*
★ – Certified/referred within 12 months (%)	62%	68%	79%	79%	81%	70%	70%	Up	Up
★ Zoning actions with CEQR (EAS) certified/referred	NA	NA	NA	34	65	*	*	NA	*
– Certified/referred within 15 months (%)	NA	NA	NA	38%	54%	70%	70%	NA	Up
★ Zoning actions with CEQR (EIS) certified/referred	NA	NA	NA	3	14	*	*	NA	*
★ – Certified/referred within 22 months (%)	NA	NA	NA	33%	86%	70%	70%	NA	Up
City projects (non-zoning) certified/referred	70	60	43	41	29	*	*	Down	*
★ – Certified/referred within 6 months (%)	96%	97%	74%	90%	90%	70%	70%	Neutral	Up
Renewals and South Richmond actions certified/referred	58	63	78	48	52	*	*	Down	*
★ – Certified/referred within 6 months (%)	88%	92%	94%	88%	98%	70%	70%	Neutral	Up
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
E-mails responded to in 14 days (%)	83%	45%	63%	49%	66%	85%	85%	Down	Up
Letters responded to in 14 days (%)	71%	51%	66%	42%	100%	50%	50%	Up	Up
Completed customer requests for interpretation	12	14	15	2	4	*	*	Down	*
CORE customer experience rating (0 - 100)	99	99	NA	98	NA	90	90	NA	Up
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$36.3	\$36.1	\$40.1	\$48.0	\$44.8	\$44.6	\$45.0	Up
Revenues (\$000,000)	\$2.9	\$5.4	\$2.9	\$3.1	\$5.4	\$2.0	\$2.0	Up
Personnel	333	348	347	317	291	390	380	Down
Overtime paid (\$000)	\$38	\$25	\$27	\$32	\$32	\$32	\$32	Neutral

<sup>1</sup>Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at [nyc.gov/mmr](http://nyc.gov/mmr) for details. <sup>2</sup>Authorized Budget Level <sup>3</sup>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 FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$28.2	\$29.2	
001 - Personal Services	\$25.9	\$26.6	All
003 - Geographic Systems	\$2.3	\$2.6	2a
Other Than Personal Services - Total	\$14.8	\$15.6	
002 - Other Than Personal Services	\$14.6	\$15.3	All
004 - Geographic Systems	\$0.2	\$0.3	2a
Agency Total	\$43.0	\$44.7	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds. <sup>2</sup>City of New York Adopted Budget for Fiscal 2021, as of Jun 2021. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter. "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Fiscal 2021 CORE customer experience rating is not available. No service centers were open to the public during the reporting period because of the COVID-19 public health emergency.
- Equity NYC indicators are identified with a burst (✳). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

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

- DCP Statement of Equity  
<https://www1.nyc.gov/site/planning/about/eo-diversity-statement.page>
- Where We Live  
<https://wherewelive.cityofnewyork.us>
- Mandatory Inclusionary Housing  
<http://www1.nyc.gov/site/planning/plans/mih/mandatory-inclusionary-housing.page>
- Zoning for Quality and Affordability  
<http://www1.nyc.gov/site/planning/plans/zqa/zoning-for-quality-and-affordability.page>
- Housing New York  
<https://www1.nyc.gov/site/hpd/about/the-housing-plan.page>
- Comprehensive Waterfront Plan  
<https://www1.nyc.gov/site/planning/plans/vision-2020-cwp/vision-2030-cwp.page>
- Zoning for Coastal Flood Resiliency  
<https://www1.nyc.gov/site/planning/plans/flood-resilience-zoning-text-update/flood-resilience-zoning-text-update.page>
- Elevate Transit: Zoning for Transit Accessibility  
<https://www1.nyc.gov/site/planning/plans/zoning-for-accessibility/zoning-for-accessibility-overview.page>

- Health and Fitness Text Amendment  
<https://www1.nyc.gov/site/planning/plans/health-and-fitness/health-and-fitness-overview.page>
- Community District Profiles  
<https://communityprofiles.planning.nyc.gov/>
- NYC Engage  
<https://www1.nyc.gov/site/nycengage/index.page>
- Gowanus Neighborhood Plan  
<https://www1.nyc.gov/site/planning/plans/gowanus/gowanus.page>
- Gowanus IBZ Vision Plan  
<https://www1.nyc.gov/assets/planning/download/pdf/plans-studies/gowanus/gowanus-ibz-vision-plan.pdf>
- SoHo/NoHo Neighborhood Plan  
<https://www1.nyc.gov/site/planning/plans/soho-noho/soho-noho-overview.page>
- Envision SoHo/NoHo Report  
<https://www.envisionsohonoho.nyc/envision-sohonoho-report1>
- FRESH Food Stores Update  
<https://www1.nyc.gov/site/planning/plans/fresh2/fresh2-overview.page>
- Permanent Open Restaurants Text Amendment  
<https://www1.nyc.gov/site/planning/plans/open-restaurants/open-restaurants-overview.page>
- Comprehensive Waterfront Plan - Draft Goals & Strategies  
<https://www.waterfrontplan.nyc/draft-goals-and-strategies>
- Retail Activity in NYC: COVID Recovery Across 24 Neighborhoods  
<https://www1.nyc.gov/assets/planning/download/pdf/planning-level/housing-economy/retail-activity-nyc-covid-recovery.pdf>
- COVID-19 Impacts on Transportation  
<https://www1.nyc.gov/site/planning/planning-level/transportation/transportation-resources-covid19-reports.page>
- Housing Production Snapshot  
<https://storymaps.arcgis.com/stories/1c9138dc24064b2e8142ff156345a719>
- Net Change in Housing Units from 2010-2020  
<https://www1.nyc.gov/assets/planning/download/pdf/planning-level/housing-economy/info-brief-net-change-housing-units-2010-2020.pdf>
- NYC Metro Region's Monthly Employment Change Since January 2019  
<https://public.tableau.com/app/profile/matthew.waskiewicz/viz/NYCMetroRegionTrackingtheRecovery/MonthlyChangesinceCovid>
- Animals of NYC Activity Book  
<https://www1.nyc.gov/assets/planning/download/pdf/planning-level/urban-design/210421-earth-day-book.pdf>
- BYTES of the Big Apple  
<https://www1.nyc.gov/site/planning/data-maps/open-data.page>
- NYC Planning Applicants  
<https://applicants.planning.nyc.gov/>
- Zoning Application Portal  
<https://zap.planning.nyc.gov/>

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

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

# NEW YORK CITY ECONOMIC DEVELOPMENT CORPORATION

Rachel Loeb, President



## WHAT WE DO

New York City Economic Development Corporation (NYCEDC) is a mission-driven nonprofit organization that strives to create shared prosperity across New York City. NYCEDC is responsible for driving the growth of equitable, sustainable neighborhoods and investing in key industries like technology, life sciences and advanced manufacturing to diversify the City's economy and bring good paying jobs to New Yorkers. NYCEDC invests in communities through major infrastructure upgrades, capital projects and real estate development; manages City-owned properties; and works to enhance the City's major and emerging business sectors. NYCEDC addresses challenges faced by traditional and emerging industries through analysis of current and evolving economic trends, development of strategies and solutions, and implementation of programs that help businesses start, grow and thrive. Through the New York City Industrial Development Agency (NYCIDA), Build New York City Resource Corporation (Build NYC) and the New York City Neighborhood Capital Corporation (NYCNCC), NYCEDC helps eligible businesses and registered nonprofits meet financing needs for property acquisition, expansion, new equipment, renovation and working capital through low-cost, tax-exempt bonds, exemptions and abatements of selected City and State taxes and New Markets Tax Credits.

## FOCUS ON EQUITY

NYCEDC 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 investments in community facilities, affordable housing, parks, open space, streetscapes, infrastructure and resiliency projects, NYCEDC works with local communities to create dynamic and accessible neighborhoods across New York City.

NYCNCC, a community-development entity administered by NYCEDC, applied for an additional New Market Tax Credit (NMTC) allocation in November 2019 and received notice in July 2020 that a third allocation of \$50 million was granted by the U.S. Department of the Treasury, bringing NYCNCC's total amount awarded through the NMTC Program to \$160 million to support health centers, community facilities, grocery stores and industrial projects in low-income communities.

NYCEDC helps Minority, Women-Owned, and Disadvantaged Business Enterprises (M/W/DBEs) overcome challenges to winning government contracts for public projects through its Opportunity M/W/DBE program. The ConstructNYC program helps small to mid-sized M/W/DBEs in the construction sector pre-qualify for the opportunity to work on NYCEDC projects. NYCEDC's Emerging Developer Loan Fund provides low-interest loans to emerging M/W/DBE developers taking on real estate projects.

A strong network of innovation spaces and programs across the five boroughs provide the resources companies need to grow in areas like advanced manufacturing, life sciences and digital technology. In addition, NYCEDC's HireNYC program helps connect low-income residents to job opportunities created by the organization's development projects.

## OUR SERVICES AND GOALS

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### **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.

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### **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.

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### **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.

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### **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 IN FISCAL 2021

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## 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.

NYCEDC executed two land sales in Fiscal 2021 and, operating through the New York City Land Development Corporation (NYCLDC), entered into one ground lease. Collectively, these three transactions leveraged more than \$589 million in private investment. In the South Bronx, NYCLDC facilitated the ground lease of a 103,000 square foot site for the first phase of the Bronx Point development. Once complete, this phase of Bronx Point will transform an underutilized waterfront site into a mixed-use development with 542 permanently affordable homes. The project will also deliver a 50,000 square foot permanent home for the Universal Hip-Hop Museum, an early childhood space run by BronxWorks, local retail space and a publicly accessible esplanade along the waterfront portion of the site. The developer is Bronx Point Owner, LLC, a joint venture partially controlled by a Woman-owned Business Enterprise and the recipient of a predevelopment loan through NYCEDC's Emerging Developer Loan Fund. As the City continues to recover from the COVID-19 pandemic, NYCEDC expects to close more real estate transactions in Fiscal 2022 and beyond that will drive increased private investment across the five boroughs.

Capital expenditures for Fiscal 2021 totaled approximately \$412 million. Over the past year, NYCEDC has continued its capital construction work to improve the quality of life for New Yorkers. Construction is well underway for several economic development projects, including the construction of new ferry landings through our Citywide NYC Ferry service project, new infrastructure in the Lower Concourse area of the Bronx and Hudson Square Streetscape in the West Village. Construction is also progressing for projects undertaken on behalf of other City agencies, including Coney Island Hospital and Public Health Labs for NYC Health + Hospitals, Pier 42 and Manhattan Greenway East Midtown for NYC Parks, the Downtown Brooklyn Cultural Center for the Department of Cultural Affairs and our green infrastructure work throughout Brooklyn, Queens and the Bronx for the NYC Department of Environmental Protection.

NYCEDC's graffiti removal program, Graffiti-Free NYC (GFNYC), was suspended for most of Fiscal 2021 due to COVID-19 related budgetary constraints. The program resumed operations in May, however, and cleaned more than 200,000 square feet of graffiti across nearly 300 sites by the end of June. The GFNYC program will continue rebuilding its cleaning capacities to pre-pandemic levels over the course of Fiscal 2022.

The NYC Ferry system served over 3.7 million riders across six routes in Fiscal 2021. As with other modes of transit, the pandemic and remote work trends continued to impact NYC Ferry service during the year, resulting in a 25 percent decrease in overall ridership from nearly 5 million riders in Fiscal 2020. Nonetheless, NYC Ferry ridership continued to climb over the course of the year and by June was carrying 60-70 percent of typical pre-pandemic ridership. Construction on the St. George ferry landing continued in Fiscal 2021 with the St. George route, Coney Island route and Ferry Point Park landing scheduled for launch in the first half of Fiscal 2022. Another milestone during Fiscal 2021 was the completion of construction of the 38th and final vessel in the NYC Ferry fleet, which is currently the largest passenger ferry fleet in the United States. The increased fleet size will set the stage for continued successful operation and growth of the NYC Ferry system in Fiscal 2022 and beyond.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Private investment leveraged on the sale/long-term lease of City-owned property (\$000,000)	\$798.5	\$1,140.0	\$1,200.6	\$100.3	\$589.1	↑	↑	Down	Up
Capital expenditures (\$000,000) (excludes asset management and funding agreements)	\$217.6	\$233.2	\$216.0	\$342.5	\$412.0	*	*	Up	*
Graffiti sites cleaned	9,861	11,090	14,236	10,557	299	*	*	Down	*
Square feet of graffiti removed (000)	5,720	6,139	7,087	5,360	208	*	*	Down	*
NYC Ferry - Average monthly ridership	NA	341,672	472,571	413,921	312,082	*	*	NA	Up
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↑↓ Directional Target	* None					

## SERVICE 2 Manage, maintain and enhance City assets to attract businesses.

**Goal 2a** Leverage City assets to support business growth and strengthen communities' economic vitality.

During Fiscal 2021, the square footage of City assets actively managed by NYCEDC increased slightly to 64.5 million and portfolio revenue generated increased by approximately \$29 million to \$252 million. The occupancy rate at NYCEDC-managed properties also increased slightly to 98.7 percent. The increase in square footage is due in part to the execution of a ground lease for the 103,000 square foot Bronx Point site in the Lower Concourse Neighborhood of the South Bronx. The increase in occupancy rate was driven by leasing activity at Brooklyn Army Terminal (BAT). In Fiscal 2021, NYCEDC also selected a developer for the Made in New York film and TV production hub ground lease at Bush Terminal in Sunset Park, Brooklyn, which is expected to support more than 2,200 permanent jobs and 1,800 additional construction jobs.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Capital expenditures on asset management (\$000,000)	\$106.9	\$95.0	\$67.3	\$36.1	\$37.1	*	*	Down	*
★ Occupancy rate of NYCEDC-managed property (%)	94.6%	95.0%	95.1%	98.4%	98.7%	95.0%	95.0%	Neutral	Up
Portfolio revenue generated (\$000,000)	\$196.2	\$237.2	\$257.9	\$223.0	\$252.8	*	*	Up	Up
Square footage of assets actively managed by NYCEDC (000)	63,545.9	64,923.7	65,849.7	64,424.1	64,493.8	*	*	Neutral	*
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↑↓ Directional Target	* None					

## SERVICE 3 Provide resources to targeted industries and businesses.

**Goal 3a** Grow and diversify the City's economy by enhancing the competitiveness of industries and businesses.

During Fiscal 2021, NYCEDC served 6,200 businesses, primarily through efforts to assist in the City's COVID-19 pandemic response and recovery work. Although the financial constraints brought on by the pandemic limited our ability to run traditional business-support programs, there were notable accomplishments during the reporting period, including local production of personal protective equipment (PPE) and other medical supplies in collaboration with more than 100 local manufacturers and the launch of the NYC Small Business Resource Network (SBRN), which served nearly 5,000 businesses through one-on-one consultations aimed at helping businesses navigate programs to aid in their COVID-19 recovery. Looking ahead to Fiscal 2022, disruption from COVID-19 is expected to have lingering impacts on the current portfolio of business support programs. Nonetheless, NYCEDC remains committed to creating new opportunities to serve as many businesses as possible with a specific emphasis on supporting equitable economic recovery.

New York City's businesses continued to be severely affected by COVID-19 and the NYS on PAUSE order during Fiscal 2021. As a result, the average unemployment rate for the year increased to 13.1 percent, up from 7.4 percent in Fiscal 2020.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Businesses served by industry-focused programmatic initiatives	2,604	1,538	1,775	1,585	6,200	↑	↑	Up	Up
Private sector jobs in innovation industries (%) (calendar year)	14.3%	14.3%	14.3%	14.3%	15.5%	*	*	Neutral	Up
● New York City unemployment rate (%)	4.9%	4.5%	4.2%	7.4%	13.1%	*	*	Up	Down
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↑↓ Directional Target	* None					

**Goal 3b**

Facilitate private sector investments and make City investments where necessary to support business growth and secure a positive return to the City.

The New York City Industrial Development Agency (NYCIDA) closed six transactions during Fiscal 2021. Together, these projects are expected to generate over \$170 million in City tax revenue, leverage more than \$30 million in new private investment and create 285 jobs within the first three years of their respective terms. A significant driver of this impact was the closing of two refunding bond transactions for Yankee Stadium and Citi Field. As a result of both transactions, workers at both stadiums will now be subject to and be protected by City prevailing wage laws and will see an immediate increase in their wages. The NYCIDA also closed a transaction under the Food Retail Expansion to Support Health (FRESH) program for a 6,000-square-foot supermarket located within a new mixed-use affordable housing development in Harlem. The store will be operated as a Bravo Supermarket and it will be approximately twice the size of the original supermarket, which the owner has operated in the same location since 1991. The project will expand food access in a neighborhood that is chronically underserved by supermarkets.

Build NYC Resource Corporation (Build NYC) closed 12 transactions during Fiscal 2021. Collectively, these projects are expected to generate more than \$185 million in City tax revenue and leverage more than \$460 million in private investment over the course of their respective terms. Among the new transactions, Build NYC provided financial assistance through tax-exempt bonds to the Committee to Protect Journalists (CPJ) to acquire and furnish a 12,277 square foot condominium unit in a new mixed-use building in Manhattan’s Hudson Yard District, which has served as the organization’s headquarters since 2019. The project will enable CPJ to commit to be headquartered in New York City for years to come while saving on rent costs. CPJ hopes to offer more interactive programming activities at this facility, including press conferences, screenings, panel discussions, receptions and other events. Build NYC also issued tax-exempt bonds to New World Preparatory Charter School for the construction of a 91,300 square foot three-story building to serve approximately 800 students in kindergarten through eighth grade in the Port Richmond neighborhood of Staten Island.

The value of funding disbursed from City funding agreements in Fiscal 2021 exceeded \$82 million. Notable highlights include funding for the construction of a 22,000 square foot cultural center by the Irish Arts Center. Once construction is completed later this year, the new cultural center will provide educational and community programming and is expected to serve 100,000 attendees annually. Separately, NYCEDC closed a funding agreement during Fiscal 2021 to support BioBAT, Inc., a not-for-profit organization created by the Research Foundation for SUNY that converts unfurnished space into wet lab and office space for leasing to life science companies at affordable rates. The funding of BioBAT contributes to the City’s broader objectives of expanding the life sciences industry while growing good paying jobs for local communities.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
New York City Industrial Development Agency projects - Contracts closed	7	14	7	9	6	*	*	Down	Up
★ – Projected three-year job growth associated with closed contracts	252	15,201	254	4,389	285	↑	↑	Down	Up
★ – Projected net City tax revenues generated in connection with closed contracts (\$000,000)	\$64.3	\$2,368.7	\$63.7	\$1,244.6	\$170.3	↑	↑	Down	Up
– Private investment leveraged on closed projects (\$000,000)	\$104.1	\$7,412.4	\$163.5	\$3,368.8	\$31.0	*	*	Down	Up
Build NYC Resource Corporation - Contracts closed	15	15	17	6	12	*	*	Down	Up
★ – Projected three-year job growth associated with closed contracts	419	251	278	67	299	↑	↑	Down	Up
★ – Projected net City tax revenues generated in connection with closed contracts (\$000,000)	\$169.8	\$87.0	\$297.2	\$121.4	\$185.6	↑	↑	Up	Up
– Private investment leveraged on closed projects (\$000,000)	\$564.1	\$616.3	\$1,000.4	\$252.2	\$464.0	*	*	Down	Up
Value of funding disbursed pursuant to City funding agreements (\$000,000)	\$70.9	\$63.3	\$128.3	\$96.7	\$82.1	*	*	Up	*
★ Critical Indicator      ● Equity Indicator      “NA” Not Available      ↑↓ Directional Target      * None									

## SERVICE 4 Leverage City investments to support inclusive economic development.

### Goal 4a

Create economic opportunity for New Yorkers through real estate development.

As required by the Fair Wages for New Yorkers Act, developers and commercial tenants at projects that receive more than \$1 million in financial assistance from the City or NYCEDC are required to pay their employees a Living Wage, as adjusted by the Office of the Comptroller on an annual basis. These rates will continue to be adjusted annually based on changes in the Consumer Price Index. Among NYCEDC's project portfolio, 99.9 percent of workers on development projects were reported to receive a Living Wage or more in Fiscal 2020, the last year for which data is currently available.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Project employees reported to be earning a living wage or more (%)	95%	98%	99%	100%	NA	95%	95%	NA	Up
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↕↔ Directional Target	* None					

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Personnel	531	518	535	529	489	541	501	Neutral
Capital commitments (\$000,000)	\$338.8	\$320.0	\$397.4	\$276.4	\$383	\$947.0	\$1,101	Neutral

<sup>1</sup>Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at [nyc.gov/mmr](http://nyc.gov/mmr) for details. <sup>2</sup>Authorized Budget Level <sup>3</sup>Expenditures include all funds  
 "NA" - Not Available \* None

## SPENDING AND BUDGET INFORMATION

Unit of Appropriation	Expenditures FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>4</sup>
006 - Economic Development Corporation (OTPS) <sup>1</sup>	\$115.1	\$129.6	All

<sup>1</sup>EDC is contained within the Department of Small Business Services and appropriations are made through that agency. These figures are limited to the City's contribution and planned contribution respectively, to EDC. <sup>2</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds <sup>3</sup>City of New York Adopted Budget for Fiscal 2021, as of June 2021. Includes all funds. <sup>4</sup>Refer to agency goals listed at front of chapter. "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The 'private sector jobs in innovation industries (%) (calendar year)' metric, which was previously derived from data maintained by Moody's is now calculated based on the Quarterly Census of Employment and Wages published by the U.S. Bureau of Labor Statistics. To allow for accurate year-over-year comparisons, prior year numbers were recalculated based on the new data source and have been updated as follows:
  - Fiscal Year 2017 adjusted from 14.7% to 14.3%
  - Fiscal Year 2018 adjusted from 14.7% to 14.3%
  - Fiscal Year 2019 adjusted from 14.6% to 14.3%
  - Fiscal Year 2020 adjusted from 14.6% to 14.3%
- During the first ten months of Fiscal 2021, James Patchett served as NYCEDC President; Rachel Loeb was appointed President on May 11, 2021.
- Equity NYC indicators are identified with a burst (●). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

For additional information go to:

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

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



# DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT

**Louise Carroll, 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. HPD enforces housing quality standards, finances affordable housing development and preservation, and ensures sound management of the City's affordable housing stock.

## FOCUS ON EQUITY

Using a variety of preservation, development, enforcement, contracting, and community outreach strategies, HPD strives to improve the availability, affordability and quality of housing in all neighborhoods of New York City, while creating opportunities for economic advancement. By enforcing the Housing Maintenance Code, HPD works to ensure that New Yorkers live in safe and habitable neighborhoods and homes. By developing affordable housing, HPD seeks to serve households of a wide range of incomes, in all neighborhoods, with special attention to those with extremely low incomes, special needs, seniors, and the formerly homeless. 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 if they wish to do so, even as rents increase. At the same time, the Department's neighborhood planning team seeks to engage communities in shaping developments that pair new housing opportunities with the schools, healthcare facilities, retail, parks, community, commercial and open space, and other assets that neighborhoods need to thrive.

As part of the continued effort to affirmatively further fair housing, in October 2020, the City of New York published *Where We Live NYC*, a comprehensive plan to advance fair housing, informed by extensive public engagement with a diverse group of New Yorkers. The *Where We Live NYC* plan is centered on addressing the legacy of discrimination in New York City and across the country, which has perpetuated inequities among New Yorkers based on race, disability, national origin, and other protected characteristics under federal, state, and local laws. To advance the goals outlined in *Where We Live NYC*, HPD enacted a number of new policies last year to expand access to financing, ownership opportunities, and capacity building for M/WBE and non-profit partners. HPD also updated its Design Guidelines to promote the health, equity, and sustainability of its affordable housing by facilitating broadband access, increasing energy efficiency, improving indoor air quality and ventilation, and expanding access to cooling and outdoor space. In partnership with the Department of City Planning (DCP), HPD is seeking public approval to bring new, deeply affordable housing to amenity-rich neighborhoods, including SoHo/NoHo and Gowanus. HPD is also implementing the Bedford-Stuyvesant Housing Plan, which focuses on the challenges facing a neighborhood that is home to one of the largest concentrations of Black residents nationally and has long been a beacon for Black culture. In addition, in partnership with DOHMH, HPD will expand proactive inspections of buildings with high health-risks, which contribute to disparities by race and by neighborhood in the prevalence of asthma and other harmful health conditions. These buildings are disproportionately located in majority Black and Hispanic neighborhoods, such as East Harlem and the South Bronx.

## OUR SERVICES AND GOALS

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### **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 new 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 IN FISCAL 2021

## SERVICE 1 Enforce the Housing Maintenance Code.

### Goal 1a Resolve housing maintenance complaints efficiently.

HPD saw a rise in the number of reported emergency complaints, which increased by 13 percent to 293,985 complaints. Compared to Fiscal 2020, heat and hot water complaints increased by 16 percent, while lead complaints increased by 46 percent. In Fiscal 2020, overall complaint numbers, including those for heat and hot water were artificially depressed due to the COVID-19 pandemic, particularly in the months of March, April, and May. In Fiscal 2021, there was also a change to the definition of lead-based paint complaints in July 2020 pursuant to a change in local law, whereby a lead complaint will now be identified if there is a child under six who spends 10 or more hours in an apartment. The prior definition included only apartments where a child under six resided.

In Fiscal 2021, HPD closed emergency complaints in 13.3 days, faster than the 20-day target for the agency. As a result of the COVID-19 pandemic, the agency reassigned some of its inspectors to COVID-19 duties like inspecting businesses operating in COVID-19 clusters, including restaurants with indoor dining. HPD was also unable to make additional hires during the pandemic that would have allowed it to maintain its average response times from previous years. Despite this, 75 percent of all emergency complaints were closed within 12 days of receipt, higher than the previous four fiscal years.

In Fiscal 2021, the average time to close nonemergency complaints was 25.6 days, about half a day slower than HPD's target of 25 days. For much of this period, HPD prioritized only immediate emergency conditions and heat and hot water complaints, delaying the response to other types of emergency and nonemergency complaints to protect the health of both tenants and staff. Overall, 74 percent of nonemergency complaints were closed within 20 days.

The agency completed more than 627,958 inspections, which include complaint inspections, proactive inspections initiated by HPD and re-inspections of open violations.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Total complaints reported	541,858	530,619	570,476	418,785	466,320	*	*	Down	*
★ – Emergency complaints reported	334,242	327,359	351,133	261,339	293,985	*	*	Down	*
Inspections completed	698,948	706,664	737,216	571,622	627,958	570,000	675,000	Down	*
Inspection visits per team per day	12.3	12.4	12.3	12.5	13.7	*	*	Neutral	Up
Ratio of completed inspections to attempted inspections (%)	80%	79%	80%	81%	83%	*	*	Neutral	Up
Total complaints closed	541,216	532,571	568,822	415,228	467,079	*	*	Down	*
– Emergency complaints closed	334,143	328,180	350,676	260,097	294,810	*	*	Down	*
– Heat and hot water	115,262	114,641	121,757	104,225	120,548	*	*	Neutral	*
– Lead	28,356	27,938	30,362	18,637	26,575	*	*	Down	*
– Other emergency	190,525	185,601	198,557	137,235	147,687	*	*	Down	*
★ Average time to close emergency complaints (days)	12.4	11.4	10.4	10.9	13.3	20.0	12.0	Neutral	Down
★ Average time to close nonemergency complaints (days)	21.0	17.5	17.7	21.4	25.6	25.0	20.0	Up	Down
★ Emergency complaints closed within 12 days of receipt (%)	71%	71%	72%	72%	75%	↑	↑	Neutral	Up
Nonemergency complaints closed within 20 days of receipt (%)	73%	77%	78%	69%	74%	*	*	Neutral	Up

★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    \* None

### Goal 1b Improve compliance with the Housing Maintenance Code.

The agency uses various tools to enforce the Housing Maintenance Code to ensure housing quality and compliance with legal and regulatory obligations. Enforcement and Neighborhood Services (ENS) works closely with other HPD divisions and community partners to identify buildings with housing quality issues, assess conditions and develop appropriate strategies to address those properties. ENS also works closely with responsible owners to develop plans to improve conditions. If HPD finds violations during inspections, the agency directs the landlord to perform repairs within a timeframe specified by law.

In Fiscal 2021, HPD issued 620,108 violations, a 31 percent increase compared to Fiscal 2020, with nonemergency violations accounting for much of this increase. Fiscal 2021 was also the first year the agency enforced the requirements for all multiple dwelling properties to file an annual bedbug report as required by Local Law 69 of 2017. As a result, HPD issued 103,000 class A violations in Fiscal 2021 for failure to file the Annual Bedbug Report. Many property owners responded to these violations and, as of June 30, 2021, HPD closed 32,971 bedbug filing violations.

HPD’s Housing Litigation Division (HLD) initiates cases in Housing Court to enforce compliance with the housing quality standards contained in the New York State Multiple Dwelling Law and the New York City Housing Maintenance Code. HLD seeks correction of conditions; civil penalties for failure to correct violations, filing false certifications of violations and failure to register a multiple dwelling building; the appointment of a 7A administrator; or access warrants. In Fiscal 2021, HLD initiated 1,778 cases, a 51 percent decrease from Fiscal 2020. Housing Court only addressed immediate emergency cases like heat violations, with all other HPD activities suspended or severely curtailed. In Fiscal 2021, 1,173 cases were settled, and 149 judgments related to cases initiated by HPD were entered in Court.

Annually, HPD designates severely distressed multiple dwellings for participation in the Alternative Enforcement Program (AEP). Selection criteria include the number of hazardous (class “B”) and immediately hazardous (class “C”) Housing Maintenance Code violations along with the cost of emergency repair charges incurred because of work performed by HPD. AEP allows HPD to issue orders to correct violations and replace building systems. If a property owner fails to comply with AEP requirements for discharge from the program within the first four months, HPD issues Orders to Correct, conducts regular inspections and imposes significant fees. Since its inception in Fiscal 2008, AEP has successfully discharged 2,580 buildings. As of June 30, 2021, 557 buildings remained active in the AEP program, down 11 percent from the prior year. In the last quarter of Fiscal 2020 due to COVID-19, the City suspended re-inspections, an often-used mechanism for buildings in AEP to get their violations dismissed and get discharged from the program. Re-inspections resumed in the first quarter of Fiscal 2021, resulting in more buildings discharged in Fiscal 2021.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Total violations issued	481,085	522,199	604,068	474,619	620,108	*	*	Up	*
– Emergency violations issued	81,750	76,887	86,258	89,614	89,200	*	*	Up	*
– Heat and hot water	10,340	11,143	11,481	9,838	10,380	*	*	Neutral	*
– Lead	12,774	10,990	13,770	9,619	9,489	*	*	Down	*
– Other emergency	58,636	54,754	61,007	70,157	69,331	*	*	Up	*
– Nonemergency violations issued	399,335	445,312	517,810	385,005	530,908	*	*	Up	*
★ Violations issued and removed in the same fiscal year (%)	42%	43%	41%	44%	38%	40%	40%	Neutral	Up
★ Emergency violations corrected by owner (%)	55%	57%	57%	53%	50%	55%	55%	Down	Up
Emergency violations corrected by HPD (%)	10%	9%	8%	8%	9%	*	*	Down	Down
Violations closed	485,251	510,713	539,777	467,785	443,278	*	*	Neutral	Up
Violations certified as corrected by owner	193,461	219,318	258,035	216,473	208,133	*	*	Neutral	*
Housing Court cases initiated by HPD	6,371	7,093	4,957	3,656	1,778	*	*	Down	*
Housing Court cases initiated by HPD that were disposed	6,222	6,938	5,245	2,970	1,666	*	*	Down	*
– Cases settled	5,056	5,546	3,901	2,164	1,173	*	*	Down	*
– Cases resulting in judgments	578	671	563	349	149	*	*	Down	*
Total dollars spent on emergency repairs (excluding demolition and AEP) (\$)	\$10,009,946	\$10,680,843	\$9,500,718	\$9,500,718	\$10,441,654	*	*	Neutral	*
Alternative Enforcement Program - Buildings currently active	579	553	491	628	557	*	*	Neutral	*
– Buildings discharged (cumulative)	1,558	1,834	2,146	2,259	2,580	*	*	Up	*
– Buildings discharged from program (%) (cumulative)	73%	73%	78%	80%	81%	*	*	Up	Up
Total dollars spent on emergency repairs in the Alternative Enforcement Program (\$)	\$2,738,310	\$2,322,680	\$2,353,336	\$2,678,697	\$2,308,657	*	*	Neutral	*

★ Critical Indicator    ● Equity Indicator    “NA” Not Available    ⇅ Directional Target    \* None

## SERVICE 2 Preserve and create quality affordable housing.

**Goal 2a** Increase affordable housing opportunities through new construction and preservation.

In Fiscal 2021, under Housing New York 2.0, the City financed the creation and preservation of 28,310 affordable units (homes), exceeding its goal of 25,000 and remaining on track to build or preserve 300,000 affordable homes by 2026. In the seventh full fiscal year of the Mayor’s 12-year plan, the City financed 11,322 new construction units, the most new construction units ever for a fiscal year in HPD’s history, and preserved 16,988 units, nearly 2,000 more units than the agency’s preservation target, bringing the total housing starts under the Housing New York Plan to 194,481. The City has now created or preserved more than 25,000 affordable homes annually for the last four years.

The agency completed 10,523 units in Fiscal 2021, about 2,800 units short of its overall completions target. The restrictions and precautions enacted in response to the COVID-19 pandemic halted and/or delayed construction, tenant relocation, and stalled inspections, affecting the completions for the fiscal year. Additionally, for both new construction and preservation projects, HPD continued its effort to aggressively follow up with its development teams to ensure the timeliness of project completion schedules. Despite these completion delays, the agency remains on track to accomplish its overall Housing New York plan goals.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Total housing starts under Housing New York (HNY) (units)	24,375	32,479	25,597	30,281	28,310	25,000	25,000	Neutral	*
– New construction starts	7,791	9,370	9,419	6,867	11,322	10,000	10,000	Up	*
– Preservation starts	16,584	23,109	16,178	23,414	16,988	15,000	15,000	Neutral	*
HNY units started for homeless individuals and families	2,625	2,264	2,682	1,417	2,849	2,500	2,500	Neutral	*
HNY units started that serve senior households	928	2,032	2,001	698	3,299	2,250	2,250	Up	*
HNY units completed for homeless individuals and families	1,090	2,462	2,230	1,197	1,601	*	*	Neutral	*

★ Critical Indicator    ● Equity 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.

