

CITY COUNCIL
CITY OF NEW YORK

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TRANSCRIPT OF THE MINUTES

Of the

COMMITTEE ON GOVERNMENTAL OPERATIONS

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Start: 1:18 p.m.
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HELD AT: Committee Room - City Hall

B E F O R E: BEN KALLOS
Chairperson

COUNCIL MEMBERS: David G. Greenfield
Mark Levine
Carlos Menchaca
Antonio Reynoso
Ritchie J. Torres
Joseph C. Borelli

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

Emily Newman, Acting Director
Mayor's Office of Operations, MOO

Tina Chiu, Deputy Director
Performance Management
Mayor's Office of Operations. MOO

Marianna Alexander, Research Associate
Citizens Budget Commission

Lindsay Goldman, ~~n~~, Deputy Director
Healthy Aging
New York Academy of Medicine

2 [sound check, pause] [gavel] Good
3 afternoon, and welcome to this hearing of the
4 Committee on Governmental Operations. I'm Council
5 Member Ben Kallos, Chair of the Committee. As
6 always, you can Tweet me at Ben Kallos. We are
7 joined by Council Member Joe Borelli from Staten
8 Island who was first as always, followed by Carlos
9 Menchaca, who was almost first, but for his coffee.

10 COUNCIL MEMBER MENCHACA: [off mic] Tea.

11 CHAIRPERSON KALLOS: Tea. Today, we're
12 holding an oversight hearing on the 2017 Mayor's
13 Management Report or the MMR. The MMR is a twice
14 yearly report to the public and the Council on the
15 performance of municipal agencies. It is meant to be
16 a tool for management and oversight so we at the
17 Council as well as the public can evaluate the
18 operations of our city government. Since 2014, this
19 committee has held multiple hearings evaluating the
20 structure and content of the Mayor's Management
21 Report, and the Preliminary Mayor's Management
22 Report. I'm happy to say that the Mayor's Office of
23 Operations has made some changes based on this
24 committee's suggestions, which I believe improves its
25 readability and our and the public's ability to

2 evaluate our agencies with the Mayor's Management
3 Report and particularly has some significant
4 improvements including spending and budget
5 information in every chapter to show the connections
6 between agency expenditures and agency goals
7 including the appendices as part of the full MMR
8 document and clearer language and definitions of
9 terms. However, some outstanding items remains, most
10 importantly the question of how and even whether
11 agencies are using the document to improve
12 performance. Today, we'll seek to learn the decision
13 making process for which data goals and indicators
14 are included in the MMR, and when and how agencies
15 refer to this document throughout the year as they
16 evaluate their own performance. I want to thank
17 Acting Director of the Mayor's Office of Operations,
18 Emily Newman and the Deputy Director of Performance
19 Management Tina Chiu for joining us today. I also
20 want to thank my colleagues on the committee. I look
21 forward to our discussion today, and that it will be
22 productive as our prior hearings. I will now
23 instruct our committee counsel to swear in our first
24 panel.

2 LEGAL COUNSEL: [background comment] Do
3 you affirm to tell the truth, the whole truth and
4 nothing but the truth in your testimony before this
5 committee and to respond honestly to council member
6 questions?

7 PANEL MEMBERS: [off mic] I do.

8 LEGAL COUNSEL: Thank you. [pause]

9 EMILY NEWMAN: Hi. Can you hear me?

10 CHAIRPERSON KALLOS: [off mic] Yes.

11 EMILY NEWMAN: Good morning, Chair
12 Kallos, and other members of the Governmental
13 Operations Committee. My name is Emily Newman. I'm
14 the Acting Director of the Mayor's Office of
15 Operations, and I'm joined today by Tina Chiu, Deputy
16 Director for Performance Management. Thank you,
17 Chair Kallos and the rest of the committee for this
18 opportunity to discuss the Mayor's Management Report
19 or the MMR with you, and for your valuable input
20 towards improving the MMR. As mandated by Section 12
21 of the New York City Charter, the Mayor reports to
22 the public and the City Council twice a year on city
23 agency performance. The MMR is released every
24 September covering the full fiscal year, a
25 Preliminary Mayor's Management Report called the PMMR

2 covers the first four months of the fiscal year and
3 is published approximately two weeks after the
4 release of the January Financial Plan. The MMR and
5 PMMR cover the operations of the city agencies that
6 report directly to the Mayor. Three non-mayoral
7 agencies are also included for a total of 44 agencies
8 and organizations. For 40 years the MMR has provided
9 a public record of city agency performance measuring
10 whether the city is delivering vital services
11 efficiently, effectively and expeditiously. The MMR
12 give the public the information they need to evaluate
13 the city's performance in areas like education,
14 safety, housing, health and human services, public
15 infrastructure and administrative services. The MMR
16 also highlights initiatives across multiple agencies
17 and disciplines, including city initiatives like
18 Thrive NYC, Vision Zero and Housing New York. The
19 MMR focuses on activities that have the most direct
20 impact on New Yorkers including activities that
21 provide support services to other agencies. The
22 report is organized by agency, each agency chapter
23 includes a description of the agency's purpose and
24 services. Services represent the agency's
25 major areas of responsibility and service delivery.

2 Within each service area all statements articulate
3 what the agency is working to achieve. Each goal
4 statement is accompanied by key performance
5 indicators that show whether the agency is meeting its
6 state goal along with narrative explanations as
7 the agency's performance. Services, goals and
8 indicators are developed in collaboration between the
9 Office of Operations and the senior managers at each
10 agency. Services when new responsibilities are added
11 or transferred to agencies. Like services, goals
12 change when a new responsibility or initiative is
13 added to an agency's portfolio. New performance
14 indicators are added to measure new or revised goals,
15 and they're also added when an agency's performance
16 measurement systems and ability to mature to allow
17 for more outcome measurements. Additionally, the MMR
18 provides multiple data points and several options to
19 evaluate performance with three or four elements
20 providing context for each MMR indicator. The MMR
21 and PMMR are available via the interactive website
22 and as PDF documents. Throughout the year agencies
23 also provide monthly updates on most of the critical
24 indicators contained in the MMR and PMMR via the CPR
25 system or the Citywide Performance Reporting Portal.

1 CPR is—publicly available on the city's website,
2 and it has users to sort information by agency and
3 time period. CPR also provides the ability to view
4 the five-year trends as well as mapping information
5 for select indicators. MMR and PMMR data can also be
6 publicly accessed online through the city's Open Data
7 Portal. Over the past four years, we have made a
8 variety of improvements to the MMR and PMMR, many in
9 collaboration with Chair Kallos and the other members
10 of this committee. To enhance our compliance with
11 the City Charter requirements, this year's MMR
12 greatly expanded the information relating to the
13 relationship between the program performance goals
14 and the corresponding expenditures made pursuant to
15 the adopted budget for the previous fiscal year. In
16 consultation with OMB and the Law Department, we
17 expanded the data available in the spending and
18 budget tables by units of appropriation. Prior to
19 the Fiscal 2016 MMR, these tables listed agency units
20 of appropriation only. The tables now indicate
21 relationships between spending and agency goals
22 wherever possible along with expenditure and planned
23 spending information by agency unit of appropriation.
24 These tables have also been moved from the appendix
25

2 to the body of the respective agency chapter for
3 greater usability and increased visibility. In
4 Fiscal 2016, we added a section on agency rulemaking
5 action. We now include a summary of rulemaking
6 actions taken by agency including the total number of
7 actions take, the number of actions that were not in
8 the regulatory agenda prepared for the fiscal year,
9 and the number of rulemaking actions that were
10 adopted under the emergency rulemaking procedures.
11 There were no emergency actions taken in Fiscal 2017.
12 In response to helpful user feedback and requests
13 from Chair Kallos and other members of this
14 committee, we've combined the MMR's additional tables
15 with the main report as an appendix. We also
16 clarified the definition of a target in the User's
17 Guide and returned to the Fiscal 2015 simple (sic)
18 method for the correlating. Thank you to Chair
19 Kallos and other members of this committee for the
20 valuable input and collaboration on these items. Sin
21 Fiscal 2014, each agency chapter has also opened with
22 the focus on equity statements. These statements
23 highlight the administration's commitment to
24 effective government performance that provides fair
25 delivery and consistent quality of services across

2 the diverse locations, and populations of our city.
3 Agencies update their focus on equity statements as
4 they advance their work and launch new programs and
5 initiatives that create a New York that is fair and
6 accessible to all residents. This year the Mayor's
7 Office of Operations participated in an event to
8 recognize the 2017 National Day of Civic Hacking on
9 September 23rd. Operations participated in the day
10 long NYC 311 Data Jam, organized by Data NYC in
11 partnership with 19 community organizations and nine
12 other city agencies. 185 people attended the Data
13 Jam including Manhattan Borough President Gale
14 Brewer, 311 Executive Director Joe Morrisroe, and
15 community board members. Tina Chiu and members of
16 her team worked with 13 participant to explore how
17 agency performance could be informed, and improved by
18 providing predictive insight or highlighting equity
19 issues like the 311 data in conjunction with
20 performance data from the MMR. Operations is in touch
21 with Data NYC to discuss ongoing engagement on the
22 MMR and the city's performance management data. The
23 MMR has evolved in the 40 years since its creation,
24 we are committed to continuing that tradition. We
25 welcome feedback and suggestions from our partners at

2 the Council, the public, the press, and agencies who
3 utilize the MMR so that we can continue to make the
4 MMR more user friendly and more effective. Thank you
5 again for the opportunity to testify today. The MMR
6 is a product of collaboration between the Office of
7 Operations and 44 city agencies and partners, and
8 we're proud of the work that we do. We look forward
9 to answering any questions you may have at this time.

10 CHAIRPERSON KALLOS: Thank you. We are
11 joined by Council Member Antonio Reynoso. I think
12 I'd like to just start off with a broad question,
13 which is that so-so-we-we have-we have amazing
14 documents. It is 458 pages. Our understanding is 40
15 of these are printed. How many are viewed on line
16 every year? [pause]

17 EMILY NEWMAN: So, I have some data for
18 you on that. We actually printed 45 this year, and
19 the September 2017 MMR webpage had 2,086 visits. In
20 September 2016, there were 2,227 visits.