HPD’s Division of Asset Management is responsible for ensuring the longevity and affordability of units that the agency has created or preserved. In Fiscal 2021 HPD increased the rental projects in its portfolio by nine percent, while the co-op projects in its portfolio increased by less than one percent, with only two additional co-op projects added to the portfolio compared to the previous fiscal year. The Asset Management portfolio of rental projects has grown as additional affordable housing units financed by HPD are leased up and transferred to Asset Management. More growth is expected in future years, based on additional development projects under the Housing New York plan.

The agency tracks information on the physical and financial condition of projects it has financed, and oversees regulatory agreements ensuring the affordability of projects financed or receiving tax exemptions. This tracking is intended to be used as an early warning system to detect and mitigate potential risks to projects and affordability. For Fiscal 2021, nearly nine percent of rental projects and 27 percent of co-op projects in the Asset Management portfolio were at high risk of physical deterioration, financial distress, or noncompliance with federal requirements. Staff use these risk metrics to prioritize outreach and intervention efforts in collaboration with owners, partners and multiple divisions of HPD. Through interventions such as financial assistance, management changes and ownership changes, the agency works to proactively identify and address at-risk projects before physical or financial distress escalates.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Asset management - Rental projects in portfolio	3,843	1,261	1,317	1,512	1,645	*	*	Down	*
Asset management - High risk rental projects in portfolio (%)	32.0%	8.0%	7.0%	8.0%	8.6%	*	*	Down	Down
Asset management - Co-op projects in portfolio	1,231	1,028	999	1,012	1,014	*	*	Down	*
Asset management - High risk co-op projects in portfolio (%)	54.0%	29.0%	28.0%	27.0%	27.4%	*	*	Down	Down

★ Critical Indicator    ● Equity 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.

The Housing Choice Voucher program, also known as Section 8, provides federal funding for subsidies for eligible low-income families to rent quality, safe, and affordable housing in neighborhoods of their choice. Families pay approximately 30 percent of their income toward rent and the subsidy, paid by HPD directly to the landlord makes up the difference within specified limits. The dwelling unit must also meet federal Housing Quality Standards (HQS) and is inspected prior to move in and then biennially.

In Fiscal 2021 the overall voucher utilization rate was 97.2 percent, less than one percentage point below the target of 98 percent. The number of vouchers issued decreased by ten percent, to 2,663. While there was a decrease in vouchers issued because of a significant drop in application submission and an adjustment in client-facing operations at the height of the COVID-19 outbreak, all of HPD's vouchers remain committed per the preference categories in HPD's administrative plan. The timing of issuing those committed vouchers was impacted, but voucher issuance increased at the start of Fiscal 2021. In total, the number of households receiving a rent subsidy through all the voucher programs increased by two percent to 41,276

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Section 8 - Voucher utilization rate	96.6%	96.4%	96.6%	97.2%	97.2%	98.0%	98.0%	Neutral	Up
– Vouchers issued	2,334	1,679	3,227	2,951	2,663	*	*	Up	Up
● – Households assisted	39,694	39,526	39,906	40,636	41,276	*	*	Neutral	Up
Section 8 subsidized units in abatement (%)	3%	2%	3%	2%	1%	*	*	Down	Down
★ Critical Indicator	● Equity Indicator	"NA" Not Available		↑↓ Directional Target	* None				

**Goal 4b** Target HPD financed housing to the lowest income New Yorkers.

More than 60 percent of the units started in Fiscal 2021 under Housing New York 2.0 are for extremely and very low income families earning less than \$53,700 a year for a three-person family. More than 5,200 of these units, or nearly 20 percent of the Fiscal 2021 total production are for extremely low income families earning up to \$32,220 for a family of three. The agency has already exceeded the plan's goal of creating or preserving 75,000 units, or 25 percent of the entire Housing New York plan, for extremely low and very low income households by nearly 15,000 units.

HPD also created nearly 3,300 units that serve seniors, and more than 2,800 units for formerly homeless New Yorkers – both records for this administration.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Housing New York units started – Extremely low income (0-30% AMI)	4,159	6,130	5,394	2,360	5,266	*	*	Down	*
Housing New York units started – Very low income (31%-50% AMI)	6,307	12,255	8,542	12,841	11,816	*	*	Up	*
★ Critical Indicator	● Equity Indicator	"NA" Not Available		↑↓ Directional Target	* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
E-mails responded to in 14 days (%)	67%	59%	51%	46%	26%	30%	50%	Down	Up
Letters responded to in 14 days (%)	45%	52%	44%	36%	31%	30%	50%	Down	Up
Average customer in-person wait time (minutes)	19	15	15	17	0	29	29	Down	Down
Visitors to the Division of Tenant Resources, Client and Owner Services rating customer service as good or better (%)	89%	86%	87%	89%	0%	95%	95%	Down	Up
Completed customer requests for interpretation	969	860	1,071	1,534	328	*	*	Down	*
CORE customer experience rating (0-100)	98	93	NA			85	85	NA	Up
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None									

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Response to 311 Service Requests (SRs)									
Percent meeting time to close - Heating (5 days)	88%	79%	95%	97%	92%	90%	95%	Up	*
Percent meeting time to close - Pests (30 days)	59%	61%	65%	57%	61%	60%	65%	Neutral	*
Percent meeting time to close - Paint/Plaster - Ceiling (17 days)	74%	74%	76%	72%	76%	70%	65%	Neutral	*
Percent meeting time to close - Paint/Plaster - Walls (17 days)	64%	67%	69%	63%	64%	60%	65%	Neutral	*
Percent meeting time to close - Plumbing - Water-Leaks (17 days)	64%	66%	69%	62%	63%	60%	65%	Neutral	*
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$1,026.6	\$1,000.8	\$1,090.4	\$1,366.4	\$1,344.9	\$1,055.5	\$1,167.7	Up
Revenues (\$000,000)	\$79.1	\$93.9	\$72.7	\$72.2	\$62.2	\$39.0	\$39.1	Down
Personnel	2,278	2,295	2,380	2,429	2,335	2,559	2,633	Neutral
Overtime paid (\$000,000)	\$2.4	\$2.9	\$4.0	\$3.8	\$2.2	\$2.0	\$2.2	Neutral
Capital commitments (\$000,000)	\$880.0	\$1,231.4	\$1,508.5	\$699.8	\$1,033.8	\$741.5	\$1,754.8	Neutral
<sup>1</sup> Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at <a href="http://nyc.gov/mmr">nyc.gov/mmr</a> for details. <sup>2</sup> Authorized Budget Level <sup>3</sup> 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 FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$184.9	\$193.2	
001 - Office of Administration	\$45.4	\$47.5	All
002 - Office of Development	\$31.5	\$32.8	2a, 3a, 4a, 4b
003 - Rental Subsidy Program		\$18.1	2a, 4a
004 - Office of Housing Preservation	\$66.5	\$71.3	1a, 1b
006 - Housing Maintenance and Sales	\$41.5	\$23.5	2a, 3a, 4b
Other Than Personal Services - Total	\$944.8	\$1,151.7	
008 - Office of Administration	\$9.6	\$11.0	All
009 - Office of Development	\$585.1	\$77.5	1b, 2a, 4a, 4b
010 - Housing Management and Sales	\$11.3	\$15.0	1a, 1b, 2a, 3a, 4b
011 - Office of Housing Preservation	\$72.8	\$100.2	1a, 1b, 4b
012 - City Assistance to NYC Housing	\$265.9	\$371.6	All
013 - Rental Subsidy Program	\$0.0	\$576.3	2a, 4a
Agency Total	\$1,129.8	\$1,344.9	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds. <sup>2</sup> City of New York Adopted Budget for Fiscal 2021, as of Jun 2021. Includes all funds. <sup>3</sup> Refer to agency goals listed at front of chapter. "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Equity NYC indicators are identified with a burst (✪). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## 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>
- The Housing New York 2.0 plan:  
<https://www1.nyc.gov/assets/hpd/downloads/pdfs/about/housing-new-york-2-0.pdf>
- Where We Live  
<https://www1.nyc.gov/site/hpd/services-and-information/where-we-live-nyc.page>
- The Social Indicators and Equity Report, EquityNYC:  
<http://equity.nyc.gov/>

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

# NEW YORK CITY HOUSING AUTHORITY

Gregory Russ, Chair/Chief Executive Officer



## WHAT WE DO

The New York City Housing Authority (“NYCHA” or the “Authority”) provides affordable housing to 547, 891 authorized residents in over 177,611 apartments within 335 housing developments. NYCHA serves 349,997 authorized residents in 168,100 apartments within 285 housing developments through the conventional public housing program (Section 9) and 20,201 authorized residents in 9,511 units within 50 developments that were converted to the PACT program (Section 8). Through federal rent subsidies (Section 8 Leased Housing Program), NYCHA also provides rental subsidies to approximately 88,516 families in locating and renting units. In addition, NYCHA facilitates access to social services through a variety of programs.

NYCHA is at a critical moment in its 85-year history. Years of disinvestment and deterioration have led to an emergency situation that requires an urgent and extraordinary response. Through its *Blueprint for Change* proposals, NYCHA aims to strengthen its business model and raise much-needed capital funding for its developments. In January 2019, NYCHA and the City of New York signed an Agreement with the U.S. Department of Housing and Urban Development (HUD), which outlined a set of reforms and performance targets across six pillar areas: inspections, lead, mold, pests/waste, heating, and elevators. An independent monitor is in place, working with NYCHA on these goals and issuing quarterly reports on compliance with the agreement. NYCHA is also investing in environmental resiliency and sustainability initiatives and other critical projects using funding from the recently approved City Capital Action Plan and other public funding sources. Finally, NYCHA continues to pursue NYCHA 2.0 initiatives that fund vital building and apartment upgrades while also exploring innovative strategies to build new 100% affordable housing.

## FOCUS ON EQUITY

NYCHA promotes equity by providing quality housing for New Yorkers that is sustainable, inclusive, and safe, while fostering opportunities for economic mobility for its residents. NYCHA develops and implements programs, policies, and partnerships to support residents in the areas of employment, training, education, and health. In Fiscal Year 2021, NYCHA engaged 102,133 residents in the design and implementation of key initiatives, including planning for PACT conversions and collecting public comments and feedback on the Blueprint for Change. The Authority also facilitated an extensive engagement plan for the [Transformation Plan](#), including a public comment process to ensure that all residents and stakeholders had the opportunity to share their feedback and ideas for change, townhalls meetings for stakeholders and staff, and various staff surveys. NYCHA is committed to delivering better services for residents, transforming as an organization, and investing capital across its portfolio to give residents the homes they deserve.

## OUR SERVICES AND GOALS

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### **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 for NYCHA residents.



# HOW WE PERFORMED IN FISCAL 2021

## SERVICE 1 Operate as an efficient and effective landlord.

### Goal 1a Improve rent collection.

The COVID-19 pandemic has significantly impacted NYCHA's rent collection. The cumulative rent collection decreased by eight percent, from 86.4 percent in Fiscal 2020 to 78.1 percent in Fiscal 2021 and did not meet the target of 97.5 percent. The rent delinquency increased from 37 percent in Fiscal 2020 to 40.2 percent in Fiscal 2021.

The COVID-19 crisis changed the ways NYCHA engaged with residents to support rent collection for those who were delinquent. NYCHA followed all local, state and federal guidelines. The number of households that owe money for more than one month increased by 17 percent from 41,994 in June 2020 to 49,162 in June 2021. The Authority has received and processed more interim rent adjustments as a result of income reductions, which are contributing factors to the rising numbers. Residents concerned about paying their rent or who are experiencing financial hardship can apply for rent hardship through a simplified process which allows self-certification without the documents that were previously required (pay stubs, etc.). NYCHA is also encouraging residents who are in arrears to apply for the state's Emergency Rental Assistance Program (ERAP).

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Rent collection (%)	93.7%	92.3%	89.6%	86.4%	78.1%	97.5%	97.5%	Down	Up
Rent delinquency rate (%)	30.0%	31.5%	34.9%	37.0%	40.2%	*	*	Up	Down
★ Critical Indicator	● Equity Indicator	"NA" Not Available			↑↓ Directional Target	* None			

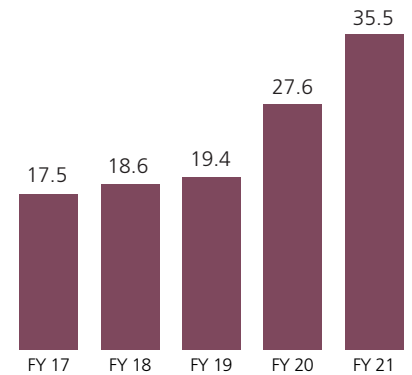
### Goal 1b Expedite maintenance and repairs.

The average time to resolve emergency complaints remained stable at 16.5 hours and was below the target of 24 hours in Fiscal 2021.

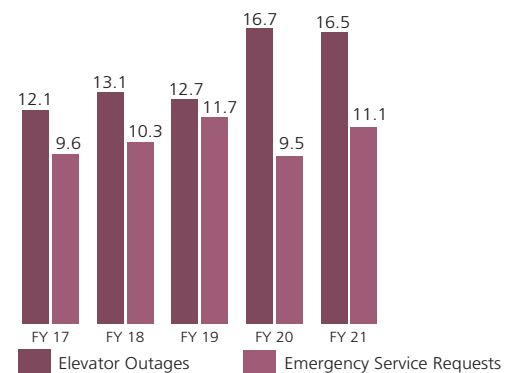
The average time to resolve non-emergency service requests increased by 29 percent, from 27.6 days in Fiscal 2020 to 35.5 days in Fiscal 2021. NYCHA attributes this increase primarily as a result of the COVID-19 pandemic. NYCHA instituted work order guidance limiting staff from conducting certain lower-priority in-unit repairs during the pandemic. Following the advice of the Occupational Safety and Health Administration (OSHA), HUD and federal, local and state public health professionals, this guidance was put in place in mid-March 2020 to protect the health and safety of NYCHA's residents and employees. This limitation on the type of work that can be performed in apartments has negatively impacted the resolution time for non-emergency work orders. NYCHA has resumed work in apartments to address non-emergency repairs and other repairs which were not performed earlier in the COVID-19 pandemic. Through its Transformation Plan, NYCHA is rolling out several work order initiatives which will improve repair time through better planning and scheduling, improved staffing allocation, increased visibility in the work order process, as well as worker accountability and productivity through constant monitoring.

Heat outage figures are reported for the heating season, which began on October 1, 2020 and ended on May 31, 2021. The average hours to resolve heat outages was 7.3, which was well below the target of 12 hours required in the January 2019 agreement with HUD. These positive results can be attributed to the continued utilization of a heating team dedicated to

**Average Time to Resolve Non-Emergency Service Requests (days)**



**Average Time to Resolve Emergency Service Requests and Elevator Outages (hours)**



resolving service interruptions 24/7, the activation of a “Situation Room” during periods of extreme cold to coordinate the response to interruptions and mobilization of resources in real time, and the constant monitoring of outage data through the use of dashboards and reports to identify issues proactively.

The average time to resolve elevator outages increased 18 percent, from 9.5 hours in Fiscal 2020 to 11.1 hours in Fiscal 2021 and was higher than the target of 10 hours. The average outage per elevator per month increased from 0.97 to 1.09. The elevator service uptime dropped to 98.2 percent but was better than the target of 97 percent. In the early months of the pandemic, the COVID-19 work order guidance severely limited preventive maintenance in single car as well as duplex buildings, which led to a higher number of outages and subsequently a longer resolution time. NYCHA resumed preventive maintenance in its elevators in September 2020 and improved the resolution time to 9.9 hours for the second half of the fiscal year. Other efforts to improve elevator service include the hiring and training of additional elevator mechanic teams and investing in air conditioners in motor rooms, door lock monitors, and other equipment. NYCHA will continue to monitor this indicator.

The percentage of elevator outages due to vandalism dropped to seven percent in Fiscal 2021 from 9.6 percent in Fiscal 2020. The decrease in vandalism is the result of continued reporting and training to accurately identify vandalism causes. The number of alleged elevator injuries decreased from nine in Fiscal 2020 to seven in Fiscal 2021. NYCHA’s consistent training and continued safety communication to field staff and residents has helped reduce the number of injuries.

The management cost per dwelling unit per month slightly increased from \$1,077 in 2020 to \$1,132 in Fiscal 2021. Operating expenses increased by \$71 million as compared to Fiscal 2020 during the same period, led by \$51.6 million in maintenance and operation costs, primarily for building sanitizing costs directly related to COVID 19 pandemic. This was followed by increases of \$12.3 million of insurance premium and professional services in general and administrative expenses and \$6.7 million in utilities.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Average time to resolve emergency service requests (hours)	12.1	13.1	12.7	16.7	16.5	24.0	24.0	Up	Down
★ Average time to resolve non-emergency service requests (days)	17.5	18.6	19.4	27.6	35.5	15.0	15.0	Up	Down
★ Average time to resolve elevator outages (hours)	9.6	10.3	11.7	9.5	11.1	10.0	10.0	Neutral	Down
★ Average outage per elevator per month	1.06	1.07	1.16	0.97	1.09	1.01	1.01	Neutral	Down
★ Elevator service uptime (%)	98.6%	98.5%	98.1%	98.7%	98.2%	97.0%	97.0%	Neutral	Up
★ Alleged elevator injuries reported to the Department of Buildings	11	7	4	9	7	↓	↓	Down	Down
★ Elevator-related fatalities	0	0	0	0	0	↓	↓	Neutral	Down
Management cost per dwelling unit per month (\$)	\$950	\$978	\$1,052	\$1,077	\$1,132	\$875	\$875	Up	*
★ Average Time (hours) to Resolve Heat Outages	NA	NA	NA	NA	7.3	12.0	12.0	NA	Down
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↑↓ Directional Target	* None					

### Goal 1c Optimize apartment usage and ensure rental equity.

In Fiscal 2021, the average time to prepare vacant apartments for re-rental dropped slightly to 111.2 days, compared to 114.5 days in Fiscal 2020. NYCHA continues to face challenges in prepping and turning over units as they require extensive work, especially in the areas of carpentry, plastering, painting and lead abatement. The turnaround time to re-occupy apartments increased 17 percent from 97.8 days to 114.2 days partly due to the long prep time for vacant apartments. In addition to the use of vendors to expedite the apartment prep process, NYCHA is also exploring policy modifications to improve the prospective tenant’s experience during the apartment selection process by reducing the time between the apartment selection and the move-in date. These efforts should help reduce the overall time for re-occupancy.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Average time to prepare vacant apartments (days)	45.2	50.8	83.5	114.5	111.2	20.0	20.0	Up	Down
★ Average turnaround time for vacant apartments (days)	55.1	51.8	76.5	97.8	114.2	30.0	30.0	Up	Down
★ Critical Indicator	● Equity Indicator	"NA" Not Available		↕ Directional Target	* None				

### Goal 1d Improve safety and security.

The crime rate rose by 18 percent to 14.9 in Fiscal 2021 from 12.6 in Fiscal 2020. NYCHA continues to strengthen its relationship with the NYPD and other law enforcement agencies. NYCHA is also developing ways to boost resident engagement; work with resident leadership and their associations to secure additional funding for security enhancements such as LED lighting, closed-circuit television (CCTV), and Layered Access Control (LAC) entrances; and increase communication about safety and security issues with residents.

As part of the Mayor's Action Plan for Neighborhood Safety (MAP), construction has been completed for new exterior lighting at 14 MAP developments. Construction is completed at 13 of the 15 MAP developments that are receiving CCTV/LAC installation. As of June 30, 2021, CCTV and LAC installations have been completed at 57 of the 63 developments, and work is ongoing at five remaining sites. An additional 28 non-MAP developments are projected to have security enhancement work to begin in Fiscal Year 2022. This includes exterior site lighting, CCTV, and LAC.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Major felony crime rate per 1,000 residents	12.7	12.3	12.4	12.6	14.9	*	*	Up	Down
★ Major felony crimes in public housing developments	5,084	4,853	4,766	4,844	5,373	↓	↓	Neutral	Down
★ Critical Indicator	● Equity Indicator	"NA" Not Available		↕ Directional Target	* None				

## SERVICE 2 (Re)build, expand, and preserve public housing and affordable housing stock.

### Goal 2a Preserve the public and affordable housing asset.

The percentage of active capital projects in construction on schedule was 89 percent in Fiscal 2021, down from 94.2 percent in Fiscal 2020. The percentage of all active capital projects on schedule was 73.0 percent in Fiscal 2021, compared to 78.9 percent in Fiscal 2020. The COVID-19 pandemic significantly impacted on time performance. It caused a six-month moratorium on city funded projects which was lifted in November 2020. The performance of non-city funded projects already in progress was restricted by CDC guidelines, which limited the number of staff that could be within a specific space on the site. Some vendors elected not to continue their work at the peak of the pandemic. A shortage of labor and supplies resulted in project delays. Department of Buildings and other regulatory inspections were also paused during this time. NYCHA's Capital Projects Division (CPD) continues to assess the risks and deploy strategies to remediate issues and improve the delivery time of the portfolio.

Announced in November 2018, NYCHA is addressing \$12.8 billion in overdue repairs in 62,000 apartments through public-private partnerships as part of its Permanent Affordability Commitment Together (PACT) initiative, which includes the federal Rental Assistance Demonstration (RAD) program. All 62,000 apartments will be converted to Section 8 funding and remain permanently affordable. Section 8 funding provides a more stable flow of federal subsidy and allows NYCHA and its development partners to raise external financing to address a development's capital repair needs. Quality private managers will maintain and operate the buildings. Residents will pay rent limited to 30 percent of their income and retain robust rights and protections. Partnerships also deliver valuable social services from nonprofit partners to residents.

NYCHA selects sites for the PACT program that have the highest capital needs and operating challenges. To date, NYCHA has converted 9,517 apartments through PACT since the initiative's launch, raising more than \$1.75 billion to fund comprehensive repairs. Renovations are complete at more than 3,200 apartments in Queens and the Bronx. Major upgrades are underway at approximately 6,300 apartments and another 6,475 apartments across New York City are part of projects that are currently in predevelopment for comprehensive repairs.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Active capital projects on schedule (%)	69.4%	76.3%	68.3%	78.9%	73.0%	75.0%	75.0%	Neutral	Up
★ Active capital projects in construction phase on schedule (%)	86.9%	89.8%	77.3%	94.2%	89.0%	85.0%	85.0%	Neutral	Up
Number of buildings (Public Housing Portfolio)	2,442	2,418	2,351	2,252	2,198	*	*	Down	*
Number of developments transitioned (RAD/PACT Portfolio)	NA	NA	18	14	17	*	*	NA	*
Number of buildings transitioned (RAD/PACT Portfolio)	NA	NA	67	97	38	*	*	NA	*
Number of apartments transitioned through PACT/RAD (RAD/PACT Portfolio)	NA	NA	2,458	3,940	1,718	*	*	NA	*
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

**Goal 2b** Optimize access to affordable housing in public housing developments to income-eligible families.

NYCHA's occupancy rate has remained stable at 98.6 percent in Fiscal 2021 compared to 98.8 percent in Fiscal 2020. As of June 2021, NYCHA had 168,100 Section 9 units. The number of applicants placed in public housing decreased by nine percent, from 3,330 in Fiscal 2020 to 3,035 in Fiscal 2021. Among the contributing factors to the decrease is the availability of fewer units due to RAD/PACT conversions, including those scheduled for conversion later this year as new rentals have stopped at these sites. The longer apartment prep time has also impacted placements. NYCHA will continue to monitor this indicator.

The overall number of homeless households placed in housing in Fiscal 2021 was 13 percent lower compared to Fiscal 2020. The number of homeless placed in public housing dropped from 1,913 to 1,597 and the number of homeless placed through Section 8 decreased from 749 to 726. The trend in homeless placements was reflective of the decrease of available apartments as noted for NYCHA's overall placements.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Apartment Attrition Rate (%)	3.9%	4.0%	3.6%	3.8%	3.9%	*	*	Neutral	*
★ Occupancy rate (%)	99.4%	99.3%	98.9%	98.8%	98.6%	99.2%	99.2%	Neutral	Up
Applicants placed in public housing	3,834	3,748	3,147	3,330	3,035	*	*	Down	Up
Homeless applicants placed in housing - Total	2,841	2,683	2,449	2,662	2,323	*	*	Down	*
- NYCHA housing	1,928	1,686	1,403	1,913	1,597	*	*	Neutral	*
- Section 8	913	997	1,046	749	726	*	*	Down	*
Working families residing in public housing (cumulative) (%)	46.7%	46.0%	46.0%	45.3%	45.3%	*	*	Neutral	Up
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

**Goal 2c** Increase access to affordable housing in privately owned units.

The number of families on the Section 8 waiting list decreased to about 34,000 in Fiscal 2021 from 40,000 in Fiscal 2020. Over the past year, NYCHA's Section 8 program conducted outreach to the applicants to update its waiting list. The decrease is a result of those applicants who did not confirm continued interest in remaining on the waiting list.

The maximum allowable Section 8 vouchers increased slightly from 104,054 in Fiscal 2020 to 106,410 in Fiscal 2021. The funded Section 8 vouchers slightly increased from 87,285 to 88,880. The increase reflects new program admissions and PACT conversions.

The percentage of biennial Section 8 inspections completed declined from 93 percent in Fiscal 2020 to 61 percent for the same period in Fiscal 2021. Following the COVID-19 guidance, the Leased Housing Department suspended all Housing Quality Standards inspections, which severely impacted the inspection completion rate. In January 2021, NYCHA resumed the inspection process through remote video.

The percentage completion of annual Section 8 recertifications remained stable at 99 percent due to a continued focus on productivity and streamlined case processing.

The number of applicants placed through Section 8 vouchers decreased by 34 percent, from 3,632 in Fiscal 2020 to 2,397 in Fiscal 2021. Although NYCHA continues to issue vouchers, there were fewer placements due to the ongoing state of emergency under COVID-19. NYCHA's Leased Housing Department modified its operations to continue issuing vouchers and receiving rental packages via email. This is still in place while the walk-in centers are closed.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
● Families on Section 8 waiting list (000)	148	141	138	40	34	*	*	Down	Down
Maximum allowable Section 8 vouchers	99,838	101,254	102,706	104,054	106,410	*	*	Neutral	*
Funded Section 8 vouchers	85,209	86,628	86,768	87,285	88,880	*	*	Neutral	*
★ Utilization rate for funded Section 8 vouchers (%)	100.0%	99.0%	99.0%	100.0%	100.0%	97.0%	97.0%	Neutral	Up
Funding utilization for Section 8 vouchers (%)	101.0%	101.0%	98.0%	98.0%	99.0%	*	*	Neutral	*
★ Section 8 occupied units (vouchers)	85,175	84,994	85,839	87,439	88,143	87,000	87,000	Neutral	Up
Biennial Section 8 inspections	80.0%	98.0%	98.0%	93.0%	61.0%	*	*	Down	Up
Annual Section 8 recertifications	98.0%	99.0%	99.0%	98.0%	99.0%	*	*	Neutral	Up
Applicants placed through Section 8 vouchers	2,758	1,735	2,438	3,632	2,397	*	*	Up	Up
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ↑↓ Directional Target   * None									

**Goal 2d** Develop new mixed-use, mixed-income housing and resources.

Launched in December 2018, the Build to Preserve (BTP) program is expected to address approximately \$2 billion in capital repairs over the next 10 years across approximately 10,000 NYCHA apartments. NYCHA will use this new model to develop new mixed-use, mixed-income housing on underused public-owned land and dedicate 100 percent of the proceeds to repairs at the surrounding development. Any remaining funds will be invested in repairs at other NYCHA developments in the neighborhood. New buildings will be subject to Mandatory Inclusionary Housing (MIH) levels of affordability and will increase the City's permanently affordable housing stock.

NYCHA released an RFP in April 2021 to implement a community-driven preservation and investment strategy at Fulton, Chelsea, Chelsea Addition, and Elliott Houses in the Chelsea neighborhood. The four developments, which include 2,073 apartments across 24 buildings in the Chelsea section of Manhattan, have an estimated total of \$366 million in extensive capital need and repair costs ranging from heating infrastructure to building security improvements. NYCHA anticipates selecting partners by the end of 2021.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Unit Inventory (Public Housing Portfolio)	176	176	173	170	168	*	*	Neutral	*
Number of developments (Public Housing Portfolio)	326	325	316	302	285	*	*	Down	*
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ↑↓ Directional Target   * None									

**SERVICE 3** Engage residents and connect them to best-in-class social services.

**Goal 3a** Connect all residents to critical services in their communities.

NYCHA's emergency transfer priority is available to NYCHA residents who are victims of domestic violence, intimidated victims, intimidated witnesses, or child sexual victims as well as all categories defined under the Violence Against Women Act (VAWA). VAWA includes victims of domestic violence, dating violence, sexual assault, or stalking. The priority is intended to enhance safety for at-risk residents by providing confidential relocation to another NYCHA development. The number of residents approved for an emergency transfer increased by 28 percent, from 1,776 in Fiscal 2020 to 2,266 in Fiscal 2021. The emergency transfer disposition time was up by 15 percent, from 14.9 days in Fiscal 2020 to 17.2 days in Fiscal 2021. There was a significant increase in domestic violence transfer requests, anecdotally due to pandemic related social factors. The increased volume led to a slight increase in the processing time, but it remains well below the 45-day target.

The referrals to supportive services provided to senior residents almost doubled from 41,586 in Fiscal 2020 to 81,176 in Fiscal 2021. The increase in supportive services is attributed to the impacts of the COVID-19 pandemic. Wellness calls were conducted by all Community Engagement and Partnerships (CEP) departments and executive staff. Residents were referred to an array of services such as home care, health care, entitlements, addressing rent, and repair needs. Residents were also connected to food delivery services through GetFoodNYC and other community-based food services; NYC Well Health; DOE Grab and Go; and Capsule for free medication. They also received free tablets with training and free air conditioners through the Mayor's Office.

The initial social service tenant contacts conducted within five days increased slightly by two percent, from 91 percent in Fiscal 2020 to 93 percent in Fiscal 2021. Through supervision and monitoring, staff are continuing to respond to cases within five days of assignment.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Residents approved for emergency transfers	1,070	1,794	1,846	1,776	2,266	*	*	Up	*
★ Emergency transfer disposition time (days)	33.24	24.52	13.97	14.93	17.16	45.00	45.00	Down	Down
★ Initial social service tenant contacts conducted within five days of referral (%)	72%	77%	88%	91%	93%	76%	76%	Up	Up
Referrals to supportive social services for senior residents	18,317	20,813	20,521	41,586	81,176	*	*	Up	Up
★ Critical Indicator	● Equity Indicator	"NA" Not Available		⬆️⬆️ Directional Target	* None				

### Goal 3b Increase employment opportunities for NYCHA residents.

There were 1,411 overall resident job placements in Fiscal 2021 compared to 2,127 in Fiscal 2020. This indicator includes 1,175 direct placements through NYCHA's Office of Resident Economic Empowerment and Sustainability (REES) and Human Resources Department as well as 236 partner placements. The decrease can be attributed to COVID-19 pandemic, which began in mid-March 2020 and immediately caused NYCHA to pause hiring in many of its titles. NYCHA employer contractors also paused much of their hiring and Jobs-Plus partners experienced a shortage of employment opportunities with New York on pause.

The percentage of job placements to program graduates decreased from 90.6 percent in Fiscal 2020 to 86 percent in Fiscal 2021. From our observations, many things played into the placement numbers for the training programs. The COVID-19 epidemic led to the physical closing of NYCHA's REES offices beginning in March 2020, and those of many of our partners. Most of the training provider partners had to pause and transition to primarily virtual outreach, information session, workshops and trainings—many amid cohorts that had already begun prior to March. In addition, due to social distancing requirements, cohorts that were still meeting in person had reduced class size. Further complicating completions and placements during FY2021 was the lack of, or absence of connectivity, which caused residents to not participate fully and/or dropping prior to completion/placement because they did not possess the necessary technology equipment.

The youth placed in jobs through youth employment programs dropped to 3,231 in Fiscal 2021 from 3,896 in Fiscal 2020. NYCHA continues its collaboration with the City's Department of Youth and Community Development to support them and their providers on two NYCHA-specific initiatives under the Summer Youth Employment Program: Career First and MAP for \$uccess. Both programs provide reserved slots for NYCHA youth and young adults from select NYCHA developments. In addition to these two programs, NYCHA also directly hired youth through its seasonal program and the City's Clean Up Corps.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Resident job placements - Total	3,449	2,903	2,933	2,127	1,411	⬆️	⬆️	Down	Up
- Direct placements	2,097	1,461	1,082	862	1,175	1,593	1,593	Down	Up
- Program and partner placements	1,352	1,442	1,851	1,265	236	*	*	Down	*
Job training graduates placed in jobs (%)	91%	85%	83%	91%	86%	*	*	Neutral	Up
Youth placed in jobs through youth employment programs	1,005	960	972	3,896	3,231	*	*	Up	Up
★ Critical Indicator	● Equity Indicator	"NA" Not Available		⬆️⬆️ Directional Target	* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	189,243	172,978	178,282	147,520	156,054	*	*	Down	*
Letters responded to in 14 days (%)	83.8%	88.9%	68.5%	97.1%	NA	*	*	NA	Up
E-mails responded to in 14 days (%)	77.6%	80.3%	97.0%	95.7%	98.6%	*	*	Up	Up
Average wait time to speak with a customer service agent (minutes)	18	17	17:2	14:5	NA	*	*	NA	Down
CORE facility rating	95	82	NA	97	97	*	*	NA	Up
Calls answered in 30 seconds (%)	46.0%	57.0%	63.7%	74.0%	76.5%	*	*	Up	Up
Number of agency customers surveyed for overall customer satisfaction	34,886	54,822	66,044	37,135	19,793	*	*	Down	Up
Customers rating service good or better (%)	81.1%	78.8%	75.9%	75.4%	72.6%	71.0%	71.0%	Down	Up
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$3,342.4	\$3,376.0	\$3,492.2	\$3,749.2	\$4,035.3	\$3,746.1	\$4,083.7	Up
Revenues (\$000,000)	\$3,224.7	\$3,306.5	\$3,532.5	\$3,486.2	\$3,948.4	\$3,837.4	\$4,058.3	Up
Personnel	10,771	10,761	10,834	11,061	11,689	11,029	11,559	Neutral
Overtime paid (\$000,000)	\$92.9	\$101.4	\$102.5	\$148.0	\$155.7	\$105.5	\$89.8	Up
Capital commitments (\$000,000)	\$82.4	\$137.5	\$302.3	\$174.1	\$106.5	\$350.7	\$402.8	Up
<sup>1</sup> Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at <a href="http://nyc.gov/mmr">nyc.gov/mmr</a> for details. <sup>2</sup> Authorized Budget Level <sup>3</sup> Expenditures include all funds "NA" - Not Available      * None								

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Currently, NYCHA is not in compliance with several federal regulations and is working to assess the extent of noncompliance. On January 31, 2019, NYCHA signed an agreement with HUD to resolve claims brought by the U.S. Attorney's Office for the Southern District of New York, including on behalf of HUD and the Environmental Protection Agency. The agreement establishes a framework by which NYCHA will continue to evaluate its compliance with federal requirements. The agreement also requires NYCHA to take certain actions and meet certain standards and deadlines related to health and safety. NYCHA has not yet met certain standards and deadlines set forth in the agreement and continues to work with an independent monitor to improve its compliance with these requirements. The monitor is in place with access to NYCHA information and personnel and has issued and will continue to issue quarterly reports on NYCHA's compliance with the agreement. (<https://nychamonitor.com/>).
- Fiscal 2021 data is not available for the indicators 'Letters responded to in 14 days (%)' and 'Average wait time to speak with a customer service agent (minutes).'
- Equity NYC indicators are identified with a burst (●). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

For additional information go to:

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

For more information on the agency, please visit: [www.nyc.gov/nycha](http://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 now number more than 37,697 buildings and sites, including 1,445 individual landmarks and more than 35,000 buildings and sites within 152 historic districts and extensions across all five boroughs. The agency reviews applications for work on designated properties, investigates complaints of illegal work and initiates action to compel compliance with the Landmarks Law. LPC also administers a federally funded Historic Preservation Grant Program that provides financial assistance to low-to-moderate income New Yorkers to help fund work on designated properties.