21 CHAIRPERSON KALLOS: Great and so I guess
22 the-the question being in terms of what tools are the
23 Mayor, Deputy Mayors, agency commissioners, and-and
24 various employees using to manage ongoing campaign
25 promises, agencies and collaborative multi-agency

2 programs, and is the Mayor's Management Report that
3 tool?

4 EMILY NEWMAN: So, the Mayor's Management
5 Report is certainly a tool, and what I would describe
6 as a large toolbox. I can't speak to what everyone
7 is using, but I can say that the Mayor's Office of
8 Operations, and we, of course, work closely with
9 agencies and the deputy mayors, have a number of
10 tools. The MMR is a key tool for us. Also, CPR,
11 which I mentioned, a dashboard that we created in
12 2014, and a commitments tracker.

13 CHAIRPERSON KALLOS: And I guess in terms
14 of the dashboards and the Commitment Tracker, how can
15 the public or how can the Council have a better
16 understanding of those types of tools?

17 EMILY NEWMAN: It's a great question.
18 Those tools aren't public, if that's what you're
19 asking about. We do put out a report—we have put out
20 a report annually on commitments that were made in
21 the Mayor's platform, and I would imagine we will
22 continue to provide information and updates on that.
23 The rest of the commitments that we track are tied to
24 commitments the Mayor has stated publicly. So,

2 certainly the public would know as well we do what
3 commitments he's made.

4 CHAIRPERSON KALLOS: So, I know that the
5 Charter requires this document, and I think we are
6 closer to the Charter than we've ever been before in
7 the previous 40 years. I guess the—the question
8 being what steps we can take so that the Commitments
9 Tracker and the dashboard and items aren't
10 necessarily three different tools, but actually you
11 are creating a—that the Mayor's Management Report
12 isn't created for the charter's sake, but is actually
13 created for management's sake.

14 EMILY NEWMAN: Sure. So, I hear you, and
15 we certainly do a lot of work to create the MMR twice
16 year, and we want it to be a relevant tool, and we
17 believe it is, but it serves a different purpose than
18 some of the other tools that you're talking about.
19 Most of the commitments that the Mayor makes are
20 around implementing new programs and making changes
21 to programs—, and the outcomes of the work that we do
22 on that can be seen in the MMR. So, I see them as
23 sort going together nicely, but being sort of
24 separate tools in that regard.

2 CHAIRPERSON KALLOS: You mentioned the
3 CPR, which stands for Citywide Performance Reporting.
4 Can you share how that relates to the MMR?

5 EMILY NEWMAN: I'm going to ask Tina Chiu
6 to do that.

7 TINA CHIU: Hi. Good afternoon. So, the
8 Citywide Performance Reporting tool, as you know, is
9 available publicly online and shows critical
10 indicators, which are also reported via the Mayor's
11 Management Report, and the Preliminary Mayor's
12 Management Report, and not all critical indicators
13 are reported on-on a monthly frequency, but to the
14 degree that there is more frequent updating of
15 information for the critical information, that data
16 is available for the public to view.

17 CHAIRPERSON KALLOS: So, we—we noticed
18 some changes to the CPR following our last hearing in
19 terms of having red, yellow and green added, but a
20 lot of the city's other websites received refreshed
21 appearance this session, but the CPR did not. When
22 was the last time the website itself was updated to
23 be as user friendly as possible, plus we passed—we
24 passed a lot of laws here in the Council, and a lot
25 of them relating to access—accessibility and other

2 requirements. What is the top-what-what is your plan
3 for updating the CPR?

4 EMILY NEWMAN: That's a great question.
5 I don't have the answer to that today. I don't know
6 when it was last updated. We would be happy to get
7 back to you with that information as well as claims
8 for updates and any-if there are any necessary
9 accessibility changes. We can update you on that as
10 well.

11 CHAIRPERSON KALLOS: We spent a lot of
12 time talking about targets. Following our
13 conversations, the MMR uses the broad definition of
14 target, and following our back and forth, the
15 definition was expanded and it reflects, "Expected
16 level of performance, a maximum level of performance,
17 or a minimum level to be met." In a review of the-of
18 the MMR, do you think a member of the public or even
19 a Council Member would be able to look at an agency's
20 goal table, and determine whether a target is a
21 floor, a ceiling, or a expected level of performance.
22 [door bangs]

23 EMILY NEWMAN: I-I think I hear what
24 you're getting at. I think there are instances where
25 yes it is clear, and there are probably instances

2 where it is not so. I know this has come up in
3 previous hearings, and we are looking at whether
4 there's something that we can add to the report, a
5 symbol or something otherwise to identify that.
6 That's something we're looking into. For future
7 enhancements.

8 CHAIRPERSON KALLOS: And I think we're—I
9 think we're along the same lines of just—I—I know in
10 previous hearings you shared that there were design
11 challenges for this document, which only seems to be
12 getting longer as we have these conversations, but if
13 you're able to make the target delineation clear by
14 indicating each agency table, of the target as goal
15 ceiling or floor, if—if you could commit to that, as
16 we head toward the PMMR, we would be very happy to
17 see that in the next page.

18 EMILY NEWMAN: I—I can certainly commit
19 that we are exploring it. I don't know that we can
20 commit to having it in the PMMR, but we are looking
21 into it, and appreciate your feedback on it.

22 CHAIRPERSON KALLOS: [pause] From the
23 MMR's User's Guide, "A desired direction of none
24 (indicated by an asterisk) replaces the term
25 "neutral" used in prior reports." Out of 528

2 critical indicators there are 87 with no desired
3 direction, 71 with no target, and 15 with a target
4 with no desired direction. One might say we—we—we—we
5 as a city might have no direction in some of these
6 situations. What is the reasoning behind choosing to
7 apply no desired direction or no target to critical
8 indicators? And this number hasn't changed since we
9 brought this to your attention in previous years.

10 EMILY NEWMAN: Well, I will start and I
11 will likely need Tina to finish, but there are things
12 that are important to track that the city has trouble
13 fitting in the—sorry, a direction for. 311 calls is
14 a great example. We always want people to be aware
15 of 311 and able to call 311 any time they need
16 something, but at the same time, we hope that some of
17 the issues that they complain about—call to complain
18 about will go down. So, it's sort of hard to set a
19 target when you want both of those there, and it's
20 hard to identify whether you want the number to go up
21 or down, and there are a number of indicators that
22 are like that.

23 TINA CHIU: I'd like to add that that's
24 all of the critical indicators. You're talking about
25 something around like 16 or 17% of crucial indicators

2 with the desired direction of none, and as Emily had
3 mentioned, many of these are in relation to what we
4 call sort of demand indicators. So, that's partially
5 why we will see for instance an indicator such as
6 patrol summonses issued for illegal street hails
7 under the Taxi and Limousine Commission. It would be
8 very hard to interpret whether you would want-what-
9 why you would want that number to go down versus why
10 you would want it to go up. Because what we want is
11 just sort of a clear reckoning and statistical
12 tracking of the demand that's available, and not
13 necessarily saying that we as a city want the demand
14 to go up or down when it's not something we're
15 supposed to be influencing that we actually need to
16 take a neutral stance on.

17 CHAIRPERSON KALLOS: So, I want to just
18 take moment to thank my excellent committee staff.
19 We have our Counsel Brad Reid who is with Cronk (sic)
20 and Zach Harris who have done a lot of great work.
21 So, we-we went through some of the critical
22 indicators. So, DCAS has a critical indicator
23 termed, "Annual estimated reduction in greenhouse gas
24 emissions from all energy projects (measured in
25 metric tons)." And do, I believe in global warming.

2 I believe in climate change. I believe that climate
3 change is human, human powered. We—we—we've—we've
4 brought this on ourselves, and so I believe that
5 reducing our gas--greenhouse gas emissions is
6 important, and so does this mayor, and thank--thank
7 all for that, but the Fiscal Year 17 target was,
8 4,269 metric tons. The Fiscal Year 2018 target is
9 50,229 metric tons, which is great, but there's no
10 desired direction despite there being a definite
11 increase in reductions over the past five years. So,
12 it seems like that one should be an easy one. We—we
13 should want to increase the reduction in Greenhouse
14 gases, and that is a critical indicator, and it
15 should be one, and I think this is one of dozens of
16 examples.

17 EMILY NEWMAN: It's a great example. We
18 agree with you on climate change, and all the other
19 things that you spoke about. I don't think we're in
20 a position right now to talk about specific agency
21 and metric. Tina can correct me if I'm wrong, but we
22 would be happy to look into this, and any others of
23 the 87 that you reviewed, and get back to you.

24 CHAIRPERSON KALLOS: Alright, and so I
25 think we'll continue on this line of questioning with

2 just around how often and how are the targets
3 assessed? For instance Department of Environmental
4 Protection has a performance indicator term, but
5 average time to repair or replace high priority
6 broken or inactive hydrants. I think this one is
7 critical, and important because we want to make sure
8 that when there's a fire that hydrants work. The
9 target is set at seven days, and for the last five
10 years, DEP has managed to maintain an average repair
11 time of 2.7 and 3.1 days. Can we determine these
12 times to lower the target, which we hope is a ceiling
13 in this case?

14 EMILY NEWMAN: So, as-as we had mentioned
15 previously, there are different types of information
16 available to help gauge performance. So, obviously
17 with the five-year trend as you can see, now the
18 trend is good. It's stable and below the target, and
19 with that desired direction. So, in some cases the
20 target changing and let me just back up a second.
21 Just also a reminder that desired direction is an
22 attribute of the indicator and not of the target
23 itself. So, even if there is a desired direction of
24 down, that does not mean that we are assessing
25 targets, and asking every time for a target to be

2 changing in a desired direction. So, as I think
3 Emily had mention in her statement, you can look at
4 performance year to year over the long-term trends,
5 and look at continuous performance also, and we can
6 also looking at in relation to targets. So, if
7 performance is doing well, and targets aren't
8 necessarily changing, that may not be our highest
9 priority in determining whether or not a target
10 should be changing. [pause]

11 CHAIRPERSON KALLOS: I think the place
12 where we continue to have an ongoing discussion if I
13 say a target for somebody, I believe that they should
14 work towards that target, and I understand that
15 actual performance may be even better than that
16 target, but at that point that's when I think that
17 it's a good time to come back and reassess the
18 target. And so, give the fact that if there is ever
19 a fire you want to know that that fire hydrant is
20 working and given the fact that the DEP has been
21 doing such a great job, can we lower it from seven
22 days to 4 days or even 3-1/2 days given that it has
23 never gone beyond 3.1 days?