## FOCUS ON EQUITY

LPC is committed to ensuring equity in all aspects of the agency's work and to reaffirm that commitment, LPC launched an Equity Framework in January 2021 to guide agency priorities for the year and into the future. This includes prioritizing designations that represent New York City's diversity and designations in areas less represented by landmarks. During Fiscal 2021, LPC designated several landmarks and historic districts as part of its equity framework, including the Dorrance Brooks Square Historic District, the first historic district named after an African American, and which has strong associations with notable figures in the Harlem Renaissance; the Kimlau War Memorial, the first NYC landmark that specifically recognizes Chinese American history and culture; and on Staten Island, The Aakawaxung Munahanung (Island Protected from the Wind) Archaeological Site, the first NYC landmark specifically recognizing the many generations of Indigenous peoples who lived here.

LPC responded quickly to the pandemic to ensure equitable access and continuity in all critical functions. The agency instituted e-filing and virtual hearings to continue to issue permits and allow for robust public engagement. In addition, LPC has been working to ensure fairness, transparency, and efficiency in regulation, so that all property owners understand the agency's processes and have equal access to resources and technical assistance. In June 2021, the agency launched LPC's Open Office Hours initiative for homeowners considering work on their designated buildings. This initiative enables property owners to virtually meet one-on-one with preservation staff to discuss their potential projects and ask questions about LPC permitting.

Finally, the agency applied equity through education and outreach programs focused on the benefits and responsibilities of preservation in communities across all five boroughs. As a regulatory agency, it is essential for applicants to understand the agency's processes and have equal access to resources. During Fiscal 2021, LPC organized 15 virtual community-focused outreach events and informational presentations, targeting neighborhoods like Central Harlem in Manhattan, and Ridgewood and Addisleigh Park in Queens. LPC also hosted a citywide grants and tax benefits webinar on funding opportunities through LPC's Historic Preservation Grant Program, tax credits from the New York State Historic Preservation Office and other financial incentives offered by the New York Landmarks Conservancy, and a citywide webinar on filing permit applications with LPC.

## OUR SERVICES AND GOALS

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### **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 IN FISCAL 2021

## 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.

In Fiscal 2021, the Commission completed 10 designations including eight individual landmarks and two historic districts, for a total of 339 buildings and sites. Among the new individual landmarks are Holyrood Episcopal Church-Iglesia Santa Cruz, which fills a gap in representation of New York City’s Latino community; 70 Fifth Avenue, significant as the former home of the national office of the NAACP in the early-20th century, as well as many progressive organizations that advanced social justice and equality; and the Harriet and Thomas Truesdell House at 227 Duffield Street, a rare surviving 19th-century abolitionists’ home in Downtown Brooklyn. The Commission also surveyed less represented areas like East Flatbush in Brooklyn, where the agency designated its first historic district, East 25th Street Historic District, which recognizes both the architectural quality and the residents’ incredible stewardship of their historic homes and their block.

Designations are impacted by COVID-19, which slowed or suspended certain Agency activities and operations by necessity as part of citywide efforts to minimize person to person contact and contain the spread of the virus, including many of the types of in-person meetings, targeted outreach activities, field surveys and research work that are typically part of the designation process.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Individual, interior and scenic landmarks, and historic districts, designated	30	21	24	11	10	20	20	Down	*
★ – Total number of buildings designated	324	485	642	63	339	*	*	Down	*
★ Critical Indicator      ● Equity Indicator      “NA” Not Available      ⬆️⬆️ Directional Target      * None									

**Goal 1b** Facilitate appropriate work on landmark buildings through technical assistance and timely issuance of permits.

The number of permit applications received in Fiscal Year 2021 was 10,907 and the Commission acted on 10,075 applications, both a decrease from Fiscal Year 2020. This decrease is due to COVID-19’s impact on the economy and real estate activity in New York City. In Fiscal Year 2021, approximately 84 percent of Certificates of No Effect (CNEs) were issued within 10 business days. This is a slight decrease from 85 percent in Fiscal Year 2020 and falls just below LPC’s target of 85 percent. Expedited Certificates of No Effect (XCNEs) issued within two days remained stable at 100 percent. The average number of days from completed submission to issuance for CNEs was 5.9 days, up from 5.7 days the year prior. Permits for Minor Work (PMWs,) increased to 6.4 days from 5.9 days. This half-day increase is likely due to the logistics surrounding the implementation of the Agency’s new e-filing system, which was developed internally in response to COVID-19. For XCNEs, it remained stable at 1.0 days. Through continuous evaluation of both LPC’s reporting and permitting processes, the Agency aims to further enhance the efficiency and efficacy of its services and continue to execute its mission.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Work permit applications received	13,874	14,011	14,069	11,701	10,907	*	*	Down	*
★ Actions taken on work permit applications received	13,533	12,563	12,803	10,950	10,075	*	*	Down	*
Certificates of No Effect issued within 10 business days (%)	93%	85%	82%	85%	84%	85%	85%	Neutral	Up
Expedited Certificates of No Effect issued within two business days (%)	94%	96%	99%	100%	100%	100%	100%	Neutral	Up
Permits for minor work issued within 10 business days (%)	92%	82%	80%	83%	83%	*	*	Neutral	Up
★ Critical Indicator      ● Equity Indicator      “NA” Not Available      ⬆️⬆️ Directional Target      * None									

**Goal 1c** Increase compliance with landmark regulations.

In Fiscal 2021, Enforcement received 310 complaints, down from 420 in Fiscal 2020, with 55 total enforcement actions taken. There is no correlation between the number of complaints received and the number of enforcement actions taken. While some complaints result in multiple violations, others do not warrant enforcement action after investigation. Complaint trends often reflect which neighborhood groups have higher number of engaged advocates who report violations. As a consequence of the economic impact of COVID-19 on City property owners, the Agency decided to immediately act on only more serious violations or violations where there is on-going work, and held off on pursuing enforcement for less significant issues. Investigations of complaints was also affected because there were constraints for staff to do site visits.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Number of complaints received	677	583	492	420	310	*	*	Down	*
Investigations completed	661	648	394	347	105	*	*	Down	*
Enforcement actions taken: Total warning letters, NOVs, and stop work orders issued	937	837	479	416	55	*	*	Down	*
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	98%	98%	98%	94%	83%	*	*	Down	*

★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ↑↓ Directional Target   \* None

**Goal 1d** Evaluate potential impacts to archaeological resources in a timely manner.

The number of archaeological application reviews in Fiscal 2021 was 372, a seven percent increase from the previous fiscal year. Of those applications received, 98 percent were reviewed within 10 business days, exceeding the target of 85 percent.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Archaeology applications received	318	345	390	347	372	*	*	Up	*
Archaeology applications reviewed within 10 business days (%)	96%	92%	98%	98%	90%	85%	85%	Neutral	*

★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ↑↓ Directional Target   \* None

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
Letters responded to in 14 days (%)	85%	88%	89%	88%	94%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	99%	93%	87%	92%	94%	*	*	Neutral	Up

★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ↑↓ Directional Target   \* None

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$5.5	\$5.8	\$6.2	\$6.7	\$6.9	\$6.6	\$6.8	Up
Revenues (\$000,000)	\$9.2	\$7.0	\$7.9	\$6.3	\$6.2	\$5.5	\$6.1	Down
Personnel	65	70	75	76	70	79	79	Neutral
Overtime paid (\$000)	\$16	\$15	\$10	\$7	\$7	\$7	\$7	Down

<sup>1</sup>Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at [nyc.gov/mmr](http://nyc.gov/mmr) for details.   <sup>2</sup>Authorized Budget Level   <sup>3</sup>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 FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$5.9	\$6.0	All
002 - Other Than Personal Services	\$0.5	\$0.9	All
Agency Total	\$6.4	\$6.9	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds. <sup>2</sup> City of New York Adopted Budget for Fiscal 2021, as of Jun 2021. Includes all funds. <sup>3</sup> Refer to agency goals listed at front of chapter. “NA” Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Equity NYC indicators are identified with a burst (✳). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

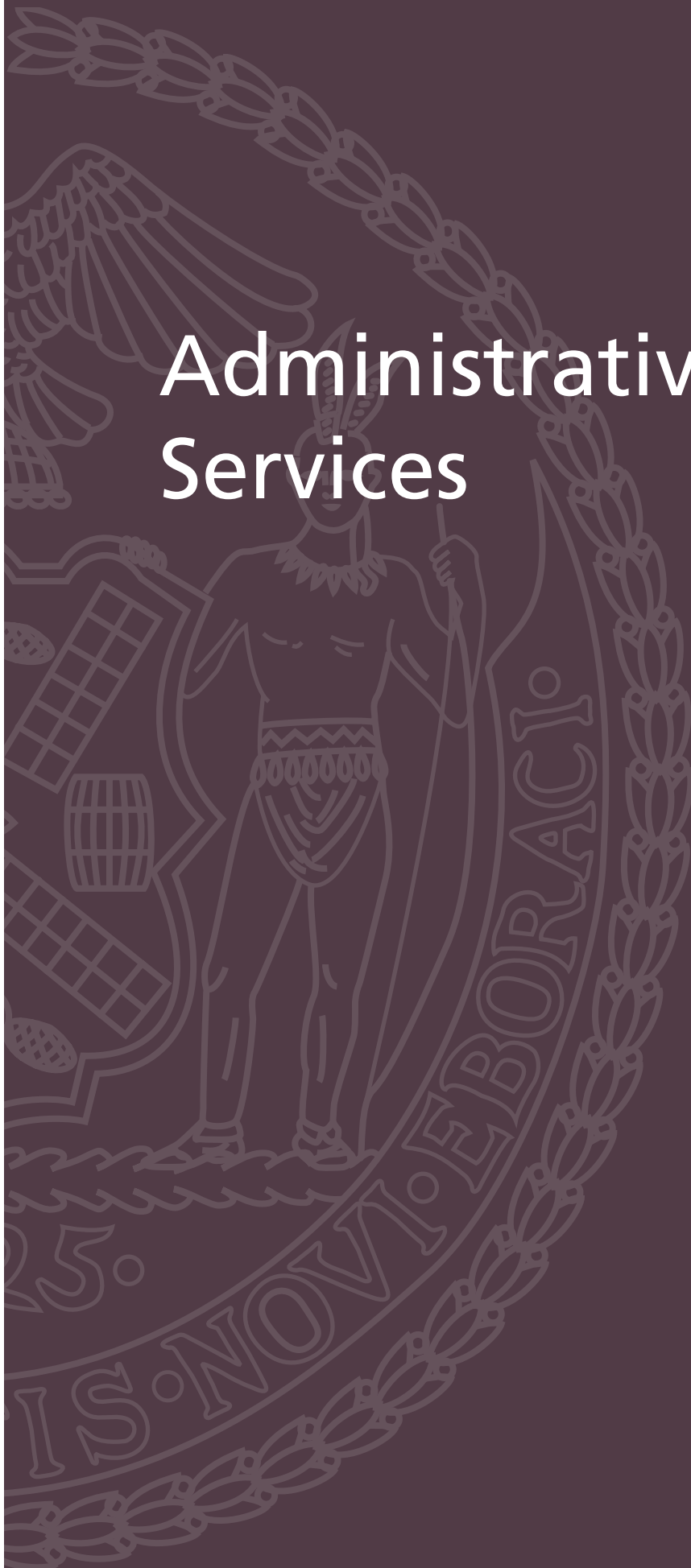
For additional information, go to:

- Press Releases (information on landmark approvals): <https://www1.nyc.gov/site/lpc/about/news.page>
- Discover NYC Landmarks interactive map: <https://www1.nyc.gov/site/lpc/designations/maps.page>
- The Social Indicators and Equity Report, EquityNYC: <http://equity.nyc.gov/>


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



# Administrative Services




# Administrative Services



Department of Citywide Administrative Services p 413



Department of Information Technology & Telecommunications p 439



Department of Records & Information Services p 425



Board of Elections p 447



Department of Finance p 431



# DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES

Lisette Camilo, Commissioner



## WHAT WE DO

The Department of Citywide Administrative Services (DCAS) provides 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 2021 DCAS participated in 216 career outreach events, many of which were conducted virtually due to the COVID-19 pandemic. To ensure an inclusive workplace for City employees, DCAS trained 202,329 City employees on equity and inclusion. DCAS participated in four virtual M/WBE outreach events during Fiscal 2021 and awarded a total of \$51.5 million in contracts to M/WBEs—\$17.7 million COVID-related goods and \$33.8 million for non-COVID-related goods and services. DCAS also registered 47 contracts with City-certified M/WBEs using the M/WBE noncompetitive small purchase method (PPB Rule 3-08(c)(1)(iv)), totaling \$5 million. This method allows agencies to purchase goods and services from M/WBEs in amounts not exceeding \$500,000 without competition. 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

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## **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 IN FISCAL 2021

## SERVICE 1 Help City agencies fulfill their workforce needs.

**Goal 1a** Increase the public’s access to information about employment opportunities in City government.

In Fiscal 2021 the number of applications received for all DCAS civil service exams decreased four percent compared to Fiscal 2020. Although applicants had the ability to submit civil service exam applications via the Online Application System (OASys) during the COVID-19 pandemic, applicants were presented with fewer open application periods as restrictions on gatherings led to the suspension and cancellation of various civil service exam-related activities conducted by DCAS.

Under pre-COVID-19 conditions, DCAS made Computer-based Testing and Application Centers (CTACs) available for the public to apply for, take and find information on civil service exams offered by DCAS. Due to COVID-19 related restrictions, applicants who did not have the ability to apply online due to limited resources may have been affected by the closure of the CTACs. However, DCAS foresees exam applications increasing in Fiscal 2022 given that various exams and activities previously suspended have resumed, including the re-opening of the CTACs in mid-May of 2021, allowing applicants to safely submit applications in-person again.

In Fiscal 2021 the number of employment applications received via NYC Jobs decreased 54 percent when compared to Fiscal 2020, although job seekers had the ability to submit job applications online via NYC Jobs during the COVID-19 pandemic. The decrease in NYC Jobs applications is directly attributed to a 49 percent decrease in job openings citywide as hiring was suspended due to budget cuts. The possible limited computer and internet availability for applicants, potentially due to restrictions on public gatherings at locations like libraries and community centers during COVID-19 may have also contributed to the decrease in NYC Jobs applications.

In the meantime, DCAS continues to increase public access to information about employment opportunities in City government online at NYC.gov/jobs and by posting annual civil service exam schedules and monthly application schedules on the DCAS website. DCAS also partners with other City agencies and attends in-person and virtual career fairs with community-based organizations and educational institutions to educate the public about careers in civil service. To continue building a workforce pipeline for the City, in Fiscal 2021 DCAS attended 52 career and job fairs and provided 164 civil service information sessions, all which were held virtually. DCAS targeted underserved, and under-represented groups at 63 career outreach events, including 30 for persons with disabilities, 10 for the Asian community, 10 for the Hispanic/Latino community, eight for veterans and five for the LGBTQI+ community.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Applications received for all DCAS civil service exams	177,033	109,276	83,399	78,442	75,489	*	*	Down	*
Employment applications received via NYC Jobs	1,067,398	1,031,810	984,564	803,139	369,926	*	*	Down	Up

★ Critical Indicator    ● Equity Indicator    “NA” Not Available    ↑↓ Directional Target    \* None

**Goal 1b** Ensure a competitive and diverse candidate pool for City employment opportunities.

In Fiscal 2021, minority hires represented approximately 77 percent of new hires at mayoral City agencies, decreasing approximately one percentage point compared to Fiscal 2020, but remaining stable over the last five fiscal years. The DCAS Office of Citywide Recruitment’s career outreach events may have contributed in part to the stability of the high rate of minority new hires through continually targeting underserved and under-represented groups.

Female new hires decreased approximately 13 percentage points, which is not unique to the City of New York and is attributed to the COVID-19 pandemic and a larger national trend of women leaving the labor force. A June 2021 report from the National Women’s Law Center showed women gaining about 56.2 percent of jobs added back to the economy in May 2021, but this gain was not enough to offset pandemic-related losses.<sup>1</sup>

During the pandemic, DCAS continued to assist agencies in enhancing recruitment efforts that build a workforce reflecting the diverse City it serves. DCAS develops the City's future leadership by identifying and cultivating present talent. DCAS supports other agencies in their review of trends in employee demographics by providing relevant and timely metrics to stakeholders on the status of its equal employment opportunity (EEO) efforts; through quarterly demographic reports to agencies summarizing incumbents, new hires, promotions, separations and under-representation by race/ethnicity and gender; and a biennial EEO-4 report to the U.S. Equal Employment Opportunity Commission.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ ● New hires - Asian/Pacific Islander (%)	8.8%	8.5%	9.0%	9.3%	6.8%	*	*	Down	*
★ ● New hires - Black (%)	41.6%	41.6%	41.5%	40.2%	39.6%	*	*	Neutral	*
★ ● New hires - Hispanic (%)	21.5%	21.7%	22.2%	22.4%	21.8%	*	*	Neutral	*
★ ● New hires - Some other race (%)	6.2%	7.4%	5.4%	6.3%	9.1%	*	*	Up	*
★ ● New hires - White (%)	22.0%	20.7%	22.0%	21.8%	22.7%	*	*	Neutral	*
★ ● New hires - Female (%)	47.0%	47.6%	47.5%	52.3%	39.0%	*	*	Neutral	*
★ ● New hires - Male (%)	53.0%	52.4%	52.5%	47.7%	61.0%	*	*	Neutral	*
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇕ Directional Target      * None									

**Goal 1c** Ensure timely administration of civil service exams.

Due to the COVID-19 pandemic, the target of 185 civil service examinations open for filing by DCAS was not met in Fiscal 2021. The suspension and cancellation of scheduled multiple-choice civil service exams that are normally administered in-person at the Computer-based Testing and Application Centers (CTACs) due to the COVID-19 related restrictions, significantly impacted DCAS' ability to meet the Fiscal 2021 target. Because the end of the pandemic-related restrictions was unknown, it was not feasible for DCAS to safely resume in-person exam events until the latter part of Fiscal 2021. Despite the pandemic, DCAS was still able to open application periods for civil service exams appropriate for virtual formats due to the technological investments the Department made prior, including the deployment of the Qualified Incumbent Exam (QIE) and the Education and Experience Exam (EEE). As a result, these online exam types were prioritized for administration and conducted in place of in-person multiple choice exams.

The median time from exam administration to exam results completion for DCAS-administered exams exceeded its target, taking 318 days in Fiscal 2021 compared to 299 the prior year. The increase is also attributed to the suspension of various in-person exam activities during the COVID-19 pandemic, which impacted post-exam activities for civil service exams administered prior to the start of the pandemic. DCAS expects the median to remain close to or potentially exceed the target in Fiscal 2022 until the City resumes full operations due to the lingering effects of the COVID-19 pandemic. Despite the uncertainties of the COVID-19 pandemic, DCAS strives to work towards a Fiscal 2022 target of a median 290 days (approximately nine months) from exam administration to exam results completion for DCAS-administered exams, as the City moves towards resuming pre-COVID activities.

In Fiscal 2022 DCAS plans to continue monitoring the COVID-19 pandemic to fully resume all in-person exam activities safely. In the meantime, DCAS will continue to enable applicants to apply for civil service exams online for all exam types and continue to administer QIEs and EEEs online, which have a much shorter exam completion time due to successful automation efforts. Additionally, DCAS looks forward to continuing investments in technology that moves the City closer to potentially administering multiple-choice exams remotely.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Civil service exams open for filing by DCAS	217	298	129	195	173	185	185	Down	*
★ Median time from exam administration to exam results completion for DCAS-administered exams (days)	246	78	255	299	318	290	290	Up	Down
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇕ Directional Target      * None									

**Goal 1d** Provide a wide range of training opportunities.

DCAS exceeded its target for the average rating of professional development training sessions by three percentage points and increased its average rating by two percentage points in Fiscal 2021 when compared to the prior year.

As a result of the suspension of in-person training activities due to the COVID-19 pandemic, DCAS was unable to meet its Fiscal 2021 target for the number of City employees/participants trained in Citywide Managerial and Professional Development programs. In Fiscal 2022 the reopening of the DCAS Citywide Training Center (CTC) and in-person training is expected to increase participation in managerial and professional development programs that should allow DCAS to meet its target for this indicator in the year ahead.

In Fiscal 2021 DCAS exceeded its target for ‘City employees/participants trained in Equity and Inclusion’ primarily due to the online availability of the mandated equity and inclusion trainings. However, there was a 14 percent decrease for this indicator in Fiscal 2021 compared to the previous fiscal year, which is attributed to the suspension of in-person classes at the CTC and limited computer and internet availability for some employees at the beginning of the fiscal year when employees were still making the transition to remote work during the pandemic.

As the City reopens in Fiscal 2022, DCAS will work to gradually resume in-person training and expand online training within the broader training portfolio. Emphasis will be placed on exploring alternative training methods for employees who continue to work remotely and in non-traditional workspaces.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Average rating for professional development training sessions (%)	90%	92%	90%	91%	93%	90%	91%	Neutral	Up
★ City employees/participants trained in Managerial and Professional Development programs	42,082	65,332	72,094	63,410	33,900	56,346	55,364	Down	Up
City employees/participants trained in Equity and Inclusion	24,365	36,342	282,319	235,795	202,329	122,429	156,230	Up	*
★ Critical Indicator      ● Equity Indicator      “NA” Not Available      ⬆️⬆️ Directional Target      * None									

**SERVICE 2 Manage and operate City-owned office buildings.**

**Goal 2a** Improve cleanliness and maintenance ratings for DCAS-managed facilities.

The indicators for cleanliness and maintenance of DCAS-managed facilities are unavailable for Fiscal 2021 due to facility closures and access issues caused by COVID-19. The City plans to resume surveys to allow for ratings in Fiscal 2022.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Average building cleanliness and condition rating for DCAS-managed space (non-court) (%)	70%	73%	72%	NA	NA	72%	72%	NA	Up
CORE customer experience rating of facilities (0-100)	97	94	NA	96	NA	95	95	NA	Up
★ Critical Indicator      ● Equity Indicator      “NA” Not Available      ⬆️⬆️ Directional Target      * None									

**Goal 2b** Meet timeliness standards for maintenance service requests and repair work.

The average time (in days) to complete in-house work orders for minor repairs at the end of Fiscal 2021 was 5.0 compared to 4.5 at the end of Fiscal 2020. Work orders completed within 30 days at the end of Fiscal 2021 was 84 percent compared to 79 percent at the end of Fiscal 2020. We continue to surpass our target of 75 percent.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Average time to complete in-house trade shop work orders for minor repairs (days)	3.5	5.3	5.4	4.5	5.0	4.0	4.0	Up	Down
★ In-house trade shop work orders completed within 30 days (%)	64%	73%	80%	79%	84%	75%	75%	Up	Up
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None									

**Goal 2c** Consolidate and reduce City office space.

In Fiscal 2021 the City entered into, renewed, or amended 47 leases occupying 1.88 million square feet of private space. Only 17 percent (465,038 square feet) of this year's agreements are attributable to new leasing needs, while 68 percent (1,253,045 square feet) are attributable to lease renewals and extensions, and 15 percent (161,460 square feet) are attributable to lease amendments. This highlights the City's efforts to reduce the number of new leases while consolidating and using existing space in the most efficient manner.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Lease-in agreements executed	39	56	45	24	47	*	*	Down	*
Square footage associated with executed lease-in agreements (000)	1,724	3,958	1,752	1,809	1,880	*	*	Down	*
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None									

**SERVICE 3** Manage the City's surplus real and personal property.

**Goal 3a** Maximize revenue from the sale of real property, surplus goods and savings from the reallocation of usable surplus items.

DCAS-administered long- and short-term leases generated over \$42.6 million in revenue during Fiscal 2021. Despite a projected downward trend in revenue and the COVID-19 crisis, lease revenue was almost \$6 million above the projection approved in the City's Adopted Budget for Fiscal 2021. However, lease revenue declined by \$7 million from Fiscal 2020. Revenue varies based on the expiration or termination of leases, tenants that pay rent based on a percentage of their revenue and the execution of new leases.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Lease revenue generated (\$000)	\$49,679	\$48,541	\$54,003	\$50,120	\$42,652	\$43,078	\$33,578	Neutral	*
★ Revenue generated from the sale of surplus goods (\$000)	\$9,216	\$12,971	\$11,424	\$12,569	\$15,656	\$12,107	\$7,893	Up	*
★ – Revenue generated from auto auctions (\$000)	\$7,732	\$10,878	\$9,621	\$11,587	\$14,722	\$9,906	\$5,692	Up	*
Real estate auction bids received (\$000)	\$0	NA	NA	\$0	NA	*	*	NA	*
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None									

## SERVICE 4 Procure goods and select services for City agencies.

### Goal 4a Maximize competition in the procurement process.

The average number of bidders per bid increased from 2.7 in Fiscal 2020 to 4.0 in Fiscal 2021 due to continuous efforts to promote upcoming procurements to vendors.

Mayoral agency spending on services against DCAS City government-wide master contracts decreased to 16 percent in Fiscal 2021, a five percentage point decrease compared to the same period in Fiscal 2020. This decrease was primarily due to two factors: in-person non-essential operations ceasing starting in March 2020 paired with the implementation of emergency telecommuting policies due to COVID-19, and the emergency suspension of Procurement Policy Board rules in March 2020 to facilitate expedited purchasing of personal protective equipment (PPE) and other medical equipment to meet the City's needs responding to the pandemic.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Average number of bidders per bid	3.2	3.2	3.0	2.7	4.0	3.4	3.4	Up	*
Mayoral agency spending on goods against DCAS master contracts (%)	87%	81%	88%	61%	55%	*	*	Down	*
Mayoral agency spending on services against DCAS master contracts (%)	15%	21%	20%	21%	16%	*	*	Neutral	*
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

### Goal 4b Use citywide buying power to achieve and maximize best value for goods and services.

New York City procurement rules were suspended by Executive Order in March 2020 to facilitate rapid purchasing of PPE and medical products, which remained in place in Fiscal 2021. DCAS served as the chief agent for sourcing and procuring PPE and medical products, which it did by utilizing a large pool of vendors. All COVID-19 related items delivered in Fiscal Year 2021 were shipped to the DCAS Central Storehouse or other New York City-managed warehouses for distribution to medical facilities, City agencies and other public entities to combat COVID-19 and keep New Yorkers safe. In Fiscal 2021, the Central Storehouse distributed \$172.632 million worth of product including PPE to medical facilities, City agencies and other public entities.

In Fiscal 2021 inspections deemed non-compliant decreased by 31 percent compared to Fiscal 2020 as more vendors adhered to the contract specification requirements. The value of cost avoidance decreased 16 percent compared to Fiscal 2020. This decrease was attributable to fewer non-compliant COVID goods compared to the previous year.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Value of goods and services purchased (\$000,000)	\$1,504	\$1,544	\$1,249	\$1,235	\$1,179	*	*	Down	*
- Value of Central Storehouse requisitions (\$000)	\$22,410	\$23,669	\$23,410	\$24,329	\$172,632	*	*	Up	*
Average time to fulfill requisition (days)	9	11	13	8	13	*	*	Up	Down
Inspections deemed non-compliant	662	799	806	801	550	*	*	Down	*
Value of cost avoidance (\$000)	\$3,189	\$5,045	\$7,585	\$21,435	\$17,908	*	*	Up	*
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

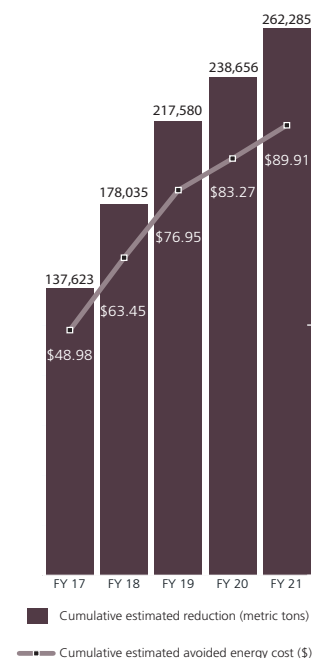
## SERVICE 5 Manage energy use by City agencies.

**Goal 5a** Maximize citywide efforts to monitor and reduce energy use to reach greenhouse gas reduction goals.

In Fiscal 2021 the City purchased 27.8 trillion British Thermal Units (BTUs) of energy (electricity, natural gas and steam), down one percent compared to Fiscal 2020. For the first six months of Fiscal 2021, total energy use decreased month-over-month. In February and March, gas and steam usage increased approximately 17 percent and 21 percent, respectively. This increase in usage corresponds to a greater number of heating degree days (cumulative temperature differences below 65 Fahrenheit) in February and March in Fiscal 2021 compared to February and March in Fiscal 2020. Beginning in May electric consumption increased by about 6 percent with a 12 percent increase in June. This increase in electrical consumption is likely attributable to employees returning to work

DCAS supports agency participation in Demand Response (DR) programs, which aim to reduce building electric load during periods of high strain on the electric grid. More than 515 facilities across 31 agencies (including 11 cultural institutions) participated in DR in Fiscal 2021, and final Fiscal 2021 performance will be announced in late 2021. Total Summer 2021 commitments are 103.6 MW, equivalent to removing approximately 415 mid-size schools from the electric grid. City government commitments in the New York State grid program account for 20.2 percent of DR reductions in New York City. To support increased DR participation, DCAS has installed real-time meters for 196 utility accounts in Fiscal 2021. Installations through Fiscal 2021 put DCAS at 60 percent of capturing City electricity peak demand with a target of capturing 80 percent of City electricity peak demand by Fiscal 2022.

Cumulative estimated reduction in greenhouse gas emissions and Cumulative estimated avoided energy cost from energy projects



Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Electricity purchased (kilowatt hours) (billions)	4.3	4.2	4.1	3.9	3.7	*	*	Down	Down
Total energy purchased (British Thermal Units) (trillions)	28.8	29.1	29.8	28.2	27.8	*	*	Neutral	Down
– Electricity (%)	50.4%	48.8%	47.0%	46.8%	45.5%	*	*	Neutral	*
– Natural gas (%)	42.5%	43.9%	46.1%	46.8%	48.2%	*	*	Up	*
– Steam (%)	7.1%	7.3%	6.9%	6.4%	6.3%	*	*	Down	*

★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    \* None

**Goal 5b** Reduce the energy-related carbon footprint of City buildings.

With the passage of the Climate Mobilization Act (CMA) of 2019, City government operations are required to reduce their overall emissions 40 percent by Fiscal 2025 and 50 percent by Fiscal 2030 compared to a Fiscal 2006 baseline. These are key milestones on the path to achieving citywide carbon neutrality by 2050 while showing City government’s commitment to leading the fight against climate change impacts. In the past five years (Fiscal 2017–2021), DCAS has completed nearly 2,800 energy efficiency projects in over 1,700 unique public facilities, resulting in estimated greenhouse gas (GHG) reductions of nearly 262,300 metric tons annually, the equivalent of taking more than 57,045 typical passenger vehicles off the road. In Fiscal 2021 DCAS completed 839 energy efficiency projects that are estimated to reduce GHG emissions by more than 23,600 metric tons annually, equivalent to removing 5,133 cars from the road.

On-site work across DCAS’s programs was hampered by site access restrictions and facilities staff shifting focus to critical operations in response to COVID-19. Despite these restrictions, the City completed nearly double the number of energy efficiency projects compared to Fiscal 2020.



Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Annual estimated reduction in greenhouse gas emissions from all energy projects (metric tons)	41,582	40,413	39,544	21,076	23,629	30,000	30,000	Down	*
★ Cumulative estimated reduction in greenhouse gas emissions from all energy projects (metric tons)	137,623	178,036	217,580	238,656	262,285	268,656	292,285	Up	Up
★ Annual estimated avoided energy cost from all energy projects (\$000,000)	\$14.40	\$14.46	\$13.50	\$6.32	\$6.63	\$10.50	\$8.50	Down	*
★ Cumulative estimated avoided energy cost from all energy projects (\$000,000)	\$48.98	\$63.45	\$76.95	\$83.27	\$89.91	\$93.77	\$98.41	Up	Up
Annual energy retrofit/conservation projects completed	521	590	413	423	839	*	*	Up	*
Cumulative energy retrofit/conservation projects completed	1,399	1,989	2,402	2,825	3,664	*	*	Up	Up
Annual Energy Efficiency Reports (EER) completed	64	128	163	159	111	*	*	Up	*
Cumulative Energy Efficiency Reports (EER) completed	608	736	899	1,058	1,169	*	*	Up	Up
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⬆️⬇️⬆️ Directional Target    * None									

**Goal 5c** Increase the City's renewable energy capacity.

A key component to reaching the City's goal for reducing GHG emissions is the installation of clean energy technologies at City facilities. The City has a goal to install 100 megawatts (MW) or more of solar photovoltaic power generation capacity on City-owned properties by Fiscal 2025. COVID-19 slowed all on-site work, including construction, inspection and interconnection, site feasibility assessments and existing system operations and maintenance during Fiscal 2021. Despite the slowdown, DCAS has installed nearly 14 MW of solar photovoltaics as of the end of Fiscal 2021, an increase in total installed capacity of 28 percent from the prior year. Additionally, DCAS has active solar projects totaling nine MW, with an additional 31 MW in the project pipeline that is planned to be completed in the upcoming years. DCAS is identifying additional avenues for implementing solar that will help reach the 100 MW goal.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Cumulative installed solar capacity (megawatts)	10.16	10.64	10.64	10.67	13.67	⬆️	⬆️	Up	Up
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⬆️⬇️⬆️ Directional Target    * None									

**SERVICE 6** Manage the City's fleet and fuel resources.

**Goal 6a** Reduce fuel use and emissions.

In Fiscal 2021 the City increased the percentage of hybrid or alternative-fueled vehicles in the citywide and DCAS-managed fleet to the record levels of 67 and 82 percent, respectively. Most of the remaining fleet that is not alternative fuel are police and emergency response vehicles. Starting in Fiscal 2020 every new police car and utility purchased has been hybrid. DCAS surpassed the Fiscal 2021 targets for vehicles with the highest emissions ratings in both the citywide fleet and the DCAS-managed fleet, exceeding the local law requirement of 95 percent citywide. The City did not meet targets for hybrid, alternative-fueled and electric vehicles due to a budget-related vehicle purchase freeze implemented in Fiscal 2021.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Hybrid or alternative fuel vehicles in the citywide fleet (%)	60%	62%	63%	65%	67%	68%	70%	Up	Up
– Hybrid or alternative fuel vehicles in the DCAS-managed fleet (%)	76%	78%	80%	81%	82%	84%	84%	Neutral	Up
★ Vehicles with highest emission ratings purchased pursuant to Local Law 38 in the citywide fleet (%)	100%	100%	100%	100%	100%	99%	99%	Neutral	Up
– Vehicles with highest emission ratings purchased pursuant to Local Law 38 in DCAS-managed fleet (%)	100%	99%	99%	100%	100%	99%	99%	Neutral	Up
Electric vehicles in the citywide fleet	1,427	2,318	2,886	3,015	3,139	2,900	3,400	Up	Up
– Electric vehicles in the DCAS-managed fleet	141	340	537	562	596	600	650	Up	Up
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⬆️⬇️⬆️ Directional Target    * None									

**Goal 6b** Optimize fleet resources to meet agency needs.

In Fiscal 2021 the City achieved a 92 and 98 percent in-service rate for vehicles citywide and in the DCAS-managed fleet, respectively. These outcomes were on target.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Fleet in-service rate citywide (%)	92%	92%	91%	91%	92%	92%	92%	Neutral	Up
– Fleet in-service rate for DCAS-managed fleet (%)	99%	98%	98%	99%	98%	98%	98%	Neutral	Up
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↕↔ Directional Target	* None					

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
City employees trained in defensive driving citywide	7,876	11,162	10,307	5,447	6,671	5,000	7,000	Down	Up
– Employees of DCAS-managed fleet agencies trained in defensive driving	1,881	3,831	2,067	1,624	1,867	2,000	2,000	Down	Up
Collisions per 100,000 miles involving City vehicles citywide	6.3	6.0	5.3	4.9	4.5	*	*	Down	Down
– Collisions per 100,000 miles involving City vehicles in the DCAS-managed fleet	2.6	3.3	2.9	3.0	2.6	*	*	Neutral	Down
Preventable collisions per 100,000 miles involving City vehicles citywide	3.4	3.2	2.9	2.6	2.7	*	*	Down	Down
– Preventable collisions per 100,000 miles involving City vehicles in the DCAS-managed fleet	1.0	1.3	1.4	1.0	0.8	*	*	Down	Down
Injuries from collisions per 100,000 miles in City vehicles citywide	0.8	0.7	0.7	0.6	0.4	*	*	Down	Down
– Injuries from collisions per 100,000 miles in City vehicles in the DCAS-managed fleet	0.4	0.5	0.4	0.3	0.2	*	*	Down	Down
Fatalities resulting from collisions involving non-emergency City vehicles citywide	1	2	4	4	1	*	*	Up	Down
– Fatalities resulting from collisions involving non-emergency City vehicles in the DCAS-managed fleet	0	0	0	0	0	*	*	Neutral	Down
Workplace injuries reported	68	44	49	30	25	*	*	Down	Down
Accidents involving the public in DCAS-managed properties	25	41	25	21	36	*	*	Neutral	Down
Average cost of training per employee (\$)	\$113	\$63	\$18	\$17	\$16	*	*	Down	*
Average cost of cleaning per square foot (\$)	\$3.2	\$3.3	\$3.3	\$3.3	\$3.0	*	*	Neutral	*
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↕↔ Directional Target	* None					

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
Letters responded to in 14 days (%)	40%	52%	44%	31%	54%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	82%	80%	82%	77%	67%	*	*	Down	Up
Average wait time to speak with a customer service agent (minutes)	1:28	0:58	1:29	NA	NA	*	*	NA	Down
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↕↔ Directional Target	* None					

# AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$1,165.9	\$1,245.1	\$1,280.0	\$2,690.9	\$1,954.7	\$1,281.9	\$1,355.6	Up
Revenues (\$000,000)	\$77.0	\$78.5	\$81.5	\$74.2	\$68.8	\$63.8	\$52.7	Down
Personnel	2,344	2,420	2,451	2,460	2,243	2,801	2,758	Neutral
Overtime paid (\$000,000)	\$25.9	\$25.3	\$27.2	\$23.6	\$23.4	\$22.0	\$22.1	Down
Capital commitments (\$000,000)	\$76.0	\$101.1	\$145.6	\$203.8	\$232.9	\$540.6	\$389.8	Up

<sup>1</sup>Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at [nyc.gov/mmr](http://nyc.gov/mmr) for details. <sup>2</sup>Authorized Budget Level <sup>3</sup>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 FY201 (\$000,000)	Modified Budget FY212 (\$000,000)	Applicable MMR Goals <sup>3</sup>
<b>Personal Services - Total</b>	<b>\$223.5</b>	<b>\$218.6</b>	
001 - Human Capital	\$26.8	\$26.3	1a, 1b, 1c, 1d
005 - Board of Standards and Appeals	\$2.4	\$2.5	*
100 - Executive and Operations Support	\$33.6	\$30.2	All
200 - Division of Administration and Security	\$17.1	\$17.2	All
300 - Asset Management – Public Facilities	\$108.7	\$106.9	2a, 2b, 2c, 3a
400 - Office of Citywide Purchasing	\$12.5	\$12.0	3a, 4a, 4b
500 - Division of Real Estate Services	\$10.8	\$11.6	3a
600 - External Publications and Retailing	\$2.3	\$2.1	*
700 - Energy Management	\$5.8	\$6.2	5a, 5b, 5c
800 - Citywide Fleet Services	\$3.4	\$3.5	3a, 6a, 6b
<b>Other Than Personal Services - Total</b>	<b>\$1,616.3</b>	<b>\$1,736.2</b>	
002 - Human Capital	\$7.4	\$6.7	1a, 1b, 1c, 1d
006 - Board of Standards and Appeals	\$0.5	\$0.3	*
190 - Executive and Operations Support	\$7.3	\$6.3	All
290 - Division of Administration and Security	\$29.9	\$31.3	All
390 - Asset Management – Public Facilities	\$761.0	\$869.5	2a, 2b, 2c, 3a
490 - Office of Citywide Purchasing	\$31.7	\$27.3	3a, 4a, 4b
590 - Division of Real Estate Services	\$2.7	\$1.1	3a
690 - External Publications and Retailing	\$0.9	\$1.0	*
790 - Energy Management	\$719.9	\$741.6	5a, 5b, 5c, 6a, 6b
890 - Citywide Fleet Services	\$55.1	\$51.1	3a, 6a, 6b
<b>Agency Total</b>	<b>\$1,839.8</b>	<b>\$1,954.7</b>	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds. <sup>2</sup>City of New York Adopted Budget for Fiscal 2021, as of Jun 2021. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter.  
 "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Previously the City-certified M/WBEs using the M/WBE noncompetitive small purchase method (PPB Rule 3-08(c)(1)(iv)), was analyzed using the record date in FMS. To provide greater accuracy the registration date will now be used.
- The historical values for Fiscal 2017—Fiscal 2020 indicators under Goal 5b and 5c were revised to reflect necessary energy project tracking updates identified during Fiscal 2021 project close out and related prior data review.
- The historical values for Fiscal 2017—Fiscal 2020 for letters and emails responded to in 14 days (%) were revised based on prior data review.
- ‘Average building cleanliness and condition rating for DCAS-managed space (non-court) (%)’ and ‘Average wait time to speak with a customer service agent (minutes)’ were unable to be compiled in Fiscal 2020 and Fiscal 2021 due to office closures during the COVID-19 pandemic.
- The historical values for Fiscal 2017—Fiscal 2020 for ‘Electric vehicles in the citywide fleet’ and ‘Electric vehicles in the DCAS-managed fleet’ indicators were updated to include solar-electric powered units.
- Equity NYC indicators are identified with a burst (●). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

For additional information go to:

- EEO-4 reports to the U.S. Equal Employment Opportunity Commission and Workforce Profile Report: <https://www1.nyc.gov/site/dcas/reports/EEO-4-Reports.page>
- Annual and Monthly Civil Service Exam Schedule: [https://www1.nyc.gov/assets/dcas/downloads/pdf/noes/monthly\\_exam\\_schedule.pdf](https://www1.nyc.gov/assets/dcas/downloads/pdf/noes/monthly_exam_schedule.pdf)
- NYC Workforce Profile Reports: <https://www1.nyc.gov/site/dcas/reports/workforce-reports.page>
- Online Application System (OASys): [www.nyc.gov/examsforjobs](http://www.nyc.gov/examsforjobs)
- NYC Jobs: <http://www1.nyc.gov/jobs/index.page>
- One City: Built to Last: [www.nyc.gov/builttolast](http://www.nyc.gov/builttolast)
- OneNYC: [Government Workforce: http://onenyc.cityofnewyork.us/](http://onenyc.cityofnewyork.us/)
- DCAS data sets on the NYC Open Data Portal: <http://bit.ly/DCASOpenData>
- The Social Indicators and Equity Report, EquityNYC: <http://equity.nyc.gov/>

For more information on the agency, please visit: [www.nyc.gov/dcas](http://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 online collection of more than 23,000 reports and publications issued by City agencies. The Municipal Archives and Library staff annually respond to more than 60,000 reference requests and provide the public and City agencies access to approximately 185,000 cubic feet and 100 terabytes of historical City records and photographs, as well as a collection of more than 400,000 books, government reports, studies and other publications. Approximately 77 percent of the holdings require preservation work and the Conservation Unit implements the necessary rehusing, conservation treatments and other specialized measures.

The Municipal Records Management Division develops and administers City government's records management policies, operates records storage facilities, provides records management services to 65 government entities and oversees the government's transition to digital records management.

## FOCUS ON EQUITY

The Department of Records and Information Services (DORIS) has expanded the public's access to government records by establishing a centralized Freedom of Information Law (FOIL) portal and an online repository of reports City agencies are required to publish. This expanded access makes important contemporary government actions available to the general public. In addition, DORIS has focused on bringing primary source material to new audiences that might otherwise not think that historical records had relevance.

The records of City government serve critical functions—recording government decisions, showing interactions between residents and policymakers and documenting the lives of individual New Yorkers. A focus on identifying previously hidden collections, repairing the records, inventorying and digitizing them allows the Department to show the complexity of these interactions. One example is the collection of claims filed with the City after the 1863 Draft Riots which documents what mostly Black and immigrant residents lost and, in the process, provides insight into those lives. DORIS has devoted attention to showing the relevance and diversity of City government's records through several initiatives including an oral history project, exhibits and social media posts.

The Department continues to expand outreach to New Yorkers by diversifying public speakers, conducting community outreach and increasing digital promotion of the Archives. The Department's story-gathering initiative in Bedford-Stuyvesant continues to document the lives of long-term community residents. The Women's Activism project partnered with organizations throughout the City to gather stories of everyday women leaders and sponsored programs including a screening of the film *"The Incurables"* and panel discussions with historians and juvenile justice advocates.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Provide the public and City agencies with access to public records and publications.**

- Goal 1a Increase the volume and availability of public records and publications.
- Goal 1b Promptly respond to requests for information.
- Goal 1c Ensure historical records are preserved according to archival standards.

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### **SERVICE 2 Provide City agencies, the courts and district attorneys with policy guidance, record storage, retrieval and retention scheduling services.**

- Goal 2a Retrieve records promptly from off-site facilities upon record owner's request.
- Goal 2b Promptly transfer eligible agency records to off-site storage.
- Goal 2c Dispose of all records according to their scheduled retention period.

# HOW WE PERFORMED IN FISCAL 2021

## 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.

During Fiscal 2021, the number of images produced in the Department’s digital laboratory increased 57 percent, rising to 2,285,564 items compared to 1,448,706 items during Fiscal 2020. The higher volume is attributable to the digitization of microfilmed historical death certificates using a more expedient methodology than reformatting the original material.

The number of visitors to the Department’s website and related online platforms increased 120 percent, from 268,000 in Fiscal 2020, to 592,000 in Fiscal 2021. Closure of the public facilities during the COVID-19 pandemic and the resulting migration to the agency’s website and online platforms for access to digitized materials and information accounts for the significant increase in this measurement.

During Fiscal 2021, 5,055 publications and reports were acquired by the Municipal Library, an increase of 13 percent over the 4,455 items acquired in Fiscal 2020. The percent of required agency reports submitted to the Library publications portal decreased to 40 percent during Fiscal 2021 compared to 61 percent submitted in Fiscal 2020. As agencies return to regular operations during the next fiscal year, this indicator is expected to recover, and the Department will continue efforts to receive the required reports.

Historical records accessioned into the Municipal Archives decreased 72 percent, from 399 cubic feet in Fiscal 2020 to 111 cubic feet during Fiscal 2021. COVID-19 health and safety restrictions impeded performance of this function and staff were assigned tasks that could be carried out remotely such as improving descriptions of records previously accessioned.

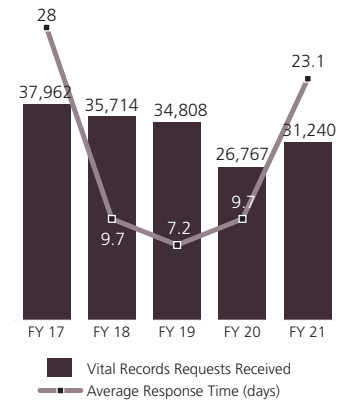
The volume of visitors and program attendees fell 45 percent from 1,884 in Fiscal 2020 to 1,031 in Fiscal 2021. The decrease is attributable to closure of the public exhibition space due to COVID-19 health and safety restrictions. Unable to host in-person events, the Department promoted awareness of its holdings of contemporary and historical records to diverse audiences through on-line exhibitions and related programming. These included workshops highlighting Womens Activism and the Neighborhood Stories projects, panel discussions, and author and artist talks. New virtual exhibits featured on the agency website are “Ebb & Flow: Tapping into the History of New York City’s Water,” and “Public Record” by the Department’s artist-in-residence, Julia Weist. The Department also launched its ‘Lunch and Learn’ program with a presentation about the Manhattan building plan preservation project.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Records digitized	26,778	236,478	1,421,172	1,448,706	2,285,564	1,000,000	1,000,000	Up	Up
Number of library items available	375,919	380,844	384,823	384,134	389,189	*	*	Neutral	Up
Unique visitors to agency website and related online platforms (000)	NA	NA	279	268	592	*	*	NA	Up
Publications and reports acquired	5,596	4,869	5,903	4,455	5,055	*	*	Down	Up
Percent of required agency reports submitted to the Municipal Library publications portal	60%	60%	60%	42%	40%	100%	100%	Down	Up
Records accessioned by Municipal Archives (cubic ft.)	797	1,185	2,558	399	111	*	*	Down	Up
Walk-in and program attendees at the Visitor Center	1,408	1,542	2,546	1,884	1,031	*	*	Neutral	Up
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↑↓ Directional Target	* None					

**Goal 1b** Promptly respond to requests for information.

The average time to respond to requests for copies of vital records increased to 23.1 days during Fiscal 2021 compared to 9.7 days during Fiscal 2020. The related measurement of vital record requests responded to within 12 business days dropped to 65 percent in Fiscal 2021 compared to 71 percent in Fiscal 2020. Staff working remotely were able to supply PDF copies of previously digitized vital records, but continuing COVID-19 health and safety restrictions limited staff access to agency offices which impacted the fulfillment of certified hard-copy requests.

**Vital Records Requests and Time to Respond**



Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Vital record requests responded to within 12 business days (%)	9%	82%	88%	71%	65%	60%	60%	Up	Up
★ Average response time to vital record requests (days)	28.0	9.7	7.2	9.7	23.1	12.0	12.0	Down	Down
★ Average response time to historical photo requests (days)	22.7	31.5	10.2	5.4	5.8	15.0	15.0	Down	Down
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↕ Directional Target	* None					

**Goal 1c** Ensure historical records are preserved according to archival standards.

The number of preservation actions performed during Fiscal 2021 fell 71 percent to 21,596 from 76,459 in Fiscal 2020. During Fiscal 2020, conservation staff performed a one-time preservation survey of archival holdings in the off-site facility which yielded an exceptionally high number of preservation actions. In addition, continuing COVID-19 health and safety restrictions limited staff access to the laboratory which negatively impacted the performance measurement in Fiscal 2021.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Vital record requests responded to within 12 business days (%)	9%	82%	88%	71%	65%	60%	60%	Up	Up
★ Average response time to vital record requests (days)	28.0	9.7	7.2	9.7	23.1	12.0	12.0	Down	Down
★ Average response time to historical photo requests (days)	22.7	31.5	10.2	5.4	5.8	15.0	15.0	Down	Down
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↕ Directional Target	* None					

**SERVICE 2 Provide City agencies, the courts and district attorneys with policy guidance, record storage, retrieval and retention scheduling services.**

**Goal 2a** Retrieve records promptly from off-site facilities upon record owner’s request.

During Fiscal 2021 the Department’s retrieval rate for records from the off-site facilities upon owner-agency request and requests for stored records processed within 48 hours remained constant at 0.59 days and 87.6 percent respectively, compared to 0.7 days and 87.6 percent in Fiscal 2020.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Average response time to agency requests for inactive records (days)	1.2	0.7	1.4	0.7	0.6	2.0	2.0	Down	Down
Requests for stored records processed within 48 hours (%)	91.0%	100.0%	80.3%	87.6%	87.6%	*	*	Neutral	Up
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↕ Directional Target	* None					



**Goal 2b** Promptly transfer eligible agency records to off-site storage.

In Fiscal 2021 the quantity of records transferred into the Municipal Records Center continued in a downward trend, decreasing to 487 cubic feet from 661 in Fiscal 2020, and 5,121 in Fiscal 2019. The decrease is attributed to agencies using the City’s requirements contract for their off-site storage needs, the pivot to storing records in digital format, and the closure of agencies and courts due to COVID-19 health and safety measures.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Warehouse capacity available for new accessions (%)	12%	12%	14%	19%	19%	*	*	Up	*
Records transferred into Municipal Records Center (cubic ft. )	4,703	10,823	5,121	661	487	*	*	Down	Up
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None									

**Goal 2c** Dispose of all records according to their scheduled retention period.

The total volume of records disposed by the Department and all City government entities combined fell to 14,801 cubic feet during Fiscal 2021. The greater volumes reported in Fiscals 2018 and 2019 accrued from agencies focusing on a backlog of disposals in compliance with Mayoral Directive 2015-3 dealing with uniform record management, including disposal of obsolete records. The decreased volume in Fiscals 2020 and 2021 is also a result of the citywide closure of agencies due to COVID-19.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Average time between records disposal eligibility and application sent to Law Department (months)	0.2	0.0	0.7	0.5	0.2	2.0	2.0	Up	Down
★ Average time for Law Department to approve records disposal application (months)	2.7	1.3	2.0	0.9	1.9	3.0	3.0	Down	Down
Total records disposed by City government entities (cubic ft.)	117,247	88,801	90,686	36,539	14,801	*	*	Down	Up
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None									

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
CORE customer experience rating (0-100)	100	100	NA	100	NA	*	*	NA	Up
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$7.7	\$8.0	\$9.8	\$9.9	\$11.5	\$11.6	\$16.9	Up
Revenues (\$000,000)	\$0.8	\$0.8	\$0.8	\$0.6	\$0.8	\$0.8	\$0.9	Neutral
Personnel	65	72	69	76	61	72	68	Neutral
Overtime paid (\$000)	\$4	\$0	\$0	\$50	\$0	\$0	\$0	Up

<sup>1</sup>Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller’s Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the “Indicator Definitions” at nyc.gov/mmr for details.      <sup>2</sup>Authorized Budget Level      <sup>3</sup>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 FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
100 - Personal Services	\$4.9	\$4.7	All
200 - Other Than Personal Services	\$4.7	\$6.8	All
Agency Total	\$9.6	\$11.5	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds. <sup>2</sup>City of New York Adopted Budget for Fiscal 2021, as of Jun 2021. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter. "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The indicator 'walk-in and program attendees at the Visitor Center' includes attendees at the agency's virtual events during the fiscal year.
- The DORIS visitor center that is typically rated for CORE inspections was closed until Fiscal 2022 due to the COVID-19 health and safety measures. This location was closed during the scheduled rating period.
- Equity NYC indicators are identified with a burst (\*). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

For additional information go to:

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

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

# DEPARTMENT OF FINANCE

Sherif Soliman, Commissioner



## WHAT WE DO

The Department of Finance (DOF) is responsible for the collection of more than \$44 billion annually in revenue for the City and the valuation of over one million properties worth a total of nearly \$1.3 trillion. DOF records property-related documents, administers property tax exemption and abatement programs, assists New Yorkers with tax payment issues through the Office of the Taxpayer Advocate, adjudicates parking tickets, administers the City's bank accounts, manages the City's cash flows, and administers its business and excise taxes.

Through the Office of the Sheriff, DOF enforces court mandates, orders, warrants of arrest, property seizures, and a wide variety of state and City public safety mandates. The Sheriff's Office investigates deed fraud, the trafficking of illegal and untaxed tobacco products and the sale of synthetic narcotics. In addition, the Sheriff's Office performed activities related to the COVID-19 pandemic throughout the year, such as providing enforcement of rules and regulations.

Through the Mayor's Office of Pensions and Investments, DOF advises the administration on the management of the City's five pension systems.

DOF is committed to providing exceptional customer service. The agency utilizes a customer-centric business model, incorporating reforms and initiatives. DOF, leveraging Lean Six Sigma and technology, continues to streamline processes and improve cycle times. This furthers the mission and enables a better customer experience for the City's taxpayers.

## FOCUS ON EQUITY

DOF administers several programs to ensure the fair treatment of all New Yorkers and ensure their access to City services and information. The agency's five borough-based business centers and its Customer Contact Center provide all residents and businesses with support regarding payments, property exemptions and business taxes. This fiscal year, DOF business centers served more than 700,000 customers and the Contact Center received 51,000 calls from constituents. DOF administers key property tax exemption programs such as the Senior Citizens Rent Increase Exemption (SCRIE), the Disability Rent Increase Exemption (DRIE), the Senior Citizen Homeowners' Exemption (SCHE) and the Disability Homeowners' Exemption (DHE), which help qualifying renters and homeowners remain in their homes. The Taxpayer Advocate and the Parking Summons Advocate provide additional means for taxpayers and other constituents to address issues with their taxes or parking violations, respectively. During the pandemic, DOF adapted its programs and procedures to meet the needs of constituents facing hardships. For example, DOF created new payment plans for those with outstanding judgment debt to account for pandemic-related hardships. Also, in order to ensure a safe means for constituents to conduct business with DOF and to ensure the safety of DOF employees, the agency expanded online capabilities to schedule appointments with the City Register, Senior-Disabled Centers, Adjudications, Court Assets (Bail Services), the Office of the Parking Summons Advocate, the Tax Map unit, and the Business Centers. DOF also implemented virtual appointments that allow a customer to book an appointment for a direct home-phone contact by a DOF representative. To expand services available online, DOF launched a new tenant access portal that allows SCRIE and DRIE participants and their representatives to access benefit information and new applicants to file Rent Freeze applications online. Portal enhancements to allow existing participants to file renewal applications online are scheduled to be complete in the second quarter of 2022. Lastly, DOF also expanded payment options for constituents through the launch of PayPal and Venmo.

# OUR SERVICES AND GOALS

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## **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 IN FISCAL 2021

## 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.

The increase in the turnaround time to complete audits is due to the continued challenges taxpayers and representatives faced during the COVID-19 pandemic with providing business records requested of them by auditors. DOF expects improvements during Fiscal 2022 as offices reopen and business representatives gain greater access to their business records. By closing a higher proportion of larger taxpayer audits and through the refinement of case selection and assignment, the percentage increase in audit-related tax liability was significantly higher than in prior years. The refinements enable DOF to prioritize cases of higher complexity that take longer to close, but generate larger increases in tax liability. The tax lien sale that started in February 2020 was cancelled in Fiscal 2021 due to a gubernatorial executive order prohibiting local governments from conducting lien sales. Before the cancellation, DOF outreach efforts throughout calendar 2020 reduced the tax lien sale at-risk pool from 18,907 properties in February to 3,006 properties at year-end. A 2021 tax lien sale was not scheduled prior to the end of Fiscal 2021 due to the executive order.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Property taxes billed that are paid (%)	98.7%	98.8%	98.3%	98.1%	97.9%	97.0%	97.0%	Neutral	Up
– Paid on time (%)	97.1%	96.5%	95.5%	95.9%	94.8%	*	*	Neutral	Up
Average turnaround time for field audits (days)	435	324	382	408	442	*	*	Up	Down
Average turnaround time for non-field audits (days)	165	175	175	175	201	*	*	Up	Down
Increase in tax liability as a result of audits (%)	25.9%	23.1%	19.0%	20.1%	25.8%	*	*	Neutral	Up
Increase in tax liability as a result of field audits (%)	NA	27.3%	18.5%	21.2%	26.1%	*	*	NA	Up
Increase in tax liability as a result of non-field audits (%)	NA	12.6%	25.4%	10.9%	22.7%	*	*	NA	Up
Originally noticed properties sold in lien sale (%)	17%	16%	NA	16%	0%	*	*	NA	Down
Properties in final lien sale	3,939	3,728	NA	3,724	0	*	*	NA	Down
Average time to issue a business tax refund (days)	26	35	15	15	14	25	21	Down	Down
Average Time to Issue a Non-Requested Business Tax Refund (days)	NA	NA	16	16	15	25	21	NA	Down

★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    \* None

**Goal 1b** Promptly review requests for refunds.

The average turnaround time to issue a property tax refund continued to improve and decreased from 21 days in Fiscal 2020 to 12 days in Fiscal 2021. Due to COVID-19 health and safety measures, taxpayers were encouraged to use Electronic Fund Transfers (EFT) for their refunds. The increase of electronic refunds contributed to the reduced turnaround times. Additionally, employees continue to seek opportunities to streamline the Property Tax System (PTS) refund process.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Average time to issue a property tax refund (days)	24	35	27	21	12	28	21	Down	Down
★ Average Time to Issue a Requested Business Tax Refund (days)	NA	NA	13	13	13	25	21	NA	Down

★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    \* None

## SERVICE 2 Bill, adjudicate and collect on parking tickets.

**Goal 2a** Increase the proportion of parking tickets that are resolved.

Due to the 90-day lag in the reporting of the results, full Fiscal 2021 results are not available in time to be included in this report. The Preliminary Fiscal 2022 Mayor's Management Report will include the Fiscal 2021 results.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Parking tickets resolved within 90 days (000)	8,472	9,283	8,896	9,225	NA	*	*	NA	*
★ Parking tickets issued that are paid within 90 days (%)	66.1%	63.3%	66.3%	68.5%	NA	65.0%	65.0%	NA	Up
Parking tickets issued that are dismissed within 90 days (%)	12.9%	15.8%	11.1%	5.3%	NA	*	*	NA	Down
★ Critical Indicator	● Equity Indicator	"NA" Not Available		↕↔ Directional Target	* None				

**Goal 2b** Assure that all respondents are offered convenient options for paying and challenging tickets.

Summonses adjudicated were down and parking ticket hearings increased in Fiscal 2021 as compared to Fiscal 2020, as fewer summonses were adjudicated per hearing. The turnaround time for in-person hearings was 1.3 minutes, which is lower than the historical average. This was due to a much lower volume of in-person hearings following COVID-19 health and safety measures. No in-person hearings were held during the first three months of the fiscal year. Twenty-three percent of parking ticket fines were reversed on appeal in Fiscal 2021 compared to 16 percent in Fiscal 2020 due to a large number of on-duty healthcare workers with permits receiving parking tickets during the COVID-19 pandemic and then granted a reversal.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Summonses adjudicated (000)	1,988	2,421	2,346	1,902	1,776	*	*	Down	*
★ Parking ticket hearings - Total	978,574	1,126,557	1,074,662	998,215	1,117,467	*	*	Neutral	*
– In-person hearings	216,695	216,106	185,021	127,418	132,119	*	*	Down	*
– Hearings-by-mail	318,373	347,045	291,299	260,677	272,599	*	*	Down	*
– Online hearings	443,506	563,406	598,342	610,120	712,749	*	*	Up	*
Parking ticket "pay or dispute" app transactions	NA	620,882	1,142,596	1,451,241	1,855,374	*	*	NA	*
★ Average turnaround time for in-person parking ticket hearings (minutes)	12	11	10	12	1	25	25	Down	Down
★ Average turnaround time to issue decision for parking ticket hearing-by-web (days)	3.7	4.6	4.2	4.7	4.0	8.5	8.5	Neutral	Down
★ Average turnaround time to issue decision for parking ticket hearing-by-mail (days)	6.9	7.0	6.7	7.2	7.0	14.0	14.0	Neutral	Down
Parking ticket appeals reviewed	30,375	39,466	33,982	25,031	35,827	*	*	Neutral	*
Parking ticket appeals granted a reversal (%)	21.0%	24.0%	20.0%	16.0%	23.0%	*	*	Neutral	Down
★ Critical Indicator	● Equity Indicator	"NA" Not Available		↕↔ Directional Target	* None				

## SERVICE 3 Administer rent and property owner exemption programs.

**Goal 3a** Promptly review applications for exemption programs.

The average time to process Senior Citizen Rent Increase Exemption (SCRIE) and Disability Rent Increase Exemption (DRIE) applications rose during the fiscal year primarily because DOF reallocated some SCRIE and DRIE resources in order to process Senior Citizen Homeowners' Exemption (SCHE) and Disability Homeowners' Exemption (DHE) applications by specific deadlines. While the passage of Chapter 381 of the Laws of 2020 (COVID-19 Emergency Eviction & Foreclosure Prevention Act of 2020) allowed for the auto-renewal of benefits for SCHE and DHE program participants, reviews were needed for program participants who claimed a higher benefit as part of renewal and because of the enactment of a local law that allowed removal of certain program participants from the auto-renewal pool due to specific reasons such as a property transfer. Applications for SCRIE and DRIE declined during the year. This decline in new applicants was likely the result of pandemic-related developments such as the eviction moratorium and curtailment of in-person outreach activities.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Senior Citizen Rent Increase Exemption (SCRIE) - Initial applications received	8,289	8,432	6,600	4,582	4,389	*	*	Down	*
★ Average time to process initial SCRIE applications (days)	3.0	5.0	7.0	6.9	8.5	10.0	10.0	Up	Down
SCRIE renewal applications received	25,091	28,932	24,564	25,632	23,216	*	*	Down	*
★ Average time to process renewal SCRIE applications (days)	5.2	7.7	6.6	5.3	9.8	10.0	10.0	Up	Down
Disability Rent Increase Exemption (DRIE) - Initial applications received	2,143	1,822	1,566	1,216	1,098	*	*	Down	*
★ Average time to process initial DRIE applications (days)	3.4	6.0	7.3	7.6	6.7	10.0	10.0	Up	Down
DRIE renewal applications received	6,141	6,856	5,957	5,813	5,869	*	*	Neutral	*
★ Average time to process renewal DRIE applications (days)	4.2	5.7	6.4	5.2	9.4	10.0	10.0	Up	Down
Senior Citizen Homeowners' Exemption (SCHE) - Number of initial applications received	NA	18,340	8,446	9,117	9,750	*	*	NA	*
★ Average time to process initial SCHE applications (days)	NA	30.2	16.3	37.1	11.7	↓	↓	NA	Down
SCHE - Number of renewal applications received	NA	1,696	36,111	6,959	27,328	*	*	NA	*
★ Average time to process renewal SCHE applications (days)	NA	127.4	18.5	20.8	13.2	↓	↓	NA	Down
Disability Homeowners' Exemption (DHE) - Number of initial applications received	NA	1,038	868	669	576	*	*	NA	*
★ Average time to process initial DHE applications (days)	NA	30.2	15.9	34.1	14.6	↓	↓	NA	Down
DHE - Number of renewal applications received	NA	195	2,777	2,659	2,052	*	*	NA	*
★ Average time to process renewal DHE applications (days)	NA	159.7	14.0	23.4	25.7	↓	↓	NA	Down
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

## SERVICE 4 Help NYC taxpayers resolve tax issues.

**Goal 4a** Through the Office of the Taxpayer Advocate, promptly address inquiries and resolve cases.

The successful launch and operation of DOF's Customer Contact Center in July 2019 has altered the Office of the Taxpayer Advocate (OTA) workload by filtering most simple property tax exemption inquiries from its queue. However, OTA saw an influx of more complicated cases. In order to provide excellent service, OTA has engaged with other divisions in DOF, such as Property and Payment Operations, via regular monthly meetings and other streamlined communication channels. As a result, OTA increased its year-over-year total cases closed for the past two years and improved its average days closure rate for both cases and inquiries.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Inquiries received	770	1,424	1,738	1,454	1,278	*	*	Up	*
★ Average time to address inquiries (days)	7.8	10.0	4.1	9.9	2.4	10.0	10.0	Down	Down
Cases opened	308	353	665	664	834	*	*	Up	*
Cases closed	311	353	471	1,026	988	*	*	Up	*
★ Average time to close a case (days)	61.6	50.4	48.8	102.5	74.1	45.0	45.0	Up	Down
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