24 EMILY NEWMAN: It's certainly not a
25 decision that we can make on our own. We work

2 closely with our agency partners. We'd be happy to
3 talk to DEP, and explore the specific target and get
4 back to you.

5 CHAIRPERSON KALLOS: I—I guess the larger
6 question is how does that process work? Who has the
7 final say? Where does the buck stop? So if we—if
8 we are here at the preliminary budget and this hasn't
9 changed, is it because of DEP? Is it because of the
10 Mayor's Office of Operations? Is it because of the
11 Deputy, the First Deputy Mayor? Is it because of the
12 Mayor himself? Where does the buck stop?

13 EMILY NEWMAN: So, it is really
14 ultimately a collaboration between often the agency.
15 Certainly, if or when needed, we can always go to our
16 bosses, but we really work very closely with the
17 agencies, and talk through these things, and really
18 have a good collaborative relationship to reach a
19 decision.

20 CHAIRPERSON KALLOS: So, another example
21 is, and this is the last example on this specific
22 draft, the Office of Administrative Trials and
23 Hearings, OATH, has a performance indicator termed
24 "the average time for OATH Trials Division to issue
25 decisions after the record close in business days."

2 The target has been set at 25 days and for the last
3 five years, OATH has managed to issue decisions
4 within less than 16 days improving to 7.5 days in the
5 last three years. We see that the fiscal year 2018
6 target appears to have been adjusted to 15 days,
7 which looks like a common sense adjustment of a
8 target based on their actual performance. Can you
9 tell us whether you prompted this change or if OATH
10 did?

11 EMILY NEWMAN: [pause] We don't have the
12 tell about it today. We'd be happy to get back to
13 you.

14 CHAIRPERSON KALLOS: Alright, and how do
15 targets relate to national targets and trends.
16 [pause]

17 EMILY NEWMAN: That would depend on the—
18 obviously the agency and the industry, and the type
19 of service being performed. I think we've in the
20 past hearings talked about 311, and having—have a
21 call center, actually having a particular type of
22 industry standard. Some other cases we've mentioned
23 I think previously as well. So, ACS trying to use
24 particular types indicators and standards, but that I
25 don't have a wholesale answer for how all the

2 indicators relate to national standards, and as [door
3 bangs] you're probably familiar with, many people
4 will say that New York City is a very different kind
5 of place, and that national standards do not apply
6 across the board.

7 CHAIRPERSON KALLOS: Would you commit to
8 where we're using a national standard also adding
9 some sort of indication in the MMR so that we can see
10 when we're looking at a national standard versus a
11 floor, a ceiling or an actual target?

12 EMILY NEWMAN: It's a great idea. We'll
13 definitely commit to exploring it.

14 CHAIRPERSON KALLOS: Thank you and I'd
15 like to turn it—or sorry, one—one last item on this
16 line. We commit to making recommendations to all
17 agencies to readjust their targets to better suit the
18 five-year trends. For example, found in the report
19 for the next MMR, we've seen one of the favorite
20 things that I like is that at the end of every single
21 section, there is notable and—and what you may notice
22 is for the Gov Ops agencies, which—which may be
23 favorites, their list of notable changes is often a
24 page long. Other agencies may not get that same
25 treatment. Will you commit to working with the other

2 non-gov-ops agencies to putting their targets in line
3 with their five-year trends?

4 EMILY NEWMAN: I'm sorry. Could you
5 repeat that last part?

6 CHAIRPERSON KALLOS: We work with the 40
7 mayoral agencies that are included in the book and
8 whichever others may be added in the future to
9 readjust their targets based on their five-year
10 trends.

11 EMILY NEWMAN: We will take a look at
12 that.

13 CHAIRPERSON KALLOS: Okay. So, typically
14 chairs ask questions for quite awhile before members,
15 but I try to defer to members so that they can ask
16 their questions and get to their next events. So, I
17 still have more questions, but I do want to defer to
18 Council Member Carlos Menchaca to follow up on a line
19 of questioning that he has been engaged in for
20 previous hearings. [background noise]

21 COUNCIL MEMBER MENCHACA: Thank you,
22 Chair, and welcome to this public hearing, and the
23 Chair is correct in-in-in saying that this has kind
24 of been the line of-of questions for me, very
25 important as the Chair of the Immigration Committee,

2 and really trying to think about a couple lines in
3 the—in you director's message to try to get this out
4 to the public. Our public—our public is a diverse
5 public, and I kind of want to get a sense from you—I
6 think the last time we talked maybe was like six
7 months or a year, or almost a year now that we talked
8 a little bit about that language access, and things
9 that office was going to do to make efforts towards
10 that, one in compliance to the law, but also other
11 ways that we can get information out. I have some
12 pieces of legislation that I'm exploring that I think
13 have good intentions, but I think found some—some
14 important kind of moments to pause about how to get
15 more of this out to given places like libraries. So,
16 can you tell us a little bit, and just give us a
17 quick sense about what you're doing right now to get
18 more—more of these reports out to more people.

19 EMILY NEWMAN: Sure, I think we have
20 certainly heard your—your feedback in the past
21 especially about language access, and I don't—I can't
22 speak to getting it up to a specific site. I don't
23 know if Tina can answer that, but in terms of making
24 the books and things that more people can use, I'll
25 just reiterate that we do want this to be something

2 that's useful to others. We've put a lot of work
3 into it, and think the content is very valuable, and
4 we want everyone to be able to use it—utilize it
5 regardless of the English. So, we have been doing
6 some homework on that. Translation can be very time
7 consuming, and so one of the concerns we have is how
8 current the data is. From what we've found so far,
9 it can take anywhere from four months to a year to
10 translate this book per language, and to obviously a
11 year later the contents is not especially current.
12 It's both the length of the book as well as how
13 technical the contents is that that can cause that.
14 So, it is something that we're very interested in
15 doing, and—and that's what we've sort of been able to
16 find out so far. We've been talking with MOIA and
17 were going to continue to explore.

18 COUNCIL MEMBER MENCHACA: Thank you for
19 that, and I do want to say that I know this is
20 difficult. I think all our district offices
21 experience this kind of tension or challenge with
22 communication to things that are important and
23 critical for—for communities. The more a crisis—the
24 more information around a crisis, the higher the
25 crisis and need to get information out have a

2 priority, and that's where we focus. We can't do
3 everything all the time, and—and that just all based
4 out of capacity and resources, and I think this is a
5 good conversation to have citywide, and so I'm hoping
6 that maybe you can really help us join—join our
7 thinking on this, and figure out how—how—how to think
8 about it differently because we do have limited
9 resources, and there are—these are—there are pieces
10 of information that are critical for communities that
11 are going to—that are making decisions on their own
12 about how to interact with community, and I think
13 your—your opening kind of message, I think says it—
14 says it all about—about the issues that are really
15 important to communities like Workforce and serving
16 the public, and—and maybe I'll pause there and take a
17 step back and say or ask this question: Who—because
18 it's a question that I kept on asking after my series
19 of questions about a year ago, who uses this, and do
20 I want a PTA parent to use this? Is that—is that my
21 goal? Question mark. I do not know. Do I want a
22 sixth grade student to put this in their hands and
23 say hey, can you use this to help our community?
24 Who—and I know that's your answer, and I am—I do not
25 know the answer to that. I--mostly because I just

2 don't know if this is--this is even in the right
3 language in English to get to people so that they can
4 use this for a purpose that is not only identified,
5 understood, supported and--and that is--that is
6 thoughtful about--about this. So--back to the
7 question: Who uses this report right now? Who--who
8 do you know uses this on a daily basis, and I think I
9 know the answer to it, but I want to kind of hear
10 what your thinking is--what your research tells you.

11 EMILY NEWMAN: Right, and Tina might have
12 some info to add, but first thank you for reading
13 letter. You're maybe one of a couple--

14 COUNCIL MEMBER MENCHACA: [laughs] Yes.

15 EMILY NEWMAN: --and thank you. I think
16 that's a great question. I think that is an
17 important question as we think about ongoing
18 enhancement, and I don't know, you know, no one has
19 to report back to us on the fact that they've down
20 load and read our report, and I think primarily it's
21 used by folks in and around city governments, and the
22 press. We, you know, we want to be transparent. We
23 want folks to have access to the information that
24 they want to have access to or should have access to,
25 but whether this is a read that PTA parents might

2 enjoy, probably not and so I think—I think it's a
3 fair question. Tina, do you have any additional
4 comments on this?

5 TINA CHIU: I think Emily sort of hit the
6 high notes in terms of the organizations and
7 individuals who you would expect to be using this
8 document, people who have—who are really trying to
9 focus on what performance looks like agency by
10 agency, initiative by initiative, whether that can
11 move all the way down towards, you know, a sixth
12 grader. It would be really wonderful if that could
13 work, but I think as you said there is a tension
14 between being as plain language as possible and
15 dealing with processes that are fairly difficult to
16 describe and to render accurately given the legal
17 terminology, et cetera. But going towards
18 opportunities for—by which we can provide more of
19 this information, at least the large distribution of
20 information. I'm not sure how people will actually
21 use it, though. We have been putting our
22 information, our data sets on Open Data with all the
23 definitions, and metadata that's required through the
24 Open Data Law, and we're getting more views of those
25 particular datasets. We also have, as Emily

2 mentioned in her testimony, we have participated in a
3 sort of technology, hackathon and data jam, and are
4 considering ways of using opportunities like that in
5 the future to I think importantly not just
6 distribute, but get into contact with people who have
7 questions about this dataset. One of the experiences
8 that came out of that particular event was that-- To
9 be honest, that was the first hackathon I've been to
10 in any capacity, and it was very helpful to hear from
11 the organizers as well as the participants that this
12 was not just to try to create products. It is a way
13 to get feedback, and to engage in sort of ongoing
14 education, and information sessions and I think
15 that's a good example for us to continue to consider
16 how we can use those types of venues to get a broader
17 audience, and help those audiences also then improve
18 exposure to the--the information and the system that
19 we use to develop performance management and report
20 on it.