## SERVICE 5 Record property-related documents.

**Goal 5a** Increase the percentage of online property recording transactions.

DOF leveraged virtual outreach to encourage the public and the title industry to file electronically by explaining and highlighting the benefits of doing so. During this last fiscal year, with many companies working remotely due to the COVID-19 pandemic, the volume of electronic submissions increased. The average time to record and index property documents increased year over year. During the fiscal year, the agency implemented Optical Character Recognition capability to the ACRIS system to upgrade the document review process and make it more efficient. As with any system upgrade, employees needed time to adapt to the new functionality which was a contributing factor in processing times. In the final quarter of the fiscal year, as the title industry returned to office, there was a sharp increase in the submission of documents related to re-financing and mortgage modifications, which further contributed to extended review time.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Online property recording transactions (%)	63.1%	69.7%	73.0%	78.4%	84.8%	*	*	Up	Up
Average time to record and index property documents (days) - Citywide	1.1	0.8	0.6	0.7	2.8	*	*	Up	Down

★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    \* None

## SERVICE 6 Serve and execute legal processes and mandates.

**Goal 6a** Increase the proportion of judgments, orders and warrants that are successfully served/executed.

Arrest warrants successfully executed dropped as a result of the Family Courts being closed due to COVID-19 health and safety measures. The closure of Family Court resulted in the issuance of fewer arrest warrants. Property seizure orders successfully executed were lower year over year as a result of the pause from March 2020 through February 2021 of the scofflaw booting program; the program resumed in February 2021 for unpaid camera violation judgment debt.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Arrest warrants successfully executed (%)	72%	73%	76%	78%	61%	*	*	Neutral	Up
Orders of Protection successfully served (%)	63%	61%	56%	55%	61%	*	*	Neutral	Up
Property seizure orders successfully executed (%)	83%	80%	78%	62%	40%	*	*	Down	Up
Child support orders successfully served (%)	62%	65%	63%	64%	66%	*	*	Neutral	Up

★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    \* None

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Total revenue collected (\$000,000)	\$36,914	\$38,939	\$41,064	\$42,310	\$44,550	*	*	Up	*
– Property taxes collected (\$000,000)	\$24,447	\$26,214	\$27,745	\$29,530	\$31,292	*	*	Up	*
– Business taxes collected (\$000,000)	\$7,289	\$7,420	\$7,855	\$7,637	\$8,484	*	*	Up	*
– Property transfer taxes collected (\$000,000)	\$2,501	\$2,439	\$2,640	\$2,111	\$1,928	*	*	Down	*
– Parking summons revenue (\$000,000)	\$627	\$668	\$698	\$718	\$718	*	*	Up	*
– Audit and enforcement revenue collected (\$000,000)	\$1,252	\$1,299	\$1,058	\$999	\$1,137	*	*	Down	*
– Other revenue (\$000,000)	\$798	\$899	\$1,069	\$1,315	\$993	*	*	Up	*

★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    \* None



## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
E-mails responded to in 14 days (%)	73%	64%	79%	83%	79%	85%	85%	Up	Up
Letters responded to in 14 days (%)	91%	89%	84%	84%	64%	85%	85%	Down	Up
Completed customer requests for interpretation	7,699	7,584	4,550	4,627	2,510	*	*	Down	*
Average customer in-person wait time (minutes)	5	5	7	6	1	12	12	Down	Down
Calls answered by customer service representative (%)	80%	88%	91%	94%	82%	*	*	Neutral	Up
CORE customer experience rating (0-100)	96	98	NA	96	99	90	90	NA	Up
Number of calls to the Customer Contact Center	NA	NA	NA	39,045	51,299	*	*	NA	*
Average time to complete calls to the Customer Contact Center (minutes:seconds)	NA	NA	NA	12:52	14:11	*	*	NA	*

★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⇅ Directional Target    \* None

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$266.6	\$278.9	\$300.2	\$324.4	\$313.2	\$324.8	\$339.2	Up
Revenues (\$000,000)	\$818.2	\$832.8	\$883.0	\$887.4	\$877.3	\$829.9	\$899.7	Neutral
Personnel	2,016	1,969	2,051	2,018	1,935	2,181	2,187	Neutral
Overtime paid (\$000)	\$3,519	\$3,878	\$5,306	\$1,050	\$3,016	\$1,050	\$1,050	Down

<sup>1</sup>Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at [nyc.gov/mmr](http://nyc.gov/mmr) for details.    <sup>2</sup>Authorized Budget Level    <sup>3</sup>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 FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
<b>Personal Services - Total</b>	<b>\$176.5</b>	<b>\$172.7</b>	
001 - Administration and Planning	\$50.5	\$49.5	All
002 - Operations	\$22.8	\$22.1	1b, 3a
003 - Property	\$31.9	\$30.9	1a, 1b, 5a
004 - Audit	\$32.4	\$32.4	1a, 1b
005 - Legal	\$6.6	\$6.2	1a, 1b, 2a
007 - Parking Violations Bureau	\$9.5	\$8.3	2a, 2b
009 - City Sheriff	\$22.9	\$23.3	1a, 2a, 6a
<b>Other Than Personal Services - Total</b>	<b>\$133.5</b>	<b>\$140.4</b>	
011 - Administration	\$84.6	\$91.1	All
022 - Operations	\$30.8	\$38.8	1b, 3a
033 - Property	\$3.8	\$4.6	1a, 1b, 5a
044 - Audit	\$0.6	\$0.3	1a, 1b
055 - Legal	\$0.1	\$0.1	1a, 1b, 2a
077 - Parking Violations Bureau	\$1.0	\$1.0	2a, 2b
099 - City Sheriff	\$12.7	\$4.4	1a, 2a, 6a
<b>Agency Total</b>	<b>\$310.1</b>	<b>\$313.2</b>	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds.    <sup>2</sup>City of New York Adopted Budget for Fiscal 2021, as of Jun 2021. Includes all funds.    <sup>3</sup>Refer to agency goals listed at front of chapter.    "NA" Not Available    \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

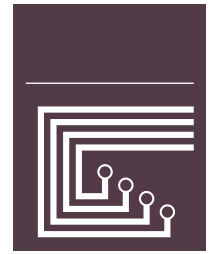
- The tax lien sale that started in February 2020 was cancelled in Fiscal 2021 due to a gubernatorial executive order prohibiting local governments from conducting lien sales. A 2021 tax lien sale was not scheduled prior to the end of Fiscal 2021 due to the executive order.
- The targets for 'Average time to issue a property tax refund (days),' 'Average time to issue a business tax refund (days),' 'Average time to issue a requested business tax refund (days),' and 'Average time to issue a non-requested business tax refund (days)' have all been adjusted to 21 days for Fiscal 2022 to reflect the long-term performance of tax refund cycle times.
- The agency's business centers remained open throughout the pandemic, as did the offices of the City Register. While the Senior-Disabled centers were closed temporarily, options such as virtual appointments were offered to these customers as a means of face-to-face communications with DOF employees. The reported CORE facility score is the agency total for those centers that were open during the evaluation period.
- The indicators 'Number of calls to the Customer Contact Center' and 'Average time to complete calls to the Customer Contact Center' have been added to the Agency Customer Service section.
- Equity NYC indicators are identified with a burst (●). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

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

- NYC Rent Freeze Program:  
[www.nyc.gov/rentfreeze](http://www.nyc.gov/rentfreeze)
- The Social Indicators and Equity Report, EquityNYC:  
<http://equity.nyc.gov/>

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



## WHAT WE DO

The Department of Information Technology and Telecommunications (DoITT) provides the technology that enables City services for all who live, work, do business in, and visit the City of New York. Whether through DoITT's management and development of the City's 911 voice and text systems, the NextGen 911 transformation program, the City's wired and radio networks, data centers, [NYC.gov](https://www.nyc.gov), the Open Data portal, the citywide rollout of 5G wireless communications on pole tops, administration of the City's mobile telecommunication franchises, oversight of major interagency technology initiatives and procurements, DoITT connects NYC. DoITT's efforts help make City government more accessible, transparent and effective, empower the public, and keep our five boroughs safe, strong, and vibrant.

## FOCUS ON EQUITY

DoITT's efforts to strengthen the equitable and transparent delivery of services to all New Yorkers are central to all of our work. In April 2020, DoITT resumed management of the 311 Customer Service Center, the primary gateway for the public to access government services and wait times for critical COVID-19 related services for New Yorkers throughout Fiscal 2021 were de minimis. DoITT issued a broadband solicitation specifically designed to encourage an expansion of affordable residential and commercial internet infrastructure and offerings in underserved communities. DoITT not only received approval for its 5G shroud design to roll out the next generation of connectivity across the City in an equitable manner, it kicked off the reservation process for franchise holders to start the build-out. DoITT oversees the LinkNYC franchise program, which provides free access to the internet across the City, and received Franchise and Concession Review Committee (FCRC) approval to reboot the program with a new financial model that will push 5G and improved Wi-Fi coverage outside of Manhattan's core business district. DoITT led the City's effort to build out high-speed Wi-Fi in each apartment at 170+ homeless shelters that serve families to ensure children in these shelters have the connectivity needed for remote learning. DoITT continues to run and grow its robust minority and woman-owned business enterprise (M/WBE) program that encourages more City contracting with M/WBEs. DoITT's continued response to COVID-19 demonstrated its commitment to supporting vulnerable and underserved New Yorkers, including working with the Department of Education to procure 100,000 additional iPads for all public school children who did not have access to an internet-connected device to use in remote learning; building the Tenant Resource Portal for the Mayor's Office to Protect Tenants, the City's first online resource to help residential renters access free resources from the City to help prevent evictions and keep tenants stably housed; continuing to develop and enhance the City's contact tracing system, which is a key driver of the City's efforts to trace and contain the spread of COVID-19, a disease that has disproportionately affected communities of color; building, enhancing and maintaining the technology that supports the Department of Health and Mental Hygiene (DOHMH)'s vaccination program citywide, which has administered more than 1.9 million vaccinations since January 2021; making the City's vaccination call center available for all persons, no matter their internet access, to schedule a vaccination appointment; expanding New Yorkers' access to vaccinations through private and not-for-profit providers by enrolling them in the technology platform that supports DOHMH's vaccination program; and building the City's incentive program into the technology that supports the DOHMH vaccination program.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Deliver City IT services including hardware, software and technical support.**

- Goal 1a Provide quality service delivery and performance monitoring.
  - Goal 1b Resolve all service disruptions within targeted levels.
  - Goal 1c Ensure all application development and IT infrastructure projects are delivered on time and within budget.
- 

### **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 datasets.
- 

### **SERVICE 3 Regulate franchised cable services.**

- Goal 3a Ensure customer complaints are resolved positively.
- 

### **SERVICE 4 Regulate provisioning of public telecommunication services on City streets.**

- Goal 4a Maximize usefulness, operability and cleanliness of public telecommunication services on City streets.

# HOW WE PERFORMED IN FISCAL 2021

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## **SERVICE 1** Deliver City IT services including hardware, software and technical support.

**Goal 1a** Provide quality service delivery and performance monitoring.

As in Fiscal 2020, technology was the key to enabling City government to continue functioning during the COVID-19 pandemic and to pivot from containing the spread of the virus to combatting it through the City's vaccination effort.

- DoITT built out the technology platform for the City's vaccination efforts, which includes an online portal that is used by members of the public scheduling vaccination appointments; vaccination site staff managing persons who receive a vaccine; and vaccinators administering doses.
- DoITT stood-up and continues to manage the City's vaccination call center, which allows New Yorkers to schedule vaccination appointments no matter their access to the internet.
- DoITT led the City's effort to onboard private and not-for-profit vaccination providers through its vaccination technology platform.
- DoITT built out the City's incentive program into the vaccination technology platform to expand the vaccination program's impact.
- DoITT maintained and enhanced the City's COVID-19 contract tracing application, which DoITT released in June 2020 to support the City's Test & Trace Corps, which remains an essential part of the City's efforts to contain the spread of the virus.
- DoITT maintained and enhanced the technology that powers the GetFood program, which has been used to deliver more than 115 million meals to New Yorkers in need.
- DoITT worked with DOE to procure, configure and distribute 100,000+ iPads, in addition to the 300,000+ iPads from Fiscal 2020, to enable remote learning for the City's public school children who did not have access to an internet-connected device.
- DoITT spearheaded and completed Wi-Fi build-out in more than 170 homeless shelters that serve families in the City, and work is underway at 40 more sites.
- DoITT continued to maintain the infrastructure that enabled more than 100,000 City employees to remotely access the City's network to quickly facilitate the safe transition to a work-from-home model.
- DoITT maintained the City's COVID-19 portal, consolidating links to resources and information from dozens of agencies.
- DoITT expanded the City's first online marriage license system to enable online marriage ceremonies as well as allow New Yorkers to schedule in-person marriage license appointments online to enable the City Clerk's Office to reopen to the public.
- DoITT built the online business inspection and enforcement application for the City's Open Dining enforcement efforts.
- DoITT built the City's COVID Zone finder for New Yorkers to easily access and reference whether they lived in a neighborhood with additional restrictions due to New York State policies.

Even with all of the COVID-related projects, the general work of the agency did not slip:

- DoITT began a citywide effort to decommission legacy systems at other agencies and offices to reduce vulnerability to security threats.
- Text-to-911 was in operation for a full calendar year by June 2021, with no outages and more than 20,000 text sessions between New Yorkers and 911 operators.

- DoITT began the rollout of a new eSubpoena system for the New York City Police Department (NYPD) and District Attorneys' Offices to replace the 15-year-old legacy eSubpoena system.

DoITT completed Fiscal 2021 with no critical public safety outages.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Systems DoITT manages	220	238	253	351	365	*	*	Up	*
★ Newly completed projects that provide new services to the public	4	7	7	48	69	*	*	Up	*
★ Incidents that directly impact services provided to the public	NA	NA	NA	106	92	↓	↓	NA	Down
★ Critical public safety outages	0	0	2	0	0	↓	↓	Neutral	Down
★ Total outage time for critical public safety infrastructure (minutes)	0	0	15,841	0	0	↓	↓	Neutral	Down
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None									

### Goal 1b Resolve all service disruptions within targeted levels.

For the second consecutive fiscal year, DoITT is reporting the number of incidents by several levels and the average time to resolve by Service Level Agreement (SLA). This change provides greater transparency about the number of incidents and about the City's performance in resolving them.

In general, as systems age, the number of service disruptions associated with them increases.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Incidents by severity level - Critical	159	132	89	157	100	↓	↓	Down	Down
Incidents by severity level - High	1,675	1,495	1,495	1,997	1,506	*	*	Neutral	Down
Incidents by severity level - Medium	10,494	7,984	7,330	8,188	8,304	*	*	Down	Down
Incidents by severity level - Low	39,738	38,122	33,832	30,754	31,539	*	*	Down	Down
★ Average incident resolution time by SLA level (hours) - Critical	5	5	5	5	5	↓	↓	Down	Down
Average incident resolution time by SLA level (hours) - High	16	13	6	10	17	*	*	Neutral	Down
Average incident resolution time by SLA level (hours) - Medium	57	29	23	24	31	*	*	Down	Down
Average incident resolution time by SLA level (hours) - Low	18	39	15	21	5	*	*	Down	Down
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None									

### Goal 1c Ensure all application development and IT infrastructure projects are delivered on time and within budget.

In Fiscal 2021, DoITT continued to provide a higher level of support for other City agencies and the public than in fiscal years before Fiscal 2020. This was primarily driven by the need for new applications, some of which were part of the City's response to the pandemic, as well as the growing need for IT infrastructure, security and public safety initiatives at other agencies.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Active projects for new services to the public	36	42	49	98	108	*	*	Up	*
★ Active projects to support outside agencies	34	48	64	115	166	*	*	Up	*
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None									

## SERVICE 2 Support sharing and management of citywide data and information.

**Goal 2a** Increase the public's use of City government information through NYC.gov.

In Fiscal 2021, more than 312 million pages were viewed on NYC.gov, which was an increase of 8 percent compared to the prior fiscal year. Similarly, the number of unique visitors (average monthly) increased by 18 percent.

Part of the increased demand for [NYC.gov](https://www.nyc.gov) was driven by New Yorkers looking for information about services related the COVID-19 pandemic.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
NYC.gov web page views (000)	271,980.0	269,955.9	257,038.9	288,651.9	312,134.4	*	*	Up	Up
★ NYC.gov unique visitors (average monthly) (000)	4,599	4,358	4,373	5,438	6,397	↑	↑	Up	Up
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

**Goal 2b** Increase the number of publicly available datasets.

As of the end of Fiscal 2021, DoITT published 3,293 data sets on the OpenData portal, an increase of 15 percent compared to the previous fiscal year. More than 90 percent of these data sets had accompanying data dictionaries; most of the data sets that do not have data dictionaries are historical and no longer updated. DoITT regularly engages with agency OpenData coordinators and continually works to expand both the number and quality of offerings available on the OpenData portal.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Data sets available for download on NYC.gov/OpenData	1,700	2,103	2,619	2,855	3,293	*	*	Up	Up
Datasets with data dictionaries on NYC.gov/OpenData (%)	26.9%	91.6%	91.3%	91.4%	92.2%	*	*	Up	Up
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

## SERVICE 3 Regulate franchised cable services.

**Goal 3a** Ensure customer complaints are resolved positively.

During the COVID-19 pandemic, DoITT led the City's effort to build-out high-speed Wi-Fi in each apartment at more than 170 homeless shelters that serve families to ensure children in these shelters have the connectivity needed for remote learning.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Video cable complaints Citywide	NA	NA	NA	2,839	2,941	↓	↓	NA	Down
★ Video complaints resolved Citywide (%)	NA	NA	NA	77%	78%	↓	↓	NA	Down
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

## SERVICE 4 Regulate provisioning of public telecommunication services on City streets.

**Goal 4a** Maximize usefulness, operability and cleanliness of public telecommunication services on City streets.

DoITT administers the LinkNYC franchise, which replaces outdated public pay telephones with kiosks that provide free, high-speed Wi-Fi and free domestic calling. On June 7, 2021 the FCRC approved the third amendment to the LinkNYC franchise agreement. The amendment was negotiated through the COVID-19 pandemic by DoITT. Under the amendment's terms, the City will be repaid what CityBridge, the franchise holder, owed as of March 2020—\$60 million. The City has already received \$26.8 million from CityBridge toward that debt. The amendment pivots the franchise from a financial model based solely on advertising revenue to a mixed one based on advertising and the build-out of new 5G infrastructure on the Links by CityBridge. The amendment contemplates new Link structures that can house 5G small cell equipment that will improve the coverage of Link's high-speed Wi-Fi. The advertising dimensions for the new structures would not change.

By the end of Fiscal 2021, 1,816 Link kiosks were operational.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Cumulative number of LinkNYC subscribers	1,925,353	4,347,631	6,925,073	8,983,785	9,699,767	*	*	Up	Up
Summonses issued for Link kiosks with inoperable phone service or unacceptable appearance	NA	NA	24	59	73	*	*	NA	*
Telecommunications advertisement-generated revenue (\$000)	\$25,938.9	\$26,678.1	\$33,823.1	\$0.0	\$0.0	\$25,600.0	\$25,600.0	Down	*

★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⬆️⬆️ Directional Target   \* None

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Citywide IT professional services contracts in use by agencies (%)	43%	47%	44%	49%	52%	*	*	Up	*

★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⬆️⬆️ Directional Target   \* None

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
Letters responded to in 14 days (%)	NA	NA	NA	NA	100%	*	*	NA	Up
E-mails responded to in 14 days (%)	NA	NA	NA	NA	100%	*	*	NA	Up
Percent meeting time to close – cable complaint - video service (15 days)	NA	NA	NA	NA	53	*	*	NA	*
Percent meeting time to close – cable complaint - billing (30 days)	NA	NA	NA	NA	77	*	*	NA	*
Percent meeting time to close – cable complaint - miscellaneous (30 days)	NA	NA	NA	NA	85	*	*	NA	*

★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⬆️⬆️ Directional Target   \* None



# AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$637.6	\$657.9	\$675.5	\$862.1	\$1,091.3	\$700.6	\$746.9	Up
Revenues (\$000,000)	\$184.2	\$180.9	\$160.4	\$150.7	\$172.1	\$168.9	\$143.5	Down
Personnel	1,491	1,514	1,562	1,687	1,259	1,798	1,454	Neutral
Overtime paid (\$000)	\$1,845	\$1,776	\$1,936	\$315	\$76	\$315	\$76	Down

<sup>1</sup>Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at [nyc.gov/mmr](http://nyc.gov/mmr) for details. <sup>2</sup>Authorized Budget Level <sup>3</sup>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 FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$159.1	\$164.6	
001 - Technology Services	\$139.9	\$87.0	All
003 - Admin/Operations	\$0.0	\$18.7	All
007 - 911 Technical Operations	\$0.0	\$15.8	1a, 1b, 1c
009 - Mayor's Office of Media & Entertainment	\$7.5	\$7.9	*
011 - 311	\$0.0	\$20.4	*
013 - New York City Cyber Command	\$11.8	\$14.8	*
Other Than Personal Services - Total	\$662.6	\$926.7	
002 - Technology Services	\$588.4	\$629.5	All
004 - Admin/Operations	\$0.0	\$43.3	All
008 - 911 Technical Operations	\$0.0	\$77.6	1a, 1b, 1c
010 - Mayor's Office of Media & Entertainment	\$10.9	\$36.7	*
012 - 311	\$0.0	\$35.6	*
014 - New York City Cyber Command	\$63.3	\$104.0	*
Agency Total	\$821.7	\$1,091.3	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds. <sup>2</sup> City of New York Adopted Budget for Fiscal 2021, as of Jun 2021. Includes all funds. <sup>3</sup> Refer to agency goals listed at front of chapter. "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Duplicate systems were identified in the historical totals of the metric 'Systems DoITT manages' and 'Active projects for new services to the public.' The values for historical years have been corrected.
- In the reporting of the metric 'Newly completed projects that provide new services to the public,' previously published numbers represented cumulative totals when they should have been reported as yearly unique totals. The historical values have been updated.
- The historical totals for some reported service desk incidents included a small number of tickets generated from automated alerting processes. To improve data quality, the historical ticket counts in the metrics 'Incidents by severity level—High,' 'Incidents by severity level—Medium,' and 'Incidents by severity level—Low' have been corrected. Because these automated tickets were a small fraction of the total number of tickets, their removal did not change the calculated average SLA resolution times.
- As noted in DoITT's Fiscal 2020 MMR, starting in calendar year 2019 DoITT improved the process for determining the actual resolutions of customer cable complaints. Prior to Fiscal 2020, the reported customer service metrics 'Percent meeting time to close—cable complaint—video service (15 days),' 'Percent meeting time to close—cable complaint—billing (30 days),' and 'Percent meeting time to close—miscellaneous (30 days),' represented the date of SR creation to the date when the Service Request (SR) was sent to the Franchisees. In the updated process after Fiscal 2020, these metrics represent the date from SR creation to the confirmed date of resolution by franchisee.
- Equity NYC indicators are identified with a burst (●). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

For additional information go to:

- NYC.gov:  
<http://www.nyc.gov/>
- NYC Open Data:  
<http://nyc.gov/opendata>
- The Social Indicators and Equity Report, EquityNYC:  
<http://equity.nyc.gov/>

For more information on the agency, please visit: [www.nyc.gov/doitt](http://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 10 commissioners, two from each borough upon recommendation by both political parties and then appointed by the City Council for a term of four years. The commissioners appoint a bipartisan staff to oversee the daily activities of its main and five borough offices. The Board is responsible under New York State election law for the following: voter registration, outreach and processing; maintenance and updating of voter records; processing and verification of candidate petitions/documents; recruiting, training and assigning the various election day officers to conduct elections; operation of poll site locations; maintenance, repair, setup and deployment of the Election Day operation equipment; ensuring each voter their right to vote at the polls or by absentee ballot; canvassing and certification of the vote; voter education, notification and dissemination of election information; and preparation of maps of various political subdivisions.

## FOCUS ON EQUITY

The 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 IN FISCAL 2021

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Voter turnout - general election (000)	2,760	1,166	2,138	796	3,067	*	*	Neutral	*
Voter Registration forms processed	503,609	110,510	247,879	182,247	374,904	*	*	Down	*
Total registered voters (000)	4,927	5,054	5,138	5,270	5,565	*	*	Up	Up
Total active voters (000)	4,477	4,596	4,613	4,772	4,948	*	*	Up	Up
Poll worker attendance on Election Day (%)	93.2%	87.8%	91.8%	94.8%	96.3%	*	*	Neutral	Up
Voter complaints regarding poll workers	721	460	708	480	256	*	*	Down	Down
Voter complaints regarding poll workers - service	394	363	477	397	124	*	*	Down	Down
Voter complaints regarding poll workers - procedure	327	97	231	83	132	*	*	Down	Down
Voting equipment replacement rate - ballot scanners (%)	0.9%	0.0%	1.4%	0.3%	0.7%	*	*	Neutral	Down
Voting equipment replacement rate - ballot marking devices (%)	1.4%	1.4%	2.8%	1.2%	2.3%	*	*	Up	Down
Precision of unofficial election results (%)	1.1%	0.5%	2.7%	3.4%	3.3%	*	*	Up	*
Interpreters deployed on election day	2,329	2,052	2,128	5,029	5,838	*	*	Up	*
Interpreters deployed on election day - Bronx	176	158	158	273	464	*	*	Up	*
Interpreters deployed on election day - Brooklyn	670	588	546	1,606	1,718	*	*	Up	*
Interpreters deployed on election day - Queens	910	862	968	2,085	2,281	*	*	Up	*
Interpreters deployed on election day - Manhattan	529	404	411	861	1,163	*	*	Up	*
Interpreters deployed on election day - Staten Island	44	40	45	204	212	*	*	Up	*

★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    \* None

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$121.6	\$129.3	\$172.9	\$227.6	\$239.0	\$135.6	\$182.8	Up
Revenues (\$000)	\$51	\$55	\$56	\$35	\$54	\$116	\$39	Neutral
Personnel	706	714	784	883	894	1,079	1,079	Up
Overtime paid (\$000,000)	\$8.3	\$7.2	\$11.5	\$12.1	\$10.4	\$8.3	\$11.5	Up

<sup>1</sup>Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at [nyc.gov/mmr](http://nyc.gov/mmr) for details.    <sup>2</sup>Authorized Budget Level    <sup>3</sup>Expenditures include all funds    "NA" - Not Available  
\* None

## SPENDING AND BUDGET INFORMATION

Agency expenditures and planned resources by budgetary unit of appropriation.

Unit of Appropriation	Expenditures FY20 <sup>1</sup> (\$000,000)	Modified Budget FY21 <sup>2</sup> (\$000,000)
001 - Personal Services	\$87.7	\$99.8
002 - Other Than Personal Services	\$134.4	\$139.2
Agency Total	\$222.1	\$239.0

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds.    <sup>2</sup>City of New York Adopted Budget for Fiscal 2021, as of Jun 2021. Includes all funds.    <sup>3</sup>Refer to agency goals listed at front of chapter.    "NA" Not Available    \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Previously published Fiscal 2020 data for the indicator 'Poll worker attendance on Election Day (%)' was revised to reflect corrected data.
- Equity NYC indicators are identified with a burst (\*). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

For additional information go to:

- Annual reports:  
[www.vote.nyc/page/annual-reports](http://www.vote.nyc/page/annual-reports)
- The Social Indicators and Equity Report, EquityNYC:  
<http://equity.nyc.gov/>

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



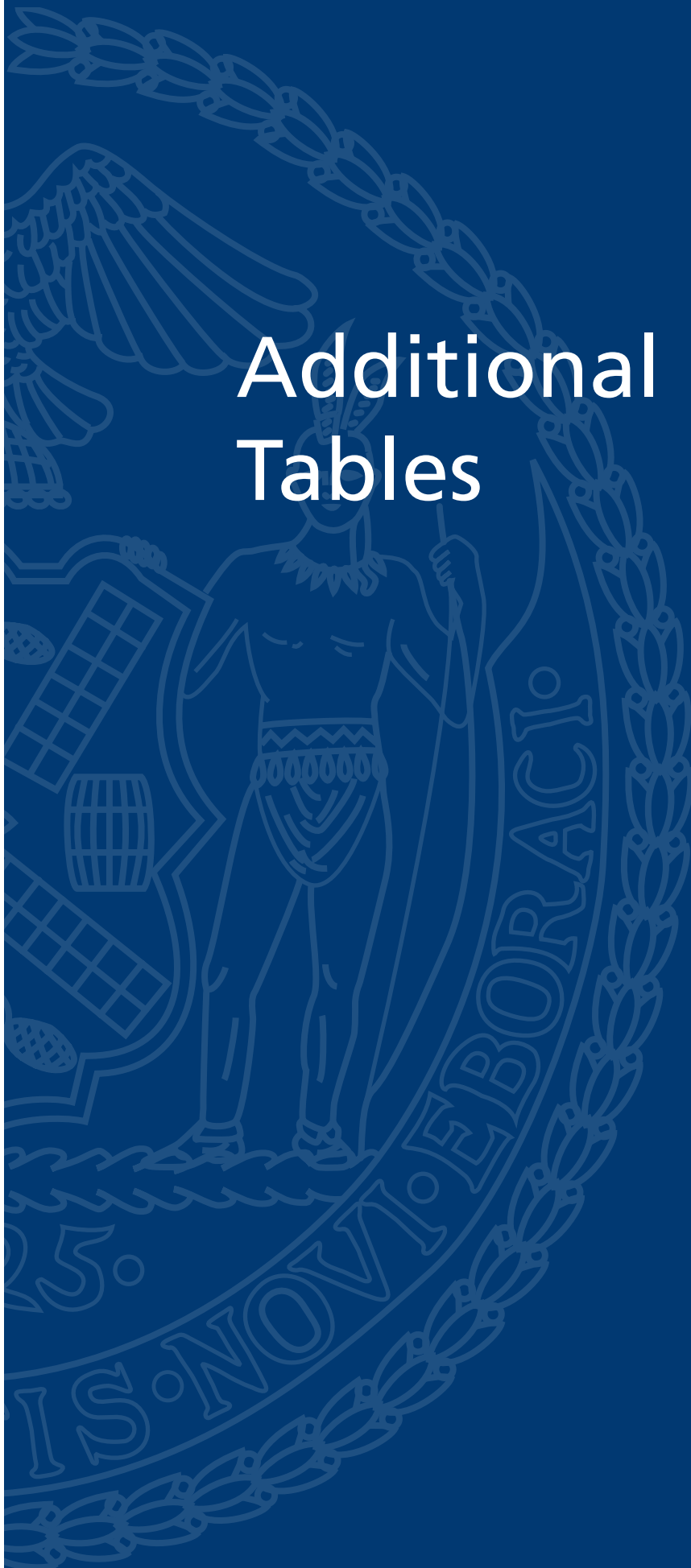


# Appendix





# Additional Tables







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# ANNUAL PAID ABSENCE RATES

WORKFORCE OR AGENCY	FY 2021	FY 2021	FY 2021	FY 2020	FY 2021
	TOTAL SICK LEAVE	LODI/ WC	TOTAL ABSENCE	TOTAL ABSENCE	EQUIV. ABSENCE DAYS/YEAR
<b>UNIFORMED WORKFORCES</b>					
DOC (U)	9.59%	3.93%	13.51%	9.30%	33.6
FDNY (U)	2.03%	7.60%	9.63%	NA	24.0
NYPD (U)	3.21%	1.48%	4.69%	4.67%	11.7
DSNY (U)	9.34%	2.61%	11.95%	9.50%	29.8
Uniformed Subtotal	4.65%	3.05%	7.70%	6.39%	19.2
<b>LARGER CIVILIAN WORKFORCES</b>					
NYPD (C)	3.38%	0.12%	3.50%	3.95%	8.7
FDNY (C)	4.24%	2.13%	6.37%	NA	15.9
ACS	2.39%	2.18%	4.57%	4.62%	11.4
HRA	2.48%	0.07%	2.55%	3.66%	6.4
DHS	3.16%	1.33%	4.49%	5.30%	11.2
HPD	2.29%	0.06%	2.35%	2.97%	5.8
DOHMH	1.96%	0.05%	2.01%	2.79%	5.0
DEP	2.90%	0.26%	3.16%	3.17%	7.9
DSNY (C)	3.41%	0.58%	3.99%	3.81%	9.9
DOF	2.20%	0.06%	2.25%	2.90%	5.6
DOT	2.97%	0.64%	3.61%	3.48%	9.0
DPR	2.53%	0.33%	2.86%	4.16%	7.1
LAW	1.58%	0.00%	1.58%	2.45%	3.9
DCAS	2.64%	0.15%	2.79%	3.15%	6.9
DDC	2.11%	0.00%	2.12%	3.13%	5.3
DOC (C)	3.47%	1.05%	4.52%	4.97%	11.3
PROBATION	2.47%	0.14%	2.61%	3.56%	6.5
DOB	2.61%	0.06%	2.67%	3.33%	6.7
DOITT	1.98%	0.01%	1.99%	2.48%	5.0
Subtotal	2.83%	0.53%	3.36%	3.67%	8.4
<b>SMALLER CIVILIAN WORKFORCES</b>					
NYCEM	1.49%	0.00%	1.49%	2.06%	3.7
DCP	1.34%	0.00%	1.34%	2.71%	3.3
DOI	1.98%	0.00%	1.98%	2.79%	4.9
DFTA	1.60%	0.00%	1.60%	5.30%	4.0
CULTURAL	1.31%	0.00%	1.31%	2.85%	3.3
LANDMARKS	1.68%	0.00%	1.68%	2.78%	4.2
TLC	2.45%	0.56%	3.01%	3.53%	7.5
CCHR	1.96%	0.00%	1.96%	2.67%	4.9
DYCD	1.98%	0.01%	1.99%	2.74%	5.0
DSBS	1.85%	0.00%	1.85%	2.47%	4.6
DOR	3.89%	0.00%	3.89%	4.05%	9.7
CONSUMER	2.55%	0.08%	2.62%	3.02%	6.5
BIC	1.33%	0.01%	1.34%	2.59%	3.3
OATH	1.65%	0.00%	1.65%	2.94%	4.1
ELECTIONS	4.10%	0.02%	4.12%	4.64%	10.3
CCRB	1.68%	0.00%	1.68%	2.37%	4.2
Subtotal	2.31%	0.08%	2.39%	3.28%	6.0

WORKFORCE OR AGENCY	FY 2021	FY 2021	FY 2021	FY 2020	FY 2021
	TOTAL SICK LEAVE	LODI/ WC	TOTAL ABSENCE	TOTAL ABSENCE	EQUIV. ABSENCE DAYS/YEAR
Uniformed	4.65%	3.05%	7.70%	6.39%	19.2
Civilian	2.80%	0.51%	3.31%	3.65%	8.2
TOTAL	3.61%	1.62%	5.23%	4.73%	13.0
CITYWIDE	3.61%	0.28%	3.89%	4.36%	9.7

Note: The Total Absence Rate is calculated by dividing the sum of paid sick leave for all employees, Line-of-Duty Injury absence for uniformed employees, and paid Workers' Compensation absence for civilian employees, by paid scheduled hours for all full-time 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 full-time employees.