21 COUNCIL MEMBER MENCHACA: It's really
22 exciting to hear that you are--you are participating
23 in those kind of settings, hackathons. These are--
24 these are people who understand technology and
25 understand the kind of user based experience for--for

2 a whole bunch of different that-that gets
3 extrapolated and-and regurgitated into digestible
4 formats like a phone. So, that's--was it the first
5 time that you were there or was it the first time
6 that the office was there?

7 EMILY NEWMAN: This was first time that
8 the Mayor's Management Report has been part of the
9 hackathon, which is actually part of the 311 related
10 events, and the Mayor's Office of Data Analytics,
11 which is partner of Operations has participated in
12 this and--and so there were other hackathons before.

13 COUNCIL MEMBER MENCHACA: Well, again I
14 think--I think there's--there's some fruitful grounds
15 to gain here and was in those spaces and so I'd like
16 to that that's happening more and more because I
17 think that breaks us away from the fort that I think
18 is--is difficult for non-policy policy-oriented
19 people. And I think that the intention of the chair
20 is a good one, which is a sixth grader should be able
21 to use this and say I have an idea or I want to
22 confirm an idea, or how are we doing on X,Y,Z? Like
23 that's--that's the goal t,--That -they are voting--
24 sixth graders are voting for participatory budget
25 projects, and they're creating those projects, and

2 that's happening in a lot of our districts. So,
3 that-that is--that is the intention. The question is
4 how--how do we--how do we get this information to them
5 and to us as policymakers that we can--we can join in--
6 in it. I--it begs me to ask how--do you--do you have a
7 sense about how much it takes both in staff time and
8 dollars to create this on a yearly basis? Is that--is
9 that an amount--is that a known amount?

10 EMILY NEWMAN: It's not. I don't have a
11 class for the book itself. We could talk a little
12 bit about--

13 COUNCIL MEMBER MENCHACA: [interposing] I
14 guess I'm talking about like data crunching and like--
15 -

16 EMILY NEWMAN: Sure. I mean it's--it has
17 a lot of tentacles. We've got a team under Tina who
18 is fantastic and works lots of hours to put this
19 together, and then they've got contacts within each
20 agency who sort of--

21 COUNCIL MEMBER MENCHACA: [interposing]
22 Right.

23 EMILY NEWMAN: --the liaisons who work
24 with program folks throughout the agency. So, I

2 don't think we could articulate everyone, but we can
3 certainly talk about our team.

4 COUNCIL MEMBER MENCHACA: I just think
5 it's an interesting question to ask about the
6 researchers that are being used right now, and how-
7 how the tentacles work-or how the tentacles are-are
8 kind of constructed so that they can kind of move to
9 produce other forms of-of-of outcomes that look
10 differently, but I do also know that-that there are a
11 lot of laws that are created to make this, too. So-
12 so, the laws are kind of forcing a very particular
13 kind of thing that I'm-I'm not aware of right now.
14 And so, I don't know if you have an-an answer to that
15 as far as how much of this is by law. This is four
16 year-four years now. So, it is this-is this
17 predominantly a legal mandate completely? I know a
18 lot of it is, but-and we-we're changing laws to
19 create more and more subject matters, et cetera, but-
20 but can you give us a texture about what-what that
21 went to-how much of this pertains to-to legal
22 mandate?

23 EMILY NEWMAN: Probably-I would say
24 probably about like 80 to 90% of it is clearly
25 stipulated within City Charter, and we have been, you

2 know, working very hard to make sure that we are
3 moving up to the spirit and the letter of the Charter
4 mandate. There are a number of components of the
5 report that aren't mandatory, but that are included
6 including the collaboration chapters, and some of the
7 information related in the additional
8 tables/appendix.

9 COUNCIL MEMBER MENCHACA: Also, this is
10 very interesting and I want to continue to help not
11 only on language access, but just access in general
12 in bringing—we're—we're creating armies of people who
13 are very interested in government and are civically
14 engaged and want to expand from participatory
15 budgeting because they—they're getting A+s in that
16 realm of—of capital, capital eligibility, and so
17 their people are going to want to expand. This is a
18 great—great bridge to—to expand into when your
19 subject matter expands so many different agencies
20 that they are impacted by it on a daily basis. So,
21 there's—there's only room I think for improvement.
22 Let's keep doing that work, and let's just see that
23 more and more hackathons. I think that's where we're
24 going to all search in the future there about how we
25 can digest data in the places that we're all

2 digesting data right now where fake news rules the
3 day, and we can actually bring good information to
4 people through these venues. Thank you.

5 EMILY NEWMAN: Great vision. Thank you.

6 CHAIRPERSON KALLOS: Thank you, Council
7 Member Menchaca. We've been joined by Council Members
8 Greenfield and Levine. I want to just say that I
9 have this middle school in my district, East Side
10 Middle School, and I would love if the Mayor's Office
11 of Operations would consider presenting the MMR, and
12 I promise they would eat it up, and I'm wondering if
13 Carlos has a middle school in his district that might
14 be—which middle school?