# VEHICLE FLEETS AND MAINTENANCE

New York City operates the largest municipal fleet in the United States, with nearly 30,000 units. Citywide fleet operations are led by DCAS Fleet through the Deputy Commissioner for Fleet Management, who serves as the City's Chief Fleet Officer, consistent with Executive Order 161. The Chief Fleet Officer works with the more than 50 City agencies and offices that operate fleet units, especially the 12 major fleet agencies of NYPD, FDNY, DOC, DSNY, DPR, DOT, DEP, DOE, DOHMH, NYCEM, TLC and DCAS, known as the Fleet Federation.

DCAS Fleet leads initiatives in safety, sustainability, cost efficiency, 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, the 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 the initiative to train all City drivers. Uniformed drivers at NYPD, FDNY and DOC receive separate driver training for their emergency response vehicles. In 2020, DCAS established a first online version of the training in response to COVID-19 requirements. Over 8,000 staff enrolled in the first year.
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 units. DCAS is also implementing a safety camera project for City trucks. The City is also working with private fleets to assess and promote best industry practices. DCAS Fleet has barred the use of hands-free phone devices by City fleet operators. Over 62,000 safety improvements have been implemented since FY17.
3. Improving the tracking of vehicle collisions. DCAS Fleet introduced new indicators to this Vehicle Fleets and Maintenance table of the Mayor's Management Report (MMR) to refine reporting on fleet safety. DCAS now provides collision rates by vehicle miles travelled (VMT), which is the standard fleet industry reporting metric. DCAS also reports on fatalities and injuries by VMT and reports on whether these incidents were deemed preventable or not through agency evaluations.
4. Installing tracking devices in City fleet vehicles. Tracking devices provide data to be used to monitor 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 completed an upgrade of this technology for 12,000 units in Fiscal 2019. DCAS manages this data through a Fleet Office of Real Time Tracking (FORT).

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 and to establish an all-electric on-road fleet by 2040. As of FY21, over 19,500 fleet units use some type of cleaner alternative including electric, hybrid, and biodiesel. This is the largest alternative fuel using fleet in the US, public or private.

DCAS achieved the goal of 2,000 on-road electric vehicles (EV) six years earlier than the plan originally outlined in the NYC Clean Fleet initiative. The revised goal is at least 4,000 EV units by 2025. DCAS has now put in place over 1,000 EV charging ports including the nation's largest portable solar carport project and a large increase in fast charging. In FY21, DCAS opened 8 of its new fast chargers to general public access.

DCAS Fleet has also worked to increase the transparency of citywide fleet operations. The daily vehicle readiness report, the Fleet weekly newsletter, and a wide variety of other public reporting is available online. 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 2020, DCAS Fleet established a Compliance Unit to better ensure proper use of City vehicles by employees citywide.

In addition to this report, the Local Law 75 Annual Report contains information on use-based fuel economy for non-emergency 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 citywide Car and Fleet Share efforts.

## ADDITIONAL RESOURCES

- Fleet newsletter:  
<https://www1.nyc.gov/site/dcas/agencies/fleet-news.page>
- Use-based fuel economy report (Local Law 75):  
<https://www1.nyc.gov/assets/dcas/downloads/pdf/fleet/Local-Law-75-Report-on-Use-Based-Fuel-Economy-1-29-2019.pdf>
- Air pollution from City vehicles report (Local Law 38):  
<https://www1.nyc.gov/site/dep/environment/transportation-emissions.page>
- Local Law 41, Car Share report:  
<https://www1.nyc.gov/assets/dcas/downloads/pdf/fleet/Local-Law-41-Report-on-Car-Share-2019.pdf>



# VEHICLE FLEETS AND MAINTENANCE

INDICATORS	Actual		Target	
	FY20	FY21	FY21	FY22
Total Fleet Size	30,502	29,718	30,250	29,900
- On Road Fleet Total	24,877	24,581	24,700	24,650
- Light Duty	12,703	12,343	12,600	12,450
- Medium Duty	4,628	4,631	4,600	4,550
- Heavy Duty	7,546	7,607	7,500	7,650
- Off Road/Other Equipment	5,625	5,137	5,550	5,250
Vehicle in-service rate (%)	91%	92%	92%	92%
Daily fleet in-service targets achieved (%)	98%	96%	98%	98%
Purchased vehicles compliant with Local Law 38 (%)	100%	100%	99%	99%
Alternative fuel vehicles	19,100	19,532	19,500	20,000
Alternative fuel vehicles in City fleet (%)	65%	67%	68%	70%
Electric vehicles	3,015	3,139	2,900	3,400
- On-road electric vehicles	2,174	2,344	2,350	2,550
- Off-road electric vehicles	841	795	550	850
Vehicle fuel used (gallons)	26,754,819	25,796,373	28,000,000	25,500,000
- Biodiesel fuel used (gallons)	13,305,898	13,792,271	15,500,000	14,000,000
- B100/RD100 equivalent used (gallons)	1,677,291	1,664,477	6,000,000	3,000,000
Fleet miles per gallon (FMPG)	7.0	7.1	7.0	6.5
Electric chargers installed	61	91	75	25
Cumulative electric vehicle charger ports	949	1061	*	*
Vehicles purchased	1,925	665	500	750
Average age of fleet (months)	68.5	74.2	69	75
Collisions in City vehicles <sup>1</sup>	4,752	4,650	*	*
Collisions per 100,000 miles involving City vehicles citywide	4.9	4.5	*	*
Preventable collisions per 100,000 miles involving City vehicles citywide	2.6	2.7	*	*
Injuries involving collisions in City vehicles citywide per 100,000 miles	0.6	0.4	*	*
Injuries involving preventable collisions per 100,000 miles	0.3	0.2	*	*
Preventable collisions in City vehicles	2,508	2,418	*	*
Injuries involving collisions in City vehicles	560	444	*	*
Fatalities involving collisions in non-emergency City vehicles	4	1	*	*
Revenue from recoverable affirmative claims	\$2,459,284	\$2,842,076	*	*
Employees trained in defensive driving	5,447	6,671	5,000	7,000
Authorized City drivers trained in defensive driving (%)	87%	88%	92%	95%
Fleet repair expenditures (\$000,000)	\$271.1	\$272.2	*	*
Fleet fuel expenditures (\$000,000)	\$51.5	\$50.7	*	*
Fleet acquisition expenditures (capital) (\$000,000)	\$253.4	\$129.1	\$75.0	\$100.0
Fleet acquisition expenditures (expense) (\$000,000)	\$32.8	\$19.5	\$20.0	\$15.0
Automotive repair personnel	1,408	1,347	1,410	1,380
Fleet support personnel	344	317	340	330

<sup>1</sup>The number of collisions in City vehicles do not include NYPD collisions. "NA" Not Available \*None

# THE FOLLOWING IS A DETAILED FLEET BREAKDOWN FOR AGENCIES WITH THE LARGEST CITY-MANAGED FLEETS:

DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES	Actual		Target	
	FY20	FY21	FY21	FY22
INDICATORS				
Vehicles	2,454	2,494	*	*
- On Road Total	2,279	2,273	*	*
- Light Duty	1,891	1,867	*	*
- Medium Duty	309	326	*	*
- Heavy Duty	79	80	*	*
- Off Road/Other Equipment	175	221	*	*
Vehicle in-service rate (%)	99%	98%	*	*
Fleet miles per gallon (FMPG)	20.2	26.3	*	*
Collisions per 100,000 miles involving City vehicles	3.0	2.6	*	*
Preventable collisions per 100,000 miles involving City vehicles	1.0	0.8	*	*
Injuries involving collisions in City vehicles per 100,000 miles	0.3	0.2	*	*
Injuries involving preventable collisions per 100,000 miles	0.1	0.0	*	*
Authorized City drivers trained in defensive driving (%)	84%	83%	*	*
Revenue from recoverable affirmative claims	\$374,838	\$379,255	*	*
"NA" Not Available      *None				

DEPARTMENT OF ENVIRONMENTAL PROTECTION	Actual		Target	
	FY20	FY21	FY21	FY22
INDICATORS				
Vehicles	2,301	2,117	*	*
- On Road Total	1,795	1,758	*	*
- Light Duty	895	857	*	*
- Medium Duty	474	476	*	*
- Heavy Duty	426	425	*	*
- Off Road/Other Equipment	506	359	*	*
Vehicle in-service rate (%)	91%	90%	*	*
Fleet miles per gallon (FMPG)	12.5	14.3	*	*
Collisions per 100,000 miles involving City vehicles	1.8	1.0	*	*
Preventable collisions per 100,000 miles involving City vehicles	1.1	0.5	*	*
Injuries involving collisions in City vehicles per 100,000 miles	0.1	0.1	*	*
Injuries involving preventable collisions per 100,000 miles	0.0	0.0	*	*
Authorized City drivers trained in defensive driving (%)	81%	88%	*	*
Revenue from recoverable affirmative claims	\$2,292	\$30,083	*	*
"NA" Not Available      *None				

DEPARTMENT OF HEALTH AND MENTAL HYGIENE INDICATORS	Actual		Target	
	FY20	FY21	FY21	FY22
Vehicles	305	280	*	*
- On Road Total	301	278	*	*
- Light Duty	227	207	*	*
- Medium Duty	68	65	*	*
- Heavy Duty	6	6	*	*
- Off Road/Other Equipment	4	2	*	*
Vehicle in-service rate (%)	99%	98%	*	*
Fleet miles per gallon (FMPG)	26.6	25.9	*	*
Collisions per 100,000 miles involving City vehicles	2.3	2.2	*	*
Preventable collisions per 100,000 miles involving City vehicles	1.1	0.4	*	*
Injuries involving collisions in City vehicles per 100,000 miles	0.4	0.3	*	*
Injuries involving preventable collisions per 100,000 miles	0.2	0.0	*	*
Authorized City drivers trained in defensive driving (%)	85%	81%	*	*
Revenue from recoverable affirmative claims	\$26,941	\$33,351	*	*
"NA" Not Available *None				

DEPARTMENT OF TRANSPORTATION INDICATORS	Actual		Target	
	FY20	FY21	FY21	FY22
Vehicles	3,488	3,444	*	*
- On Road Total	2,416	2,435	*	*
- Light Duty	960	974	*	*
- Medium Duty	564	546	*	*
- Heavy Duty	892	915	*	*
- Off Road/Other Equipment	1,072	1,009	*	*
Vehicle in-service rate (%)	93%	91%	*	*
Fleet miles per gallon (FMPG)	5.7	6.8	*	*
Collisions per 100,000 miles involving City vehicles	3.2	2.7	*	*
Preventable collisions per 100,000 miles involving City vehicles	1.7	2.6	*	*
Injuries involving collisions in City vehicles per 100,000 miles	0.4	0.1	*	*
Injuries involving preventable collisions per 100,000 miles	0.1	0.1	*	*
Authorized City drivers trained in defensive driving (%)	95%	96%	*	*
Revenue from recoverable affirmative claims	\$58,658	\$19,307	*	*
"NA" Not Available *None				

DEPARTMENT OF SANITATION	Actual		Target	
	FY20	FY21	FY21	FY22
INDICATORS				
Vehicles	5,988	5,946	*	*
- On Road Total	4,994	5,049	*	*
- Light Duty	915	913	*	*
- Medium Duty	312	319	*	*
- Heavy Duty	3,767	3,817	*	*
- Off Road/Other Equipment	994	897	*	*
Vehicle in-service rate (%)	84%	86%	*	*
Fleet miles per gallon (FMPG)	2.8	2.9	*	*
Collisions per 100,000 miles involving City vehicles	6.7	6.8	*	*
Preventable collisions per 100,000 miles involving City vehicles	3.9	3.7	*	*
Injuries involving collisions in City vehicles per 100,000 miles	0.6	0.5	*	*
Injuries involving preventable collisions per 100,000 miles	0.4	0.2	*	*
Authorized City drivers trained in defensive driving (%)	97%	96%	*	*
Revenue from recoverable affirmative claims	\$275,769	\$272,486	*	*
"NA" Not Available      *None				

DEPARTMENT OF PARKS AND RECREATION	Actual		Target	
	FY20	FY21	FY21	FY22
INDICATORS				
Vehicles	2,777	2,834	*	*
- On Road Total	1,653	1,733	*	*
- Light Duty	524	524	*	*
- Medium Duty	759	805	*	*
- Heavy Duty	370	404	*	*
- Off Road/Other Equipment	1,124	1,101	*	*
Vehicle in-service rate (%)	96%	95%	*	*
Fleet miles per gallon (FMPG)	7.1	8.3	*	*
Collisions per 100,000 miles involving City vehicles	5.5	4.9	*	*
Preventable collisions per 100,000 miles involving City vehicles	3.3	3.1	*	*
Injuries involving collisions in City vehicles per 100,000 miles	0.2	0.5	*	*
Injuries involving preventable collisions per 100,000 miles	0.2	0.3	*	*
Authorized City drivers trained in defensive driving (%)	98%	98%	*	*
Revenue from recoverable affirmative claims	\$37,526	\$48,581	*	*
"NA" Not Available      *None				

POLICE DEPARTMENT INDICATORS	Actual		Target	
	FY20	FY21	FY21	FY22
Vehicles	9,824	9,369	*	*
- On Road Total	8,399	8,092	*	*
- Light Duty	6,534	6,276	*	*
- Medium Duty	1,429	1,373	*	*
- Heavy Duty	436	443	*	*
- Off Road/Other Equipment	1,425	1,277	*	*
Vehicle in-service rate (%)	94%	93%	*	*
Fleet miles per gallon (FMPG)	10.4	11.0	*	*
Collisions per 100,000 miles involving City vehicles	NA	NA	*	*
Revenue from recoverable affirmative claims	\$1,139,114	\$1,574,598	*	*
"NA" Not Available *None				

FIRE DEPARTMENT INDICATORS	Actual		Target	
	FY20	FY21	FY21	FY22
Vehicles	2,341	2,249	*	*
- On Road Total	2,150	2,099	*	*
- Light Duty	318	312	*	*
- Medium Duty	464	464	*	*
- Heavy Duty	1,368	1,323	*	*
- Off Road/Other Equipment	191	150	*	*
Vehicle in-service rate (%)	83%	86%	*	*
Fleet miles per gallon (FMPG)	4.8	4.9	*	*
Collisions per 100,000 miles involving City vehicles	7.8	7.7	*	*
Preventable collisions per 100,000 miles involving City vehicles	4.0	3.4	*	*
Injuries involving collisions in City vehicles per 100,000 miles	1.3	1.0	*	*
Injuries involving preventable collisions per 100,000 miles	0.5	0.3	*	*
Revenue from recoverable affirmative claims	\$485,154	\$480,142	*	*
"NA" Not Available *None				

DEPARTMENT OF CORRECTION	Actual		Target	
INDICATORS	FY20	FY21	FY21	FY22
Vehicles	730	691	*	*
- On Road Total	597	571	*	*
- Light Duty	280	254	*	*
- Medium Duty	139	147	*	*
- Heavy Duty	178	170	*	*
- Off Road/Other Equipment	133	120	*	*
Vehicle in-service rate (%)	95%	94%	*	*
Fleet miles per gallon (FMPG)	7.3	7.8	*	*
Collisions per 100,000 miles involving City vehicles	3.3	2.7	*	*
Preventable collisions per 100,000 miles involving City vehicles	1.1	0.1	*	*
Injuries involving collisions in City vehicles per 100,000 miles	0.9	0.6	*	*
Injuries involving preventable collisions per 100,000 miles	0.2	0.0	*	*
Authorized City drivers trained in defensive driving (%)	26%	28%	*	*
Revenue from recoverable affirmative claims	\$23,032	\$41,497	*	*
"NA" Not Available      *None				

DEPARTMENT OF EDUCATION	Actual		Target	
INDICATORS	FY20	FY21	FY21	FY22
Vehicles	294	294	*	*
- On Road Total	293	293	*	*
- Light Duty	159	159	*	*
- Medium Duty	110	110	*	*
- Heavy Duty	24	24	*	*
- Off Road/Other Equipment	1	1	*	*
Vehicle in-service rate (%)	100%	99%	*	*
Revenue from recoverable affirmative claims	\$35,960	\$12,166	*	*
"NA" Not Available      *None				

# FLEET DEFINITIONS

**Alternative fuel vehicles in City fleet (%):**

The percentage of City vehicles that are using alternative fuel.

**Alternative fuel vehicles:**

The total number of City vehicles that are using alternative fuel.

**Automotive repair personnel:**

The number of City personnel assigned to repair and maintain City fleet for the year.

**Average age of fleet (months):**

The average number of months from the date a vehicle is put in service to the end of the reporting period (i.e., the MMR/PMMR reporting period).

**B100/RD100 equivalent used (gallons):**

The volume of diesel used in a year equivalent to 100% biodiesel (B100) and 100% renewable diesel (RD100). For example, 100 gallons of B20 (20% biodiesel) would equal 20 gallons of B100 equivalent.

**Citywide fleet size:**

The total number of vehicles in the city managed fleet and the subtotals by vehicle size/type.

**Collisions in City vehicles:**

The number of collisions in the year as reported by City agencies.

**Collisions per 100,000 miles involving City vehicles citywide:**

The number of City-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).

**Cumulative electric vehicle charger ports:**

The total number of ports available for all electric vehicle chargers. Many of the City's EV chargers are dual port and can support charging two vehicles at the same time.

**Daily fleet in-service targets achieved (%):**

The percentage of days the target for vehicle in-service rate was met.

**Electric chargers installed:**

The number of chargers installed for City electric powered vehicles.

**Electric vehicles:**

The number of electric and plug-in vehicles in the citywide fleet. The fiscal year figure is the number of electric vehicles on the last day of the reporting period.

**Employees trained in defensive driving:**

The number of City employees trained in defensive driving centrally.

**Fatalities involving collisions in nonemergency City vehicles:**

The number of fatalities to City employees and all other parties involved in collisions that included one or more nonemergency City fleet vehicle (and no City emergency response vehicle).

**Fleet acquisition expenditures (capital) (\$000,000):**

The amount of capital funds spent on City fleet during the year.

**Fleet acquisition expenditures (expense) (\$000,000):**

The amount of expense funds spent on 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.

**Heavy duty:**

On road vehicles over 14,000 GVW.

**Injuries involving collisions in City vehicles:**

The number of injuries to City employees and all other parties involved in collisions that included at least one City fleet vehicle.

**Injuries involving collisions in City vehicles per 100,000 miles:**

The number of injuries associated with collisions per 100,000 miles that included at least one City vehicle.

**Injuries involving preventable collisions per 100,000 miles:**

The number of injuries in preventable collisions reported per 100,000 miles in the citywide fleet.

**Light duty:**

On road vehicles 8,500 GVW or less.

**Medium duty:**

On road vehicles over 8,500 but not more than 14,000 GVW.

**Off-road electric vehicles:**

The number of off-road electric and plug-in vehicles in the citywide fleet. The fiscal year figure is the number of electric vehicles on the last day of the reporting period. This includes off-road solar electric units.

**Off road/Other equipment:**

Non road vehicles and specialized equipment used for construction, agriculture, recreation, etc. such as front end loaders, forklifts, generators, and tractors.

**On-road electric vehicles:**

The number of on-road electric and plug-in vehicles in the citywide fleet. The fiscal year figure is the number of electric vehicles on the last day of the reporting period.

**On road fleet total:**

The total number of on-road vehicles in the city managed fleet and the subtotals by vehicle size.

**Preventable collisions in City vehicles:**

A collision in which the driver, by his/her own admission or in the judgment of an Agency Accident Review Committee, did not take all reasonable avoidance actions, including attention to road conditions and improper actions of other drivers. "Preventability" is not limited to the violation of traffic laws and is distinguished from "chargeability" as determined by the law.



**Preventable collisions per 100,000 miles involving City vehicles citywide:**

The number of preventable collisions reports per 100,000 miles in the citywide fleet.

**Purchased vehicles compliant with Local Law 38 (%):**

The percentage of light and medium-duty vehicles purchased for the City through DCAS during the period that are certified with the highest ratings defined by California Low-Emission Vehicle (LEV) II standards. The four highest ratings are zero emission vehicles (ZEV), transitional zero emission vehicles (TZEV), advanced technology partial zero emission vehicles (ATPZEV), and partial zero emission vehicles (PZEV). Pursuant to Local Law 38 of 2005, each light and medium duty vehicle that the City purchases should have the best certified emission rating within its vehicle category while meeting the requirements for the City's intended use. According to the law, some exceptions apply based on cost and other limited exemptions, including for certain emergency vehicles.

**Revenue from recoverable affirmative claims:**

The amount of money recovered following collisions in City vehicles.

**Vehicle and Biodiesel fuel used (gallons):**

The volume of fuel used by City fleet in year (biodiesel is included in vehicle fuel).

**Vehicle in-service rate (%):**

The percentage of fleet in full service.

**Vehicles purchased:**

The number of City fleet vehicles acquired.

## LIST OF AGENCIES IN THE CITYWIDE FLEET

Department of Citywide Administrative Services*	Department of Transportation
New York City Fire Department	Department of Parks and Recreation
Department of Environmental Protection	Department of Sanitation
New York City Police Department	Department of Health and Mental Hygiene
Department of Correction	Department of Education

### \*"DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES" VEHICLES INCLUDE THOSE USED BY THE FOLLOWING AGENCIES:

Administration of Children's Services	Department of Citywide Administrative Services
Department of Youth and Community Development	Office of Labor Relations
Board of Elections	Department of Consumer Affairs
Financial Information Services Agency	Office of Management and Budget
Bronx Borough President	Department of Cultural Affairs
GrowNYC (formerly known as "Council on the Environment")	Office of Payroll Administration
Brooklyn Borough President	Department of Design and Construction
Human Resources Administration	Office of the City Clerk
Business Integrity Commission	Department of Finance
Landmarks Preservation Commission	Office of the Comptroller
Campaign Finance Board	Department of Homeless Services
Law Department	Office of the Public Advocate
City Commission on Human Rights	Department of Housing Preservation and Development
Manhattan Borough President	Queens Borough President
City Council	Department of Information Technology and Telecommunications
Mayor's Office	Sheriff's Office
Civilian Complaint Review Board	Department of Investigation
New York City Emergency Management	Department of Probation
Department for the Aging	Staten Island Borough President
NYC Economic Development Corporation	Department of Records and Information Services
Department of Buildings	Tax Commission
Office of Administrative Trials and Hearings	Department of Small Business Services
Department of City Planning	Taxi and Limousine Commission
Office of Chief Medical Examiner	

# SPENDING AND BUDGET INFORMATION

## FISCAL 2021 MAYOR'S MANAGEMENT REPORT (MMR)

Spending and budget information is displayed as a table within each agency's chapter, between "Agency Resources" and the "Noteworthy Changes, Additions or Deletions" sections. The tables indicate, where possible, the relationship between an agency's MMR goals and its units of appropriations.

The NYC Office of Management and Budget (OMB) provided the Mayor's Office of Operations with expenditures for City agencies, as reported in the City's Fiscal 2021 Comprehensive Annual Financial Report and the planned amounts for Fiscal 2022. Figures cited reflect all funds.

The PMMR and MMR cover the operations of City agencies that report directly to the Mayor. Additional non-Mayoral agencies, legally separate organizations, and unit components of agencies are included in these reports, however, spending and budget or goal information may be more limited. These include:

- 311
- Board of Elections
- City University of New York
- New York City Health + Hospitals
- New York City Housing Authority
- Public Libraries
- School Construction Authority

The City's contributions to the New York City Housing Authority (NYCHA) and the School Construction Authority (SCA), both public authorities, are not made through distinct units of appropriation. For more information, refer to:

- NYCHA's Annual Plan and Financial Information webpage:  
<http://www1.nyc.gov/site/nycha/about/annual-plan-financial-information.page>
- SCA's proposed five year capital plan:  
<http://www.nycsca.org/Community/Capital-Plan-Reports-Data>



# AGENCY PROCUREMENT ACTIONS BY METHOD FISCAL 2021

Section 12c(5) of the Charter requires that the Mayor’s Management Report include for each agency a summary of the number and dollar value of the contracts entered into during the previous fiscal year (e.g., Fiscal 2020), categorized by the method of procurement used. This information is maintained by the Mayor’s Office of Contract Services (MOCS) and presented in the tables below.

To find additional information on agency procurement in MOCS’ “Annual Procurement Indicators Report” upon its release in September 2021, and other information on City contracting and procurement, please visit: <https://www1.nyc.gov/site/mocs/reporting/reporting.page>

Agency	Amendment			
	Fiscal 2020		Fiscal 2021	
	Count	Value	Count	Value
ACS	147	(\$71,849,000)	144	\$36,696,100
CCHR	3	\$10,400	0	\$0
CCRB	0	\$0	3	\$15,300
DCA	12	\$7,136,000	10	\$2,056,600
DCAS	89	(\$482,079,900)	74	(\$95,916,400)
DCLA	4	\$44,700	0	\$0
DCP	2	\$4,000	0	\$0
DDC	58	(\$6,506,100)	52	(\$10,863,100)
DEP	67	(\$44,563,800)	68	\$22,745,700
DFTA	667	\$47,625,800	231	\$7,947,500
DHS	145	\$444,839,900	149	\$584,434,900
DOB	10	\$655,700	4	\$150,000
DOC	5	\$527,600	5	(\$201,000)
DOF	15	(\$5,563,400)	11	\$346,700
DOHMH	167	\$50,347,100	299	\$474,005,400
DOI	2	(\$100,700)	1	\$39,000
DoITT	122	\$32,486,400	143	\$250,054,900
DOP	16	\$426,800	63	\$3,349,300
DORIS	1	\$0	2	\$24,200
DOT	47	(\$11,979,000)	33	\$41,387,000
DPR	13	\$816,800	16	\$1,778,200
DSNY	33	\$39,925,900	119	\$360,714,200
DYCD	1,033	\$60,804,500	924	\$107,749,700
FDNY	21	\$70,875,400	20	\$21,788,100
HPD	11	(\$378,100)	34	(\$1,158,100)
HRA	73	\$64,366,800	221	\$23,131,700
Law	25	\$4,145,700	23	\$26,830,900
MOCJ	48	\$80,325,400	71	\$169,426,300
NYCEM	9	\$8,619,800	8	\$82,516,200
NYPD	19	\$11,985,000	17	\$26,823,500
OATH	14	(\$299,700)	10	\$87,000
SBS	20	\$452,700	17	(\$217,100)
Total	2,898	\$303,102,700	2,772	\$2,135,742,700

Amendment Extension				
Agency	Fiscal 2020		Fiscal 2021	
	Count	Value	Count	Value
ACS	97	\$581,928,200	15	\$13,395,500
CCHR	0	\$0	0	\$0
CCRB	1	\$52,300	0	\$0
DCA	1	\$157,200	3	\$384,700
DCAS	14	\$1,232,500	8	\$20,171,000
DCP	0	\$0	0	\$0
DDC	11	\$1,892,500	15	\$21,074,300
DEP	13	\$5,639,600	15	\$17,060,700
DFTA	42	\$56,404,100	4	\$2,715,400
DHS	23	\$157,005,800	23	\$508,690,500
DOB	7	\$9,040,800	0	\$0
DOC	4	\$6,648,800	2	\$1,757,900
DOF	21	\$20,396,700	14	\$4,453,400
DOHMH	22	\$135,638,400	30	\$39,798,500
DoITT	45	\$21,161,500	82	\$222,547,500
DOP	17	\$917,100	9	\$603,400
DORIS	0	\$0	1	\$400
DOT	9	\$5,807,200	20	\$3,349,000
DPR	8	\$478,200	11	\$1,344,600
DSNY	20	\$58,789,200	38	\$101,763,600
DYCD	313	\$82,003,000	424	\$136,436,100
FDNY	10	\$4,607,200	12	\$5,609,500
HPD	27	\$4,438,200	6	\$1,884,700
HRA	49	\$95,224,000	44	\$58,148,700
Law	5	\$549,900	6	\$1,698,700
MOCJ	47	\$118,918,200	33	\$84,196,400
NYCEM	2	\$40,586,900	12	\$7,929,000
NYPD	3	\$3,008,200	7	\$3,907,700
OATH	2	\$472,800	2	\$66,800
SBS	5	\$468,200	9	\$1,631,500
TLC	1	\$628,500	0	\$0
Total	819	\$1,414,095,200	845	\$1,260,619,500

Accelerated				
Agency	Fiscal 2020		Fiscal 2021	
	Count	Value	Count	Value
DCAS	14	\$124,403,800	51	\$83,297,300
Total	14	\$124,403,800	51	\$83,297,300

Assignment				
Agency	Fiscal 2020		Fiscal 2021	
	Count	Value	Count	Value
ACS	3	\$13,006,600	13	\$31,578,900
DCAS	13	\$8,298,500	8	\$13,289,800
DDC	0	\$0	15	\$18,043,200
DEP	4	\$13,015,700	10	\$69,843,600
DFTA	5	\$4,483,400	0	\$0
DHS	2	\$868,700	0	\$0
DOB	0	\$0	0	\$0
DOC	6	\$7,350,900	2	\$2,705,500
DOF	1	\$250,000	1	\$1,193,600
DOHMH	3	\$4,890,000	2	\$754,200
DOI	1	\$101,900	0	\$0
DoITT	1	\$478,700	1	\$0
DOT	3	\$24,452,200	1	\$138,100
DPR	2	\$1,120,600	2	\$4,320,400
DSNY	2	\$156,100	0	\$0
DYCD	18	\$4,440,400	3	\$875,100
FDNY	1	\$73,400	1	\$66,900
HPD	3	\$5,203,900	0	\$0
HRA	2	\$270,200	1	\$1,600,000
Law	0	\$0	3	\$4,618,300
MOCJ	0	\$0	2	\$233,700
NYPD	2	\$1,833,000	2	\$0
SBS	0	\$0	2	\$667,600
OATH	1	\$89,800	0	\$0
Total	73	\$90,384,000	70	\$150,575,000

Buy-Against				
Agency	Fiscal 2020		Fiscal 2021	
	Count	Value	Count	Value
DCAS	1	\$65,800	0	\$0
DHS	1	\$961,600	1	\$1,675,600
DSNY	0	\$0	1	\$1,276,500
DPR	0	\$0	0	\$0
Total	2	\$1,027,400	2	\$2,952,100

Competitive Sealed Bid				
Agency	Fiscal 2020		Fiscal 2021	
	Count	Value	Count	Value
ACS	2	\$2,046,100	2	\$2,206,500
DCAS	141	\$422,939,200	87	\$480,957,600
DDC	62	\$739,838,000	58	\$1,082,646,600
DEP	68	\$519,424,900	43	\$941,564,700
DHS	1	\$8,297,000	6	\$40,769,000
DOB	1	\$6,571,600	0	\$0
DOC	7	\$18,516,900	3	\$10,448,700
DOF	4	\$9,379,100	0	\$0
DOHMH	1	\$10,500,000	0	\$0
DoITT	0	\$0	0	\$0
DOT	34	\$500,562,100	22	\$319,071,200
DPR	127	\$399,340,100	70	\$214,687,500
DSNY	7	\$30,954,600	6	\$24,458,300
FDNY	8	\$58,957,200	8	\$20,315,500
HPD	59	\$7,718,900	41	\$11,105,100
HRA	8	\$9,521,000	5	\$2,205,700
Law	1	\$0	0	\$0
NYCEM	0	\$0	1	\$180,000
NYPD	4	\$9,559,600	6	\$18,807,700
Total	535	\$2,754,126,300	358	\$3,169,424,100

Construction Change Order				
Agency	Fiscal 2020		Fiscal 2021	
	Count	Value	Count	Value
DCAS	19	(\$995,800)	8	\$1,315,900
DDC	828	\$137,444,300	776	\$60,661,300
DEP	202	\$48,403,100	279	\$38,732,500
DHS	5	\$10,439,100	16	\$3,386,700
DOB	1	\$2,100,000	1	\$9,000
DOC	4	\$3,166,800	0	\$0
DOHMH	0	\$0	3	\$280,100
DOP	1	\$79,000	1	\$4,400
DOT	43	\$10,435,500	48	(\$65,438,800)
DPR	337	\$26,967,100	329	\$38,443,400
DSNY	13	\$4,210,700	13	\$4,924,600
DYCD	2	\$120,000	0	\$0
FDNY	4	(\$1,128,100)	3	\$724,200
HPD	41	(\$1,661,600)	114	(\$89,705,300)
NYPD	2	(\$1,000,300)	3	\$11,860,000
SBS	3	\$866,200	3	\$459,500
Total	1,505	\$239,446,000	1,597	\$5,657,500



Demonstration Project				
Agency	Fiscal 2020		Fiscal 2021	
	Count	Value	Count	Value
ACS	1	\$783,000	1	\$2,400,000
DCAS	0	\$0	2	\$1,789,000
DOHMH	1	\$450,000	0	\$0
DoITT	0	\$0	0	\$0
DOT	1	\$4,553,100	1	\$0
DSNY	0	\$0	0	\$0
HPD	0	\$0	0	\$0
HRA	0	\$0	0	\$0
Total	3	\$5,786,100	4	\$4,189,000

Design Change Order				
Agency	Fiscal 2020		Fiscal 2021	
	Count	Value	Count	Value
ACS	1	\$798,200	1	\$100,000
DCAS	2	\$1,459,600	1	(\$1,895,900)
DCP	8	(\$1,902,500)	1	\$896,300
DDC	156	\$96,540,600	143	\$46,628,100
DEP	57	(\$1,756,000)	41	\$23,541,900
DOC	3	(\$2,118,900)	1	\$2,750,000
DOHMH	1	\$21,400	1	\$1,200
DOT	23	\$17,897,200	17	\$12,864,600
DPR	56	\$2,535,500	55	\$4,855,900
DSNY	3	\$4,962,400	0	\$0
HPD	13	(\$1,305,300)	18	(\$539,000)
Law	0	\$0	1	\$94,100
MOCJ	1	\$804,800	0	\$0
NYPD	1	(\$478,200)	0	\$0
Total	325	\$117,458,800	280	\$89,297,200

Emergency				
Agency	Fiscal 2020		Fiscal 2021	
	Count	Value	Count	Value
ACS	1	\$93,800	2	\$2,262,700
DCAS	207	\$1,763,762,000	26	\$68,539,900
DDC	33	\$159,590,300	64	\$36,826,400
DEP	5	\$49,014,600	3	\$13,253,100
DFTA	14	\$34,450,500	2	\$0
DHS	10	\$120,476,600	10	\$44,883,700
DOB	0	\$0	5	\$44,883,700
DOC	5	\$587,200	3	\$1,984,900
DOHMH	32	\$95,682,300	104	\$270,211,600
DoITT	17	\$117,802,400	9	\$37,769,200
DOP	2	\$143,600	2	\$1,716,400
DOT	0	\$0	4	\$240,528,100
DPR	2	\$1,073,100	1	\$1,877,800
DSNY	61	\$412,905,000	35	\$98,511,600
DYCD	0	\$0	44	\$23,267,500
FDNY	37	\$12,675,300	6	\$5,158,600
HPD	40	\$17,730,100	35	\$13,242,100
HRA	3	\$983,400	9	\$53,520,900
MOCJ	1	\$835,600	23	\$9,194,800
NYCEM	39	\$840,703,100	23	\$908,504,000
NYPD	5	\$10,646,200	3	\$33,075,100
OATH	1	\$36,300	3	\$248,900
Total	515	\$3,639,191,400	416	\$1,909,461,000

Government-to-Government Purchase				
Agency	Fiscal 2020		Fiscal 2021	
	Count	Value	Count	Value
ACS	1	\$8,542,100	0	\$0
DCAS	2	\$37,500	3	\$76,000
DCP	0	\$0	0	\$0
DEP	13	\$72,326,200	6	\$46,643,100
DHS	0	\$0	0	\$0
DOF	1	\$12,000	3	\$37,000
DOHMH	4	\$269,200	4	\$457,100
DOP	1	\$382,500	0	\$0
DOT	0	\$0	1	\$1,460,200
DPR	5	\$73,491,900	5	\$934,800
DSNY	0	\$0	0	\$0
HPD	0	\$0	1	\$12,795,000
HRA	1	\$39,500	2	\$239,500
MOCJ	1	\$230,000	2	\$962,500
TLC	1	\$1,080,000	0	\$0
Total	30	\$156,410,900	27	\$63,605,200

Innovative				
Agency	Fiscal 2020		Fiscal 2021	
	Count	Value	Count	Value
DDC	0	0	2	\$80,392,400
MOCJ	0	0	12	\$54,481,800
DOHMH	2	\$14,795,000	0	\$0
HRA	1	\$925,000	0	\$0
Total	3	\$15,720,000	14	\$134,874,200

Intergovernmental				
Agency	Fiscal 2020		Fiscal 2021	
	Count	Value	Count	Value
ACS	16	\$1,739,300	15	\$1,352,300
DCAS	55	\$42,116,600	34	\$110,775,200
DCLA	1	\$90,800	0	\$0
DCP	0	\$0	3	\$235,300
DDC	6	\$450,900	2	\$53,600
DEP	13	\$2,220,200	12	\$2,391,000
DFTA	0	\$0	1	\$79,200
DHS	11	\$9,461,300	2	\$1,904,400
DOB	6	\$42,424,000	1	\$5,000
DOC	3	\$270,000	2	\$548,800
DOF	7	\$1,727,800	0	\$0
DOHMH	19	\$2,665,600	11	\$30,252,900
DOI	5	\$379,300	4	\$247,300
DoITT	12	\$8,643,900	7	\$377,514,000
DOP	1	\$3,100	1	\$64,900
DOT	9	\$4,979,500	3	\$1,277,000
DPR	2	\$320,200	1	\$155,900
DSNY	1	\$211,500	1	\$1,905,700
DYCD	2	\$1,679,400	1	\$150,000
FDNY	20	\$1,341,600	15	\$996,700
HPD	0	\$0	2	\$116,300
HRA	72	\$47,798,600	76	\$83,788,800
Law	6	\$516,300	1	\$99,900
MOCJ	0	\$0	1	\$89,900
NYCEM	9	\$1,372,500	8	\$819,000
NYPD	23	\$12,288,800	8	\$3,049,800
SBS	1	\$84,200	2	\$156,200
TLC	0	\$0	0	\$0
Total	300	\$182,785,400	214	\$618,029,100

Line-Item Appropriation				
Agency	Fiscal 2020		Fiscal 2021	
	Count	Value	Count	Value
ACS	14	\$2,176,000	13	\$2,384,000
DCA	1	\$230,000	1	\$195,500
DCLA	0	\$0	4	\$1,183,700
DDC	23	\$4,220,800	21	\$5,150,700
DFTA	294	\$20,316,400	344	\$31,213,600
DHS	23	\$2,055,000	5	\$436,300
DOB	1	\$26,000	0	\$0
DOC	2	\$550,000	0	\$0
DOHMH	303	\$32,806,000	115	\$13,549,400
DOP	2	\$261,200	1	\$130,600
DPR	47	\$2,987,800	35	\$1,961,200
DYCD	1,122	\$84,980,800	639	\$40,853,400
FDNY	18	\$303,800	28	\$469,200
HPD	86	\$11,922,900	47	\$7,494,600
HRA	155	\$40,585,000	31	\$28,203,300
MOCJ	138	\$52,790,000	49	\$18,349,100
SBS	185	\$23,276,700	114	\$15,228,700
Total	2,414	\$279,488,400	1,447	\$166,803,300

Micropurchase				
Agency	Fiscal 2020		Fiscal 2021	
	Count	Value	Count	Value
ACS	264	\$2,292,800	208	\$1,805,500
BIC	51	\$68,600	42	\$99,300
CCHR	0	\$0	0	\$0
CCRB	51	\$213,300	29	\$83,600
DCA	6	\$72,500	12	\$79,200
DCAS	347	\$2,233,100	343	\$2,037,300
DCLA	54	\$119,500	50	\$269,400
DCP	44	\$137,800	60	\$176,200
DDC	205	\$1,095,400	180	\$1,176,000
DEP	1,371	\$13,897,600	1443	\$13,166,700
DFTA	160	\$1,026,400	136	\$666,000
DHS	83	\$829,800	46	\$366,700
DOB	179	\$969,200	150	\$1,022,300
DOC	499	\$5,059,800	352	\$3,675,700
DOF	241	\$1,357,200	195	\$1,165,100
DOHMH	1,068	\$10,552,000	870	\$8,102,400
DOI	215	\$837,200	155	\$822,000
DoITT	274	\$2,301,100	256	\$1,949,600
DOP	149	\$937,000	146	\$1,300,700
DORIS	102	\$537,200	75	\$457,100
DOT	441	\$4,793,200	363	\$4,538,100
DPR	1,506	\$7,349,000	760	\$4,629,400
DSNY	852	\$4,504,700	740	\$4,223,900
DYCD	259	\$1,134,900	162	\$961,200
FDNY	170	\$1,829,500	221	\$2,383,500
HPD	10,927	\$10,877,900	13531	\$12,688,400
HRA	335	\$2,401,100	195	\$1,455,800
Law	392	\$699,900	236	\$435,100
LPC	39	\$283,300	27	\$191,000
MOCJ	16	\$250,000	6	\$119,500
NYCEM	340	\$2,023,800	259	\$1,329,600
NYPD	2,467	\$13,280,700	2188	\$11,846,800
OATH	118	\$426,800	72	\$312,200
SBS	213	\$1,010,200	77	\$326,300
TLC	200	\$1,631,700	146	\$1,282,700
Total	23,638	\$97,034,200	23,731	\$85,144,300

MWBE 72				
Agency	Fiscal 2020		Fiscal 2021	
	Count	Value	Count	Value
ACS	77	\$5,818,800	12	\$1,313,000
BIC	3	\$69,700	0	\$0
CCHR	4	\$270,300	4	\$173,300
CCRB	1	\$51,600	3	\$329,800
DCA	9	\$586,000	5	\$951,000
DCAS	66	\$5,028,800	47	\$4,898,600
DCLA	7	\$620,300	2	\$85,400
DCP	12	\$936,900	2	\$155,000
DDC	19	\$1,304,400	24	\$3,860,000
DEP	75	\$6,378,400	22	\$2,377,700
DFTA	6	\$337,600	13	\$698,700
DHS	12	\$1,138,800	1	\$143,500
DOB	19	\$1,222,800	17	\$1,227,600
DOC	64	\$5,853,500	5	\$303,300
DOF	16	\$1,214,300	15	\$2,615,100
DOHMH	107	\$7,094,200	101	\$7,296,700
DOI	0	\$0	0	\$0
DoITT	79	\$5,410,100	87	\$9,630,800
DOP	8	\$489,100	8	\$755,300
DORIS	3	\$95,800	3	\$107,500
DOT	71	\$6,403,900	45	\$3,924,500
DPR	31	\$1,854,700	46	\$6,484,400
DSNY	85	\$7,652,800	85	\$7,723,700
DYCD	18	\$1,507,900	8	\$667,500
FDNY	75	\$6,071,300	61	\$5,882,100
HPD	19	\$1,705,700	10	\$900,800
HRA	31	\$4,160,200	11	\$1,154,000
Law	14	\$1,151,300	11	\$2,675,100
LPC	0	\$0	2	\$46,200
MOCJ	0	\$0	10	\$1,616,800
NYCEM	13	\$1,621,900	7	\$287,600
NYPD	95	\$5,330,900	24	\$4,326,800
OATH	7	\$483,000	3	\$218,500
SBS	12	\$1,720,700	16	\$2,519,300
TLC	7	\$521,600	3	\$255,500
Total	1,065	\$84,107,300	713	\$75,605,100

Negotiated Acquisition				
Agency	Fiscal 2020		Fiscal 2021	
	Count	Value	Count	Value
ACS	7	\$14,541,900	8	\$17,551,100
DCA	0	\$0	0	\$0
DCAS	1	\$335,500	1	\$3,000,000
DCLA	0	\$0	0	\$0
DDC	3	\$4,779,600	0	\$0
DEP	2	\$9,459,800	2	\$16,256,500
DFTA	2	\$2,820,300	1	\$1,110,000
DHS	2	\$7,793,700	5	\$328,635,700
DOC	1	\$275,900	1	\$144,500
DOF	2	\$272,900	3	\$42,241,800
DOHMH	8	\$12,792,700	26	\$57,176,600
DOI	1	\$5,500,000	0	\$0
DoITT	1	\$97,500	1	\$1,732,500
DOP	1	\$2,150,000	1	\$258,800
DORIS	0	\$0	1	\$1,380,700
DOT	1	\$32,350,200	0	\$0
DPR	1	\$2,604,500	0	\$0
DSNY	3	\$10,000,000	0	\$0
DYCD	5	\$788,700	4	\$3,988,900
HPD	0	\$0	2	\$4,989,000
HRA	13	\$18,764,800	1	\$63,000
Law	46	\$50,644,200	43	\$17,959,400
MOCJ	1	\$200,000	4	\$47,870,100
NYCEM	1	\$500,000	0	\$0
NYPD	4	\$5,406,400	1	\$90,000
OATH	0	\$0	1	\$32,400
SBS	0	\$0	0	\$0
TLC	0	\$0	0	\$0
Total	106	\$182,078,600	106	\$544,481,000

Negotiated Acquisition Extension

Agency	Fiscal 2020		Fiscal 2021	
	Count	Value	Count	Value
ACS	20	\$28,166,200	72	\$617,574,800
DCA	0	\$0	0	\$0
DCAS	2	\$18,575,600	2	\$1,900,000
DDC	0	\$0	1	\$1,500,000
DEP	1	\$1,107,100	0	\$0
DFTA	258	\$245,135,900	273	\$213,700,700
DHS	11	\$26,514,400	6	\$31,373,200
DOB	0	\$0	0	\$0
DOC	0	\$0	4	\$9,900,000
DOF	2	\$10,253,000	4	\$17,835,200
DOHMH	2	\$4,297,200	5	\$21,405,700
DOI	3	\$900,000	2	\$1,011,800
DoITT	1	\$238,000	0	\$0
DOP	12	\$6,114,400	2	\$3,543,700
DSNY	1	\$2,099,900	0	\$0
DYCD	252	\$172,845,400	144	\$174,102,800
FDNY	0	\$0	2	\$9,377,000
HRA	36	\$46,470,600	64	\$76,886,500
Law	5	\$1,950,000	3	\$684,000
MOCJ	2	\$2,018,000	18	\$34,702,300
NYCEM	1	\$1,469,400	0	\$0
NYPD	1	\$78,000	1	\$44,486,400
SBS	1	\$200,000	0	\$0
Total	611	\$568,433,100	603	\$1,259,984,100



Agency	Renewal			
	Fiscal 2020		Fiscal 2021	
	Count	Value	Count	Value
ACS	13	\$35,166,700	22	\$65,250,700
BIC	0	\$0	0	\$0
DCA	4	\$1,606,800	1	\$15,400
DCAS	29	\$134,119,400	30	\$78,177,000
DDC	3	\$15,000,000	1	\$1,000,000
DEP	32	\$139,987,700	29	\$68,898,200
DFTA	10	\$7,548,500	5	\$10,824,900
DHS	31	\$793,823,100	16	\$743,150,900
DOB	3	\$1,813,100	2	\$23,000,000
DOC	14	\$17,150,200	6	\$8,844,000
DOF	5	\$26,068,400	8	\$8,769,100
DOHMH	96	\$193,143,800	35	\$70,344,000
DOI	0	\$0	1	\$15,000
DoITT	8	\$48,385,400	18	\$54,361,800
DOP	14	\$3,417,000	12	\$2,989,300
DOT	13	\$16,528,500	11	\$48,228,300
DPR	6	\$17,289,900	6	\$6,329,500
DSNY	12	\$116,419,200	37	\$135,643,900
DYCD	98	\$144,285,500	306	\$249,231,000
HPD	2	\$849,500	7	\$3,453,200
HRA	101	\$393,539,300	58	\$396,325,300
Law	3	\$4,800,000	3	\$4,800,000
MOCJ	26	\$158,045,200	7	\$6,085,100
NYCEM	4	\$20,576,300	2	\$140,000
NYPD	8	\$118,881,900	12	\$14,071,500
OATH	1	\$2,432,700	1	\$1,109,000
SBS	19	\$24,592,900	1	\$1,500,000
TLC	1	\$222,500	2	\$236,500
Total	556	\$2,435,693,500	639	\$2,002,793,600

Request for Proposal				
Agency	Fiscal 2020		Fiscal 2021	
	Count	Value	Count	Value
ACS	126	\$666,057,600	25	\$133,647,200
DCA	18	\$10,334,700	1	\$120,000
DCAS	5	\$30,900,000	0	\$0
DCP	0	\$0	1	\$99,000
DDC	13	\$114,008,100	10	\$50,329,600
DEP	21	\$124,606,000	23	\$284,228,000
DFTA	4	\$7,070,500	20	\$131,038,500
DHS	34	\$1,573,958,000	29	\$1,381,698,700
DOB	0	\$0	2	\$1,316,400
DOC	1	\$3,000,000	0	\$0
DOF	4	\$101,678,600	2	\$4,115,800
DOHMH	16	\$130,078,900	43	\$1,504,364,800
DoITT	5	\$289,271,000	0	\$0
DOP	18	\$15,387,800	20	\$14,073,900
DOT	17	\$51,588,800	11	\$64,842,700
DPR	2	\$1,333,300	1	\$345,100
DSNY	3	\$26,421,900	0	\$0
DYCD	118	\$107,731,400	28	\$4,721,800
FDNY	1	\$232,200	3	\$127,981,500
HPD	4	\$1,362,500	0	\$0
HRA	24	\$75,038,100	39	\$874,243,800
Law	3	\$21,000,000	2	\$4,000,000
MOCJ	0	\$0	3	\$10,687,900
NYCEM	2	\$20,500,000	1	\$21,200
NYPD	1	\$1,828,800	0	\$0
SBS	8	\$6,183,800	1	\$800,000
TLC	0	\$0	0	\$0
Total	448	\$3,379,572,000	265	\$4,592,675,900

Required Source or Procurement Method				
Agency	Fiscal 2020		Fiscal 2021	
	Count	Value	Count	Value
ACS	2	\$828,500	1	\$40,300
CCHR	1	\$46,700	1	\$46,700
DCAS	4	\$94,035,800	0	\$0
DCP	0	\$0	1	\$38,200
DEP	3	\$86,188,100	6	\$6,868,600
DFTA	20	\$3,358,400	33	\$3,912,900
DHS	3	\$64,330,200	1	\$949,400
DOC	0	\$0	1	\$1,331,000
DOF	1	\$890,400	1	\$42,000
DOHMH	40	\$310,326,600	4	\$197,797,500
DOP	8	\$1,289,000	5	\$1,324,300
DORIS	0	\$0	1	\$45,000
DOT	1	\$380,000	1	\$56,700
DPR	1	\$50,000	0	\$0
DSNY	0	\$0	0	\$0
DYCD	1	\$375,000	1	\$375,000
FDNY	1	\$4,535,600	2	\$1,545,900
HPD	1	\$120,000	0	\$0
HRA	20	\$57,369,100	11	\$7,382,500
MOCJ	0	\$0	0	\$0
NYCEM	1	\$50,000	0	\$0
OATH	2	\$1,099,000	1	\$33,700
TLC	1	\$400,500	0	\$0
Total	111	\$625,672,900	71	\$221,789,700

Small Purchase				
Agency	Fiscal 2020		Fiscal 2021	
	Count	Value	Count	Value
ACS	14	\$967,600	9	\$810,000
BIC	3	\$22,900	4	\$13,300
CCHR	73	\$395,500	62	\$341,000
CCRB	3	\$74,500	10	\$127,100
DCA	3	\$220,400	0	\$0
DCAS	12	\$686,000	23	\$1,290,100
DCLA	0	\$0	0	\$0
DCP	13	\$77,400	24	\$146,400
DDC	9	\$387,000	5	\$143,800
DEP	42	\$3,372,900	85	\$5,957,300
DFTA	18	\$525,400	17	\$1,085,500
DHS	31	\$1,961,900	17	\$1,352,700
DOB	4	\$163,300	1	\$36,700
DOC	24	\$1,767,200	60	\$4,976,000
DOF	11	\$419,300	11	\$382,400
DOHMH	57	\$3,332,200	60	\$3,350,500
DOI	9	\$345,600	8	\$324,400
DoITT	6	\$365,700	7	\$453,500
DOP	17	\$391,300	18	\$227,400
DORIS	0	\$0	0	\$0
DOT	64	\$5,103,400	61	\$4,540,100
DPR	177	\$3,664,700	229	\$2,776,000
DSNY	30	\$2,829,900	33	\$3,039,100
DYCD	6	\$198,200	3	\$70,100
FDNY	23	\$1,483,000	25	\$1,661,700
HPD	33	\$2,118,100	22	\$1,925,600
HRA	63	\$2,503,900	50	\$2,964,400
Law	0	\$0	0	\$0
MOCJ	1	\$100,000	0	\$0
LPC	0	\$0	1	\$23,700
NYCEM	13	\$521,700	23	\$870,400
NYPD	277	\$8,988,600	181	\$8,605,200
OATH	0	\$0	1	\$21,700
SBS	22	\$252,300	1	\$20,000
TLC	2	\$169,000	0	\$0
Total	1,060	\$43,408,900	1051	\$47,536,100

Sole Source				
Agency	Fiscal 2020		Fiscal 2021	
	Count	Value	Count	Value
ACS	7	\$3,261,300	3	\$683,000
CCRB	0	\$0	0	\$0
DCAS	7	\$11,089,700	26	\$256,276,000
DCLA	1	\$1,314,800	0	\$0
DEP	5	\$2,106,600	4	\$247,600
DHS	0	\$0	3	\$1,364,700
DOC	1	\$179,200	0	\$0
DOF	0	\$0	1	\$13,414,400
DOHMH	12	\$33,285,900	8	\$2,495,800
DOI	6	\$223,100	1	\$43,200
DoITT	1	\$100,000	3	\$43,911,300
DOP	2	\$616,400	2	\$543,200
DOT	0	\$0	3	\$75,578,100
DPR	1	\$24,600	1	\$948,000
FDNY	2	\$8,425,200	3	\$5,302,800
HPD	3	\$534,200	2	\$207,300
HRA	5	\$1,384,000	4	\$603,700
Law	3	\$4,263,800	2	\$862,300
NYCEM	1	\$100,000	3	\$1,371,000
NYPD	0	\$0	1	\$4,976,100
OATH	1	\$73,200	0	\$0
SBS	3	\$2,635,053,500	2	\$377,900
Total	61	\$2,702,035,500	72	\$409,206,400

Subscription				
Agency	Fiscal 2020		Fiscal 2021	
	Count	Value	Count	Value
DCAS	0	\$0	0	\$0
DEP	0	\$0	0	\$0
DHS	0	\$0	0	\$0
DOB	0	\$0	0	\$0
DOF	0	\$0	0	\$0
DOHMH	0	\$0	0	\$0
DOI	0	\$0	0	\$0
DoITT	0	\$0	0	\$0
DPR	0	\$0	0	\$0
FDNY	0	\$0	0	\$0
NYPD	0	\$0	0	\$0
Total	0	\$0	0	\$0

Task Order				
Agency	Fiscal 2020		Fiscal 2021	
	Count	Value	Count	Value
ACS	8	\$16,940,200	9	\$7,771,000
CCHR	1	\$51,900	0	\$0
DCA	2	\$199,900	0	\$0
DCAS	18	\$57,339,200	6	\$22,139,200
DCLA	0	\$0	1	\$200,000
DCP	11	\$13,412,500	2	\$288,900
DDC	119	\$161,034,100	54	\$83,501,000
DEP	6	\$137,235,300	9	\$13,806,400
DFTA	1	\$22,400	11	\$434,700
DHS	3	\$191,926,200	12	\$710,700
DOB	9	\$5,906,200	3	\$301,200
DOC	4	\$210,100	12	\$15,365,400
DOF	8	\$17,045,300	2	\$3,652,000
DOHMH	35	\$15,828,500	17	\$1,308,900
DoITT	44	\$15,491,600	77	\$40,213,800
DOP	1	\$2,463,100	7	\$154,600
DORIS	0	\$0	0	\$0
DOT	32	\$61,921,300	44	\$22,377,000
DPR	111	\$54,896,400	14	\$8,586,200
DSNY	3	\$13,181,400	2	\$320,400
DYCD	3	\$350,400	1	\$10,000
FDNY	20	\$15,967,200	19	\$50,949,600
HPD	23	\$12,115,400	24	\$3,685,400
HRA	29	\$13,836,400	28	\$10,641,800
Law	4	\$633,300	2	\$12,186,200
NYCEM	5	\$4,372,000	5	\$1,378,500
NYPD	11	\$6,668,800	9	\$3,263,300
OATH	12	\$294,000	2	\$265,700
SBS	8	\$2,140,000	0	\$0
TLC	6	\$2,881,800	6	\$1,069,300
Total	537	\$824,364,900	378	\$304,581,200.00

Fiscal 2020 Procurements by Agency				
Agency	Fiscal 2020		Fiscal 2021	
	Count	Value	Count	Value
ACS	821	\$1,313,306,000	\$575	\$938,822,600
BIC	57	\$161,200	\$46	\$112,600
CCHR	82	\$774,700	\$67	\$561,000
CCRB	56	\$391,600	\$45	\$555,700
DCA	56	\$20,543,400	\$33	\$3,802,400
DCAS	1,048	\$2,235,583,000	\$780	\$1,052,117,500
DCLA	67	\$2,190,100	\$58	\$1,788,500
DCP	90	\$12,666,000	\$94	\$2,035,300
DDC	1,548	\$1,431,079,900	\$1,423	\$1,482,123,900
DEP	2,000	\$1,188,064,000	\$2,100	\$1,587,583,100
DFTA	1,501	\$431,125,800	\$1,091	\$405,427,600
DHS	431	\$3,416,681,100	\$348	\$3,675,927,300
DOB	240	\$70,892,600	\$186	\$51,659,800
DOC	647	\$68,995,400	\$459	\$64,534,700
DOF	339	\$185,401,700	\$271	\$100,263,600
DOHMH	1,996	\$1,068,797,000	\$1,738	\$2,702,953,400
DOI	242	\$8,186,400	\$173	\$2,612,400
DoITT	616	\$542,233,300	\$691	\$1,040,138,900
DOP	270	\$35,468,400	\$298	\$31,040,200
DORIS	106	\$633,100	\$83	\$2,014,900
DOT	809	\$735,777,200	\$692	\$781,824,500
DPR	2,435	\$598,198,600	\$1,582	\$300,458,100
DSNY	1,129	\$735,225,200	\$1,110	\$744,505,600
DYCD	3,250	\$663,245,400	\$2,692	\$743,460,100
FDNY	411	\$186,249,600	\$429	\$260,212,800
HPD	11,292	\$73,352,200	\$13,896	(\$16,915,000)
HRA	1,021	\$875,180,800	\$850	\$1,622,559,400
Law	507	\$90,354,400	\$336	\$76,943,900
LPC	39	\$283,300	\$30	\$260,900
MOCJ	282	\$414,517,300	\$241	\$438,016,100
NYCEM	440	\$943,017,400	\$353	\$1,005,992,500
NYPD	2,923	\$208,306,400	\$2,463	\$189,190,000
OATH	159	\$5,107,800	\$96	\$2,396,000
SBS	500	\$2,696,301,500	\$245	\$23,469,900
TLC	219	\$7,535,500	\$157	\$2,844,000
Total	37,629	\$20,265,827,300	35,731	\$19,321,294,200

Fiscal 2021 Procurements by Method				
Method	Fiscal 2020		Fiscal 2021	
	Count	Value	Count	Value
Accelerated	14	\$124,403,800	51	\$83,297,300.00
Amendment	2,898	\$303,102,800	2,772	\$2,135,742,700
Amendment Extension	819	\$1,414,095,300	846	\$1,260,669,500
Assignment	73	\$90,384,000	70	\$150,575,000
Buy-Against	2	\$1,027,400	2	\$2,952,100
Competitive Sealed Bid	535	\$2,754,126,300	358	\$3,169,424,100
Construction Change Order	1,505	\$239,446,000	1,597	\$5,657,500
Demonstration Project	3	\$5,786,100	4	\$4,189,000
Design Change Order	325	\$117,458,800	280	\$89,297,200
Emergency	515	\$3,639,191,400	417	\$1,889,278,500
Government-to-Government Purchase	30	\$156,410,800	27	\$63,605,200
Innovative	3	\$15,720,000	14	\$134,874,200
Intergovernmental	300	\$182,785,300	214	\$618,029,100
Line-Item Appropriation	2,414	\$279,488,500	1,447	\$166,803,300
Micropurchase	23,638	\$97,033,900	23,731	\$85,144,300
MWBE 72	1,065	\$84,107,500	713	\$75,605,100
Negotiated Acquisition	106	\$182,078,600	106	\$544,481,000
Negotiated Acquisition Extension	611	\$568,433,300	606	\$1,263,086,700
Renewal	556	\$2,435,693,400	639	\$2,002,793,600
Request for Proposal	448	\$3,379,572,000	265	\$4,592,675,900
Required Source or Procurement Method	111	\$625,672,800	71	\$221,789,700
Small Purchase	1,060	\$43,408,800	1,051	\$47,536,100
Sole Source	61	\$2,702,035,300	72	\$409,206,400
Subscription	0	\$0	0	\$0
Task Order	537	\$824,365,200	378	\$304,581,200
All Methods	37,629	\$20,265,827,300	35,731	\$19,321,294,700



# IMPLEMENTATION OF THE CITYWIDE STATEMENT OF NEEDS

## STATUS OF PROPOSALS

### FY 2022-2023 CITYWIDE STATEMENT OF NEEDS

#### STATUS DEFINITIONS

<b>Implemented</b>	Proposal for which a ULURP or Section 195 application received final approval; or for which a contract for operation of a facility was approved; or for which a facility was located in existing city space; or for which an expansion, reduction or closing was completed.
<b>In Progress</b>	ULURP or Section 195 application filed but not yet approved; or contractor selected but contract has not yet received final approval; or expansion/reduction of existing site is underway.
<b>Active</b>	City still actively seeking site for a facility, or ULURP or Section 195 application has not yet be filed or no contractor has been selected.
<b>Modified</b>	Proposal was modified and is included in this Statement or will be included in a later Statement.
<b>Cancelled</b>	City not actively seeking site or implementing proposal because of fiscal or programmatic considerations.

Agency/Proposal	Proposed Location	Status
Administration for Children's Services		
Consolidation of Division of Child Protection Offices	12 Metrotech, Brooklyn, CD 2	Implemented
Relocation of Division of Child Protection Offices - Bronx	2100 Bartow Ave., Bronx, CD 10	In Progress
Relocation of Division of Child Protection Offices - Queens	Queens, CD 6, 7, 1, 8, 11, 12,13	Active

Agency/Proposal	Proposed Location	Status
Board of Elections		
Expansion of Voting Machine Facility	51-12 2nd Ave. Brooklyn, CD 7	In Progress
Relocation of Office and Warehouse	1780 Grand Concourse, Bronx, CD 5	Active

Agency/Proposal	Proposed Location	Status
Bronx Community Board 8		
Relocation of Community Board (CB) 8 Office	Kingsbridge, Bronx, CD 8	In Progress

Agency/Proposal	Proposed Location	Status
Bronx District Attorney		
Relocation of the Bronx District Attorney's Office	260 East 161st St., Bronx, CD 4	Implemented

Agency/Proposal	Proposed Location	Status
Brooklyn Community Board 13		
Relocation of Community Board (CB) 13 Office	Brooklyn, CD 13	Active

Agency/Proposal	Proposed Location	Status
Brooklyn District Attorney		
Expansion of Brooklyn Family Justice Center	350 Jay St., Brooklyn, CD1	In Progress
New Warehouse Space for File Storage	Brooklyn	In Progress

Agency/Proposal	Proposed Location	Status
Department for the Aging		
New Senior Community Center	96-05 Horace Harding Expressway, Queens, CD 4	Implemented
Relocation of Theodora Jackson Neighborhood Senior Center	148-10 Archer Ave., Queens, CD 12	Cancellation

Agency/Proposal	Proposed Location	Status
Department of Environmental Protection		
Relocation of Laboratory	Not yet specified	In Progress
Relocation of Manhattan Payments Office	55 West 125th St., Manhattan, CB 10	Implemented
Relocation of Water Maintenance & Sewer Maintenance Field Offices and Garage	Brooklyn, CD 1, 2, 3, 4, 6, 7, 8, 9, 10, 17	Cancelled
Expansion of Victory Boulevard Pump Station	Borough Block Lot (BBL): 5027050225, Staten Island, CD 2	In Progress
New Gowanus Superfund Owls Head CSO Tank Site	Borough Block Lots (BBL): 3009770003, 3009900021, 3009900016, 3009900001, Brooklyn, CD 6	In Progress
Relocation of Melvin Ave. Pump Station	Staten Island, CD 2	Active
Relocation of St. Albans Pumping Station	Queens, CD 12	Active

Agency/Proposal	Proposed Location	Status
Department of Finance		
Relocation of Business Center	44 Victory Blvd., Staten Island, CD 1	Active

Agency/Proposal	Proposed Location	Status
Department of Health and Human Services		
Relocation of Brooklyn Bureau of Early Intervention	Brooklyn	Active
Relocation of Vector and Pest Control	1427 Ralph Ave., Brooklyn, CD 18	In Progress

Agency/Proposal	Proposed Location	Status
Department of Homeless Services		
New Transitional Shelter Facilities for Homeless Individuals and Families	Not yet specified	In Progress
Relocation of Distribution and Fleet Services	Bronx	In Progress

Agency/Proposal	Proposed Location	Status
Department of Housing Preservation & Development		
Relocation of Northern Manhattan Code Enforcement Units	Manhattan	Active

Agency/Proposal	Proposed Location	Status
Department of Parks and Recreation		
Consolidation of Administrative Headquarters for Central Forestry, Horticulture, and Natural Resources Division	97-77 Queens Blvd., Queens, CD 6	In Progress

Agency/Proposal	Proposed Location	Status
Department of Probation		
New Office Space for Raise the Age - Bronx	Bronx	Active
New Office Space for Raise the Age - Brooklyn	Brooklyn	Active
New Office Space for Raise the Age - Queens	Queens	Cancelled
Expansion of Queens Borough Office	164-24 Jamaica Avenue, Queens, CD 12	Active

Agency/Proposal	Proposed Location	Status
Department of Sanitation		
Consolidation of Garages, Broom Depot, and Manhattan Borough Command	425 East 25 St., Manhattan, CD 6	Active
New Dual-District Garage	1323 West Service Rd., Staten Island, CD 3	In Progress
Relocation of Bronx 3A Broom Garage	Bronx, CD 3	Active
Relocation of District Garage	31-11 20th Avenue, Queens, CD 1	Active
Relocation of Sanitation Garage	Bronx, CD 12	Active
Relocation of Salt Storage	807 Forbell Street, Brooklyn, CD 5	In Progress
Relocation of Bronx Lot Cleaning Unit	Bronx	Active
Relocation of Bronx 7/8 District Garages	Bronx, CD, 7, 8	Active

Agency/Proposal	Proposed Location	Status
Department of Transportation		
Expansion and Relocation of Citywide Concrete Program - Bronx	3500 Putnam Avenue West, Bronx, CD 8	Active
Expansion and Relocation of Citywide Concrete Program - Brooklyn	Brooklyn	Active
Expansion and Relocation of Citywide Concrete Program - Manhattan	47-25 34th St., Queens, CD 2	In Progress
Expansion of Sidewalk Inspection Management - Facilities Unit	47-25 34th St., Queens, CD 2	In Progress
Expansion of Sidewalk Inspection Management - Fleet Support	Bronx	Active
Expansion of Sidewalk Inspection Management - Inspection Unit	47-25 34th St., Queens, CD 2	In Progress
Expansion of Sidewalk Inspection Management - Queens	101 Varick Ave., Brooklyn, CD 1	In Progress
Relocation of Bridges Preventative Maintenance Unit	3500 Putnam Ave. West, Bronx, CD 8	Active
Relocation of Queens Safety City Program	North Conduit Ave, at 246th St., Queens, CD 13	Active
Relocation of Sidewalk Inspection Management - Concrete Crushing	Brooklyn	Active
Relocation of Street Light Warehouse & Electricians	47-25 34th Street, Queens, CD 2	In Progress
Relocation of Yard Operations	Queens	Active
Relocation of Automated Enforcement Unit	47-25 34th St., Queens, CD 2	In Progress
New Sidewalk Inspection Management Field Office - Green Wave Program	Brooklyn	Active
New Field Office for Green Wave Program	Brooklyn or Queens	Active
Relocation of Brooklyn Sign Shop	Brooklyn	Active

Agency/Proposal	Proposed Location	Status
Fire Department of New York City		
Relocation of EMS Station 17	1259 Morris Ave., Bronx, CD 4	In Progress
Relocation of Emergency Medical Services Station 7	613 West 29th Street, Manhattan, CD 4	In Progress

Agency/Proposal	Proposed Location	Status
Human Resources Administration		
Relocation of Bainbridge Job Center	Bronx, CD 7	Active
Relocation of HASA Office	Bronx	Active
Relocation of Services and Offices	Brooklyn	Active
Relocation to Borough Courts - Bronx	180 E. 156th St., Bronx, CD 4	Active
Relocation to Borough Courts - Queens	151-20 Jamaica Ave., Queens, CD 12	Active
Relocation of Programs from 33-28 Northern Blvd.	Queens, CD 2	Active
Relocation of Programs from 32-20 Northern Blvd.	Queens, CD 2	Cancelled
Relocation of IT Services	Brooklyn, CD 7	Active

Agency/Proposal	Proposed Location	Status
Manhattan Community Board (CB) 4		
Relocation of Community Board (CB) 4 Office	Manhattan, CD 4	Implemented

Agency/Proposal	Proposed Location	Status
New York City Law Department		
New Office for Tort Division	52 Duane St., Manhattan, CD 1	Cancelled
New Office Space for Family Court Division's Raise the Age Program - Bronx	810 River Ave., Bronx, CD 4	Cancelled
New Office Space for Family Court Division's Raise the Age Program - Brooklyn	1 Pierrepont Plaza, Brooklyn, CD 2	Implemented
New Office Space for Family Court Division's Raise the Age Program - Executive Management & Appeals	233 Broadway, Manhattan, CD 1	In Progress
New Office Space for Family Court Division's Raise the Age Program - Queens	162-10 Jamaica Ave., Queens, CD 12	In Progress
New Office Space for Family Court Division's Raise the Age Program - Staten Island	60 Bay St., Staten Island, CD 1	In Progress

Agency/Proposal	Proposed Location	Status
New York City Police Department		
Relocation of Bronx Tow Pound	Bronx	Active
Relocation of Criminal Enterprise Investigations Section (CEIS)	59-17 Junction Blvd., Queens, CD 4	Active
Relocation of Internal Affairs Bureau Groups	Queens	Active
Relocation of K9 Unit	Not yet specified	Active
Relocation of LIC Medical District 17, 28, 19 & 20	Queens, CD 1, 2, 3	Cancelled
Relocation of Pier 76 Tow Pound	Manhattan	Active
Relocation of Service Station 8	801 11th Ave, Manhattan, CD 4	Active
Relocation of Special Victims Offices - Bronx	188 W 233rd St, Bronx	In Progress
Relocation of Special Victims Offices – Brooklyn	45 Nevins St., Brooklyn, 2	Active
Relocation of Special Victims Offices – Queens	6920 Austin St., Queens 6	Active
Relocation of the World Trade Center Command	27 Cliff St., Manhattan, CD 1	Active
Relocation of Citywide Units	Not yet specified	Active
Relocation of Manhattan South Summons Enforcement Units	127 W 30th St, Manhattan, CD 5	Active

Agency/Proposal	Proposed Location	Status
New York City Cyber Command		
Relocation of Headquarters for NYC Cyber Command	80 Maiden Ln., Manhattan, CD 1	Implemented

Agency/Proposal	Proposed Location	Status
Office of Administrative Trials and Hearings		
Relocation of Hearings Center - Staten Island	44 Victory Blvd., Staten Island, CD 1	Active

Agency/Proposal	Proposed Location	Status
Office of Court Administration		
Relocation of Appellate Term, 2nd Department Offices	1 Willoughby Square, Brooklyn, CD 2	In Progress

Agency/Proposal	Proposed Location	Status
Office of Labor Relations		
Relocation of Employee Assistance Program (EAP)	22 Cortland St., Manhattan, CD 1	Implemented

Agency/Proposal	Proposed Location	Status
Queens Community Board (CB) 7		
Relocation of Community Board (CB) 7 Office	30-50 Whitestone Expressway, Queens, CD 7	In Progress

Agency/Proposal	Proposed Location	Status
Richmond County District Attorney		
New District Attorney Offices	60 Bay Street, Staten Island, CD 1	Active

Agency/Proposal	Proposed Location	Status
Taxi and Limousine Commission		
New Vehicle Storage	Queens	Active
Relocation of Headquarters	26 Broadway, Manhattan, CD 1	Active
Expansion of Driver Assistance Center	31-00 47th Avenue, Queens, CD 2	Active

# AGENCY INTERNAL CONTROLS

## CHARTER INTERNAL CONTROL REPORTING REQUIREMENT

Statements on the status of mayoral agencies' internal control environments and systems for Fiscal 2020 and the actions taken or to be taken to strengthen such systems are set forth below, pursuant to Section 12(c)(3) of the New York City Charter. The Mayor's Office of Operations compiled these statements based upon reviews of 36 mayoral agencies', including the Department of Veterans' Services, Office of Chief Medical Examiner and Office of Administrative Trials and Hearings for the first reporting period. The review encompassed internal control certifications, financial integrity statements, applicable State and City Comptrollers' audit reports and agency responses to such reports. The heads of those agencies attested to the status of their agencies' internal control systems with respect to principal operations, including the 13 areas covered by the City Comptroller's Directive 1 checklist, specifically: effectiveness and efficiency; cash receipts; imprest funds (petty cash); billings and receivables; expenditures and payables; inventory; payroll and personnel; IT controls and procedures; single audit; licenses and permits; violations certificates; leases, concessions and franchises; and internal audit function.

## SUMMARY STATEMENTS ON THE STATUS OF INTERNAL CONTROL SYSTEMS

Agency head reporting indicate that their systems of internal control, taken as a whole, are sufficient to meet the City's internal control objectives of maximizing the effectiveness and integrity of operations and reducing vulnerability to waste, abuse and other errors or irregularities. Certain agencies identified inefficiencies, which are covered below. The covered agencies are committed to pursuing applicable corrective actions and continuing to monitor their internal control systems.

### ***Administration for Children's Services***

The Administration for Children's Services (ACS) reports ongoing activities with respect to oversight and enhancement of its internal control environment. The agency reports continued efforts with respect to updating and strengthening systems technology including systems controls and security. Further, ACS reports continued efforts to develop written policies and procedures with respect to child safety and welfare, under the guidance of federal, state, and local oversight. ACS will continue its course of corrective action and will monitor its overall internal control environment through its internal audit group, external audit follow-up and use of information technology systems.

### ***Business Integrity Commission***

The Business Integrity Commission (BIC) reports ongoing activities with respect to the review and oversight of its internal control environment. These activities include continued oversight and improvements with respect to cyber security and information technology protocols and procedures during staff transitions to remote work. The agency will continue to monitor its internal control environment through internal audits and information technology controls and reporting.

### ***City Commission on Human Rights***

The City Commission on Human Rights (CCHR) reports ongoing oversight with respect to its internal control environment with the objective of maximizing the effectiveness and integrity of operations while reducing the vulnerability of agency waste, abuse, errors or irregularities. CCHR will continue to monitor its internal control environment through continuous self-assessments and agency management reviews.

### ***Civilian Complaint Review Board***

The Civilian Complaint Review Board (CCRB) reports ongoing oversight and activities to strengthen its system of internal controls. CCRB reports continued efforts with respect to the segregation of responsibilities as well as the implementation of compensating controls over inventory. CCRB will continue to take appropriate corrective actions and will monitor its overall system of internal controls through internal reviews.

### ***Department of Citywide Administrative Services***

The Department of Citywide Administrative Services (DCAS) reports ongoing oversight and continuation of activities to strengthen its internal control environment. These activities include assessment and development of written policies and procedures with respect to inventory management as well as the implementation of segregation of duties relative to billing and accounts receivables. DCAS will continue to monitor its overall internal control environment through internal audits, follow-up on external audits, and risk assessments.

### ***Department of Cultural Affairs***

The Department of Cultural Affairs (DCLA) reports continued oversight and monitoring activities with respect to its system of internal controls, including the utilization and implementation of technological systems for effective monitoring of internal controls and financial accountability. DCLA will continue to monitor its overall internal control environment through internal reviews and the use of information technology.

### ***Department of City Planning***

The Department of City Planning (DCP) reports continued oversight and monitoring of its internal control environment to ensure effective and efficient agency operations. DCP will continue to monitor its internal control environment through risk assessment, follow-up on external audits and by conducting management reviews.

### ***Department of Consumer and Worker Protection***

The Department of Consumer and Worker Protection (DCWP) reports the continuation of oversight and activities with respect to maintaining an overall system of internal controls. DCWP will continue to monitor its internal control environment through internal process reviews and follow-up on external audits.

### ***Department of Design and Construction***

The Department of Design and Construction (DDC) reports ongoing improvements in order to further strengthen its system of internal control. In particular, DDC reports development and implementation of safety protocols for construction sites allowing construction activities and inspections to proceed, providing a safe environment for workers and the general public. Further, the agency reports implementation of web-based applications improving the capital construction process, communication, and reducing the overall timeframe for the review and acceptance of site safety plans. Moreover, DDC reports continued improvements in the areas of inspections, public surveys to evaluate client and resident satisfaction, staff training, audits covering construction projects, as well as tracking and management of communications and documentation associated with certain information requests for contracts and payments. The agency will continue the present course of action with the objective of maximizing the effectiveness and integrity of agency operations and reducing the vulnerability of agency waste, abuse, errors, or irregularities, and will monitor its overall internal control environment through internal audits, external audit follow-up and risk assessments.

### ***Department of Environmental Protection***

The Department of Environmental Protection (DEP) reports ongoing activities with respect to oversight and monitoring of its internal control environment. These activities include continued efforts to fully implement computerized maintenance management systems with inventory control modules that support water resource recovery facilities. Further, DEP reports ongoing improvements relative to asset management and inventory controls for computers and related equipment. The agency will continue to monitor its overall internal control environment through risk assessments, internal audits, and external audit follow-up.

### ***Department for the Aging***

The Department for the Aging (DFTA) reports continued oversight of its internal control environment, including further progress with respect to strengthened reporting and tracking abilities through the agency's Senior Tracking Analysis and Reporting System (STARS). DFTA will continue its course of corrective action and will monitor its overall internal control environment through fiscal compliance audits and external audit follow-up activity.



### ***Department of Homeless Services***

The Department of Homeless Services (DHS) reports ongoing oversight with respect to its internal control environment. In particular, DHS reports continued efforts on standardized policies and procedures and further development of constituent service interactions, as well as measures to strengthen network connection data security and encryption. DHS will continue its course of corrective action and monitor its overall internal control environment through the Department of Social Services' Office of Program Accountability.

### ***Department of Buildings***

The Department of Buildings (DOB) reports ongoing oversight and monitoring with respect to its internal control environment. Specifically, DOB reports ongoing review of current operations and implementation of procedural changes, updating technology to support data classification and encryption, periodic updates, continued development of log management with respect to cyber security, continued development of disaster recovery plans, and measures relative to invoice and voucher processing. The agency will continue its course of corrective action with the objective of maximizing the effectiveness and integrity of operations while reducing the vulnerability of agency waste, abuse, errors or irregularities through ongoing monitoring of its internal control systems, internal audits, and external audit follow-up activity and risk assessments.

### ***Department of Correction***

The Department of Correction (DOC) reports ongoing oversight and activities to further strengthen its internal control environment. Specifically, DOC reports continued measures to strengthen its procurement of services, cybersecurity controls with respect to applications, user accounts, data encryption, and comprehensive policies and procedures. DOC will continue its course of corrective action and monitor its overall internal control environment through internal audits, external audit follow-up, risk assessments and agency management reviews.

### ***Department of Finance***

The Department of Finance (DOF) reports ongoing oversight and monitoring with respect to its internal control environment, including continued deployment of a multifactor authentication solution for remote access, as well as the implementation of identity access management solution for automated account monitoring and auditing. In addition, DOF reports the establishment of additional safeguards and certification programs relative to file access and the separation of duties. DOF will continue its course of corrective action and will monitor its overall internal control environment through internal audits, external audit follow-up, and risk assessments.

### ***Department of Health and Mental Hygiene***

The Department of Health and Mental Hygiene (DOHMH) reports continued oversight and enhancements with respect to its internal control environment. The agency continued to strengthen its cybersecurity controls with respect to ongoing monitoring, secure system updates, and user security awareness training. In addition, DOHMH reports continued upgrades to its Revenue Management System to automate State Aid claiming and to improve reporting. Further, DOHMH reports continued improvements to information technology security controls including data encryption, network access controls, multi-factor authentication, data backup and disaster recovery. DOHMH will continue to monitor its overall internal control environment through internal audits, follow-up on external audits, self-assessments and internal management reporting systems.

### ***Department of Investigation***

The Department of Investigation (DOI) reports the continued oversight and monitoring with respect to its system of internal controls, including ongoing efforts to strengthen cyber security policies and standards. DOI will continue to monitor its system of internal controls through its internal audit group and the use of information technology.

### ***Department of Information Technology and Telecommunications***

The Department of Information Technology and Telecommunications (DOITT) reports ongoing activities and oversight with respect to its internal control environment. These activities include efforts to comply with new information technology requirements and expanding cybersecurity protections. DOITT will continue to monitor its system of internal control through oversight, external audit follow-up and information technology.

### ***Department of Probation***

The Department of Probation (DOP) reports continued activities and oversight with respect to its system of internal controls to enhance performance management reviews and quality assurance. In particular, the agency reports specific measures utilizing information technology to improve agency operations including the implementation of multifactor authentication and the use of automated messaging to enhance client engagement. Further, DOP reports assessment and development of written policies and procedures. DOP will continue to monitor its internal control environment through its internal audit group and management reviews.

### ***Department of Records and Information Services***

The Department of Records and Information Services reports continued oversight to strengthen its system of internal control, including actions implementing critical security updates to all devices as well as requiring the use of multi-factor authentication. The agency further reports ongoing efforts with respect to measuring effectiveness, commitment to staff training, implementation of policies with regard to maintenance of procurement records in digital format, and continued enforcement of its policy regarding non-public spaces. The Department of Records and Information Services will continue to monitor its overall internal control environment through external follow-up and the use of information technology reviews.

### ***Department of Transportation***

The Department of Transportation (DOT) reports ongoing oversight related to monitoring and further strengthening of its internal control environment, which contribute to the effectiveness and efficiency of its overall operations. DOT will continue to monitor its internal control environment through internal and external audits, management reviews, and corrective actions.

### ***Department of Parks and Recreation***

The Department of Parks and Recreation (DPR) reports ongoing oversight and monitoring activities contributing to the overall effectiveness and efficiency of its system of internal controls. Specifically, the agency reports ongoing efforts to segregate duties in the areas of cash receipts and inventory management, adoption of digital systems for the deposit of cash receipts, and formally document policies and procedures specific to agency operations. DPR will continue its course of corrective action and monitor its overall internal control environment through internal audits, risk assessments, and external audit follow-up.

### ***Department of Small Business Services***

The Department of Small Business Services reports ongoing oversight with respect to its internal control environment. Specifically, the agency reports continued monitoring and efforts to improve data retention policies and network data security. The agency will continue to monitor its system of internal controls through internal audits and management recommendations.

### ***Department of Sanitation***

The Department of Sanitation (DSNY) reports continued monitoring and enhancements with respect to its internal control environment. Specifically, the agency reports continued efforts to contribute to a safe and secure computing environment including ongoing updates and addition of systems and resources, implemented multi-factor authentication for all remote users, continued efforts to implement a centralized event logging system, enhancements to vulnerability management and patching systems, installation and configuration of identity and access management practices. Further, DSNY reports continued distribution of applications remotely, consolidated data and inventory to centralize assets, implemented verification and return process for equipment, as well as monitoring the timeliness of inspections. DSNY will continue to monitor its internal control environment through internal audits, self-inspections, risk assessments, and external audit follow-up activity.

### ***Department of Veterans' Services***

The Department of Veterans' Services reports the review and monitoring of programs and policies with respect to its system of internal controls, including the assessment of overall agency fiscal operations as well as the segregation of duties. The agency will continue to monitor its internal control environment through internal audits and risk assessment.

### ***Department of Youth and Community Development***

The Department of Youth and Community Development (DYCD) reports ongoing oversight and monitoring of its internal control environment, including continued efforts building upon existing systems designed to improve efficiency and enhance internal controls. The agency reports implementation of automated electronic systems with respect to tracking the projected and actual spending as well as tracking participant enrollment. DYCD further reports commitment to training staff to enhance fiscal integrity. DYCD will continue to monitor its internal control environment through internal audits, risk assessments, and external audit follow-up.

### ***Fire Department***

The Fire Department (FDNY) reports continuation of activities to further strengthen its system of internal controls. The Department reports ongoing improvement in the areas of information technology controls and procedures with specific focus on planning and governance, application development security, cyber security and internet connectivity. FDNY will continue its course of corrective action and monitor its overall internal control environment through internal audits, risk assessments, and external audit activity.

### ***Department of Housing Preservation and Development***

The Department of Housing Preservation and Development (HPD) reports continuation of activities to strengthen its system of internal controls. Specifically, HPD reports further efforts in assessment and development of written policies and procedures relative to the continuity of operations and for write-offs impacting major program areas. Further, the agency reports continued efforts to improve capital asset inventory operations as well as the launch of web applications improving inspector efficiency and consistency. HPD will continue its course of corrective action and monitor the overall internal control environment through follow-up of corrective action plans and conducting management reviews.

### ***Human Resources Administration***

The Human Resources Administration (HRA) reports ongoing activities to further strengthen its internal control environment. Specifically, the agency reports continued efforts to enhance constituent service interactions, measures to strengthen network connection data security and encryption, as well as development of written policies and guidance with respect to supportive affordable housing. HRA will continue its course of corrective action and will monitor its overall internal control environment through its Office of Program Accountability.

### ***Law Department***

The Law Department reports ongoing review and monitoring with respect to the operation of its internal controls environment, including the development and implementation of policies and procedures relative to access controls. The agency will continue to monitor its overall internal control environment through internal audit unit activity, information technology controls, external audit follow-up, and management reviews.

### ***Landmarks Preservation Commission***

The Landmarks Preservation Commission (LPC) reports ongoing review and monitoring of programs and policies with respect to its system of internal controls. LPC will continue to monitor its internal control environment.

### ***New York City Emergency Management***

New York City Emergency Management reports continued oversight to strengthen its internal control environment by conducting routine self-assessments, as well as implementing an inventory database to help ensure completeness and accuracy. The agency will continue to monitor its internal control environment through internal reviews and external audit follow-up.

### ***Police Department***

The New York City Police Department (NYPD) reports ongoing oversight with respect to its internal control environment with the objective of maximizing the effectiveness and integrity of agency operations. The agency reports continued efforts relative to the implementation of processes for data encryption as well as the development of incident response and management policies and procedures. The NYPD will continue to monitor its system of internal controls through its Information Technology Bureau, Internal Affairs Bureau, Risk Management Bureau, Fiscal Accountability Unit, and Integrity Control Officers.

### ***Office of Administrative Trials and Hearings***

The Office of Administrative Trials and Hearings (OATH) reports ongoing oversight and enhancement of its systems of internal controls. In particular, the agency reports enhancements to security and controls with respect to systems for staff working remotely as well as continued efforts with updates and additions of systems and resources contributing to a safe and secure computing environment. OATH will continue to monitor its internal control environment and risk assessment through internal audits and management reviews.

### ***Office of Chief Medical Examiner***

The Office of Chief Medical Examiner continues to fortify its internal controls, including cyber security protections, enhancement of multi-factor authentication, data encryption and secure redundancies for systems at all facilities, as well as with systems supporting field response and temporary disaster mortuary operations established in response to current or future mass fatality incidents. The agency will continue to monitor its internal control environment through internal audits, segregation of duties and information technology controls.

### ***Taxi and Limousine Commission***

The Taxi and Limousine Commission (TLC) reports ongoing oversight with respect to operations of its system of internal controls, including continued monitoring of data information security. Through the Finance and Administration Division, TLC will continue to monitor its internal control environment based on management and performance reviews, policies and procedures, external audit follow-up activity, and information technology.

# AGENCY RULEMAKING FISCAL 2021

Agency	Total adopted/ amended	Not in regulatory agenda*	Emergency actions
CCHR	3	3	0
CCRB	3	3	0
DCAS	2	1	0
DCWP	6	5	0
DEP	2	0	0
DOB	10	7	0
DOF	2	1	0
DOHMH	1	1	0
DOT	2	1	1
DPR	1	1	0
FDNY	3	1	0
HPD	8	1	0
HRA	4	4	0
NYPD	1	1	0
OATH	3	3	0
SBS	1	1	0
TLC	4	3	0
TOTAL	56	37	1

\*During Fiscal 2021, 37 of 56 rules (66% of the rulemaking actions) were not included in agency regulatory agendas because they were not contemplated at the time or were adopted as emergency rules. Rules that were not included in regulatory agendas still went through the full City Administrative Procedure Act rule review process.

For more information on the rulemaking process and regulatory agendas, go to NYC Rules: <http://rules.cityofnewyork.us/>

Agency	Rule Summary	Title	Chapter	Section	Adoption Date
CCHR	Amends rules to prohibit discrimination based on hair.	47	2	2-08	12/14/2020
CCHR	Amends rules to prohibit discrimination based on pregnancy and sexual or reproductive health decisions.	47	1	2-01, 2-07 and 2-08	2/24/2021
CCHR	Amends rules to fix section numbering.	47	1	2-09, 2-10	5/24/2021
CCRB	Amends rules to comply with May 2020 Appellate Division decision and November 2019 New York City Charter revision that expanded the Board's jurisdiction and composition, and to clarify certain language, including by adding a definition of "abuse of authority."	38	1	1-01, 1-02, 1-11, 1-33, 1-42, 1-44	2/10/2121
CCRB	Amends rule to clarify subpoena powers and the Board's delegation of subpoena signature authority to the Executive Director, consistent with the 2019 Charter revision.	38	1	1-23,	2/10/2021
CCRB	Amends rules regarding case assignments, reopening or reconsideration of cases, the number of full board meetings, and board voting requirements/processes.	38	1	1-31, 1-32, 1-36, 1-51, 1-52	2/10/2021
DCAS	Amends General Examination Regulations to provide fee waiver on every Civil Service examination to veterans of the armed forces of the United States.	55	11	11-01(c)(6)	10/28/2020
DCAS	Repeals License Examination Regulations.	55	11	11-02	1/21/2021
DCWP	Implements Local Laws 80 and 99 of 2020 by repealing billiards references, clarifying the penalties for unlicensed activity, making amendments to effectuate the name change to Department of Consumer and Worker Protection, and adds a penalty schedule for hotel service disruptions.	6	1, 6	1-02, 1-23, 6-11	3/24/2021
DCWP	Repeals all references to home improvement salespersons in the Department's rules after Local Law 31 of 2020 repealed that licensing requirement.	6	1, 2	1-02, 2-221, 2-226	12/31/2020
DCWP	Amends stoop line stand rules, including to clarify the construction requirements for a stoop line, clarify the activities that are prohibited on a stoop line stand, and update the stoop line stand penalty schedule, among other things.	6	2, 6	2-70.2, 6-16	10/29/2020
DCWP	Implements Local Law 34 of 2020, which prohibits food stores and retail establishments from refusing to accept payment in cash by adding presumptions of a code violation if a business posts signage or represents that it does not accept cash or charges more for cash purchases.	6	5, 6	5-280, 6-72	10/8/2020
DCWP	Amends the tobacco retail dealer penalty schedule, to increase certain penalty amounts set by New York State Public Health Law section 1399-ee, which was recently amended by state law. Also amends Section 6-12.1, the electronic cigarette penalty schedule, to add violations relating to New York State Public Health Law Section 1399-mm-1(2), which prohibits selling or offering for sale flavored vapor products expected to be used with nicotine.	6	6	6-12, 6-12.1	12/4/2020
DCWP	Amends rules related to the authority DCWP delegates to the Office of Administrative Trials and Hearings ("OATH") to require that decisions rendered by the OATH Trials Division be recommended decisions subject to the already-existing procedures for recommended decisions in Section 6-02 of Chapter 6 of Title 6 of the Department's rules.	6	6	6-02	3/12/2021
DEP	Adds mold provisions to Air Code Penalty Schedule.	15	43	43-02	12/18/2020
DEP	Adds penalty for dumping in Green Infrastructure to Sewer Code Penalty Schedule.	15	56	56-02	1/9/2021
DOB	Amends rules to conform to the City Energy Conservation Code as updated by Local Law 48 of 2020 and to implement code requirements.	1	100, 5000	101-07, 5000-01, 5000-02	7/24/2020
DOB	Updates the penalty amounts for violations related to several provisions of Chapter 33 of the Building Code in order to conform to DOB's methodology for calculating penalty amounts.	1	100	102-01	8/19/2020
DOB	Adds a new section relating to penalties for failure to certify correction of certain immediately hazardous violations.	1	100	102-05	9/3/2020
DOB	Amends rule to extend the full compliance date for site safety training to conform to Local law 96 of 2020.	1	100, 3300	105-03, 3301-03, 3321-01	11/10/2020
DOB	Amends rule to delete language regarding the L2 form that was used to request an override, reduction or waiver of a civil penalty for work without a permit or for violation of a stop work order. These requests are now being handled through DOB NOW and not with an L2 form.	1	100	102-04	2/3/2021

DOB	Adds a fee for filing an application for adjustments to the buildings emissions limit for certain buildings that have excessive emissions due to a special circumstance per Local Law 97 of 2019, as amended by Local Law 147 of 2019.	1	100	101-03	2/11/2021
DOB	Amends the date for compliance with the retroactive requirements of section 908.7.3.1 of the NYC building code for carbon monoxide detectors in accordance with Local Law 13 of 2021.	1	900	908-01	3/2/2021
DOB	Adds a new section for adjustments for greenhouse gas emission limits for owners who lease space to not-for-profit healthcare organizations per Local Law 97 of 2019, as amended by Local Law 147 of 2019, and adds a fee.	1	100	101-03, 103-12	3/10/2021
DOB	Amends the rules to clarify the qualifications and responsibilities of qualified retaining wall inspectors and bring them in line with those of qualified exterior wall inspectors.	1	100	101-07, 103-09	4/23/2021
DOB	Amends the Reference Standard FEMA FIRM 360497, as identified in Section BC G402 of the building code, to incorporate Letters of Map Revision approved by FEMA for Whitestone, Queens and Raritan Bay, Staten Island.	1	3600	3606-03	5/4/2021
DOF	Amends the rules for Senior Citizen Rent Increase Exemption and Disability Rent Increase Exemption programs. Specifically, the rules establish requirements for eligibility based on applicant status and applicant income, criteria for types of apartments which are eligible, criteria for abatement amounts in Rent Increase Exemption Orders, establishes an application process, including deadlines, as well as provides additional definitions to the existing rules.	19	52	52-01 to 52-21	6/13/2021
DOF	Adds rules to implement Local Law 96 of 2019, which established the Sustainable Energy Loan Program.	19	58	58-01 to 58-09	4/21/2021
DOHMH	Requires a summertime hyperhalogenation, a one-time per year dosing of higher-than-normal levels of chlorine or bromine based biocide to each cooling tower system between July and August 31.	24	8	Sections 8-02, 8-04, 8-09,	7/7/2020
DOT	Amends DOT's civil penalty schedule reflecting changes in the law and recently adopted rules.	34	3	sec. 3-01	1/2/2021
DOT	Exempts drivers and vehicles delivering free meals to participants in the NYCEM temporary emergency food delivery program from parking and standing rules for a period of up to 20 minutes.	34	4	sec. 4-08	9/21/2020
DPR	Removes the young adult membership fees at the OceanBreeze Track & Field Athletic Complex and the City's recreation centers.	56	2	2-13, 2-14	4/4/2021
FDNY	Establishes a certification program by which licensed or certified professionals may certify correction of certain fire alarm system defects to expedite the increasing demand for fire alarm system re-inspections by the Fire Department. The certifications will be filed with and reviewed by the Fire Department, and if accepted, will eliminate the need for a re-inspection and expedite issuance of a Letter of Approval.	3	1	104-04	12/1/2020
FDNY	Amends rule 3RCNY 401-06 to implement the provisions of Local Law No. 103 of 2019 regarding hurricane evacuation notices, and to require apartment building owners to take certain actions to ensure compliance with the requirement of fire safety and emergency preparedness notices on dwelling unit doors.	3	4	401-06	1/1/2021
FDNY	Amends rule 3 RCNY 4900-02 to revise the amount Fire Department charges patients and insurers for Emergency Medical Service (EMS) ambulance treatment and/or transport service provided through the New York City 911 System.	3	49	4900-02	1/1/2021
HPD	Implements Local Law 18 of 2020, requiring the installation of internet capable temperature reporting devices ("heat sensors") in certain multiple dwellings.	28	56	56-01, 56-02, 56-03, 56-04, 56-05, 56-06, Appendix A	8/26/2020
HPD	Clarifies that owners must perform certain investigations and keep records regarding such investigations under the Childhood Lead Poisoning Prevention Act of 2003, and makes certain technical and plain language changes to the existing rules.	11	28	11-04, 11-05, 11-12	9/8/2020
HPD	Provides for waiver of mortgaging service fee by HPD.	37	28	37-02, 37-03, 37-04	9/14/2020
HPD	Revises certain requirements for buildings applying for tax benefits under New York State Real Property Tax Law Section 421-a(16)	28	51	51-01, 51-02, 51-03, 51-06	1/7/2021
HPD	Clarifies that all of the provisions of the Childhood Lead Poisoning Prevention Act of 2003 also apply to private dwellings where there is a tenant in occupancy, pursuant to Local Law 29 of 2020; adds criteria implementing Local Law 28 of 2020 regarding violations of the requirements for turnover of dwelling units; and makes technical amendments to the existing rules.	11	28	11-01, 11-04, 11-05, 11-12, Appendix B	1/11/2021

HPD	Clarifies that the requirement to maintain and provide to a subsequent owner an affidavit from a lead inspector or risk assessor who performs testing to comply with Local Law 31 of 2020, applies only to testing that is performed after the effective date of the law-- August 9, 2020.	11	28	11-04	4/16/2021
HPD	Provides that the annual updates of the MIH Affordable Housing Fund contribution schedule are published on the HPD website rather than in the Rules of the City of New York, and spells out the methodology for assigning community districts to fee tiers.	28	41	41-24	5/28/2021
HPD	Implements the "Housing Portal," as required by Local Law 64 of 2018.	28	58	58-01, 58-02, 58-03, 58-04, 58-05	6/21/2021
HRA	Extends increased maximum burial allowance and total burial expense cap (previously in place via emergency rulemaking) through 12/31/20 and makes various miscellaneous other changes to burial program (notwithstanding Chapter 2 of HRA's rules).	68	13	13-02	7/31/2020
HRA	Extends increased maximum burial allowance and total burial expense cap through 6/30/20.	68	13	13-02	12/1/2020
HRA	Permanently increases the maximum burial allowance and the total burial expense cap.	68	13	13-01	6/1/2021
HRA	Expands the Fair Fares program to include trips on Access-A-Ride.	68	12	12-01 thru 12-04	9/30/2020
NYPD	Clarifies criteria and procedures to summarily suspend or revoke press credentials.	38	11	11-11, 11-12	3/12/2021
OATH	Repeals the Hudson River Park Trust Penalty Schedule.	48	3	3-113	12/1/2020
OATH	Clarifies ID requirements for Registered Representatives.	48	6	6-23	1/31/2021
OATH	Prohibits use of immigration status and access of hearing participants as a means of intimidation.	48	1, 6	1-33, 1-46, 6-12, 6-25, and 102 and 103 of Appendix A	5/24/2021
SBS	Amends rules governing the City's MWBE program.	66	11	11-21, 11-22, 11-24, 11-26, 11-60, 11-61, 11-62, 11-63, 11-66, 11-67, 11-72, 11-74	5/25/2021
TLC	Amends TLC's summary suspension rules to comply with recent court orders surrounding the length of time TLC has to issue decisions.	35	68	68-15	5/4/2021
TLC	Amends TLC's rules to remove a battery electric vehicle exception to TLC's for-hire vehicle licensing pause.	35	59	59A-06	6/22/2021
TLC	Amends TLC's rules to remove underlying FHV base licenses for any entity licensed as a High Volume For-Hire Service.	35	51, 59	51-03, 59A-03, 59A-11, 59A-31, 59B-01, 59B-03, 59B-06, 59B-07, 59B-11, 59B-12, 59B-18, 59B-19, 59B-21, 59B-23, 59B-24, 59B-25, 59B-32, 59D-03, 59D-05, 59D-06, 59D-09, 59D-10, 59D-13, 59D-14, 59D-16 thru 20, 59D-22	6/22/2021
TLC	Amends TLC's rules to require additional data to be reported on each trip as well as clarify penalties for failure to submit accurate and timely data.	35	59	59B-19, 59D-14, 59D-16, 59D-17	6/22/2021



# 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 Yorkers.

**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**—Narrative describing how the agency has progressed in meeting its goals.

**Performance Indicators**—Measures of agency performance, organized by goal, including five full years of data for the most recent fiscal years wherever available.

**Critical Indicator Icon**—A star (★) designates indicators that are considered key to agency performance. These indicators also appear on the Citywide Performance Reporting website.

**Equity Indicator Icon**—Equity NYC indicators are identified with a burst (✦). These indicators are also reported in the Social Indicators and Equity Report (SIER) at <http://equity.nyc.gov/> and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

**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.

**5yr Trend**—This column shows whether or not the five years of data presented in the performance indicator table exhibits an upward or downward trend. An upward trend means that the end point of the computer-generated trend line is more than 10 percent higher than the start point. A downward trend means that the end point of the computer-generated trend line is more than 10 percent lower than the start point. Neutral means that the trend is neither up nor down. NA means five full years of data are not available.

**Desired Direction**—The desired performance trend of an indicator over time; can be used to assess performance comparing the current year to prior years or to the overall five-year trend.

**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.

**Agency Resources**—Overview of the financial and workforce resources used by an agency over the past five 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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\*Non-Mayoral Agencies

This report was produced by  
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