15 COUNCIL MEMBER MENCHACA: MS88.

16 EMILY NEWMAN: Thank you.

17 COUNCIL MEMBER MENCHACA: And an
18 incredible Principals Council. They're already
19 advising on land use. So, they're already expanding,
20 but—

21 CHAIRPERSON KALLOS: So, we will have
22 MS88 and Eastside Middle School here at City Hall to
23 learn about the MMR and other--

24 EMILY NEWMAN: [interposing] I feel like
25 that—that we can commit to.

2 CHAIRPERSON KALLOS: Perfect. Also, it-

3 it stands to reason that I think almost 10% if not

4 more of all the MMRs for this year in existence are

5 in this room right, and every member of this

6 committee has asked for a copy of it. So, if those

7 can be made available, and if you would consider

8 printing more MMRs at least for our committee. I see

9 members of the public from the Citizens Budget

10 Committee who would like a copy, too. So, perhaps we

11 can do that. With regards to the Data Jam, I'm not

12 sure if you've heard, but in addition to being an

13 attorney, I also am a software developer, and I often

14 go to hackathon. And, ~~and~~ would it be possible for

15 me as chair or if I-or-or just as a software

16 developer to be included in data jams through the

17 Mayor's Office of Operations?

18 EMILY NEWMAN: Sure, absolutely.

19 CHAIRPERSON KALLOS: Great and I think

20 EMILY NEWMAN: I hope you like data as we

21 clean to join with us.

22 CHAIRPERSON KALLOS: And the Mayor just

23 announced something called NYCX, where instead of

24 just asking people to put in their volunteer time, we

25 might actually pay people for their software

2 development expertise to take on challenges, and to
3 the extent—would—would Mayor's Office of Operations
4 commit to working with Miguel Domingo and NYCX to see
5 whether or not there is room for including the
6 Mayor's Management and—and this type of problem set
7 that we're dealing with in the X challenges?

8 EMILY NEWMAN: I can certainly commit to
9 having a conversation with Miguel to see what would
10 make sense.

11 CHAIRPERSON KALLOS: I'd like to
12 recognize Council Member Levine who happens to chair
13 the Parks Committee who has some specific questions
14 with relation to those targets.

15 COUNCIL MEMBER LEVINE: Thank you, Mr.
16 Chair. I am unfortunately neither an attorney nor a
17 software developer, but I do state and how then to
18 express that. (sic) So, I'm going to do great. I
19 do want to ask you about some parks related measures.

20 COUNCIL MEMBER GREENFIELD:
21 [interposing] At a Union hotel, Council Member?
22 [laughter] I'm just asking, but maybe you mentioned
23 it.

24 COUNCIL MEMBER LEVINE: I'll check that.

25 COUNCIL MEMBER GREENFIELD: Okay.

2 COUNCIL MEMBER LEVINE: So, the number of
3 crimes in New York City parks is up. For fiscal year
4 2017, that was driven by an increase in property
5 crimes. I believe that for the first quarter of this
6 fiscal year not reflected in this report, there was
7 an additional rise, and that it also included the
8 rise in non-property felonies. Do you have an
9 explanation for this trend?

10 EMILY NEWMAN: [pause] I do not have
11 [that](#). I can look into it for you.

12 COUNCIL MEMBER LEVINE: Okay, I think
13 looked at against the context of a broader crime
14 rate, which is dropping, which we're incredibly
15 thankful for. What seems to be a steady—a slow but
16 steady rise in crime reported in parks, it should be
17 a cause for concern and one that I heard an adequate
18 explanation for. It sounds like you were going to
19 add something on that. No? Okay.

20 EMILY NEWMAN: I—I was just going to add
21 we're more than happy to talk about the parks metrics
22 and I think your concerns makes a lot of sense, but
23 we are really in a position today to talk to—about
24 specific agency indicators, but more the MMR
25 structure overall.

2 COUNCIL MEMBER LEVINE: Okay.

3 EMILY NEWMAN: So, we're happy to talk
4 to—with you, but it's really a question for the
5 agency.

6 COUNCIL MEMBER LEVINE: Alright, so this—
7 I'm saying I'll try not to question which may be more
8 in line with that, which concerns how the Parks
9 Department reports on its capital projects, which are
10 reported to be completed on time or early at the rate
11 of 85%. Now, we have unpacked this in recent
12 hearings. So, what I've learned is that that
13 reflects the on-time rate for only one stage of the
14 capital process, which is construction. It—it does
15 not take into account the time between when a project
16 is fully funded, and when design begins. It doesn't
17 take into account how long the design process lasts.
18 It doesn't take into account how long procurement
19 lasts. It takes into account only how long
20 construction lasts, and it's only a measure versus
21 the goal, and since I don't know what—how we define
22 on time, it's possible that even at that fourth stage
23 we have such a long expectation no how long
24 construction takes, but it makes it pretty easy to
25 declare a project is on time. I can tell you the big

2 picture is unacceptable that even routine fairly
3 modest Park's capitation projects can drag into four
4 or five, six even beyond that, years between when a
5 project is funded and when the ribbon is cut, and we
6 don't have to re-litigate that right now, but I think
7 part of the problem is we're measuring the wrong
8 thing. And until we held ourselves—hold ourselves
9 accountable for the true metric of duration of
10 capital projects, which is how long projects take
11 from the moment they're funded when they announce to
12 the public that when the public begins to follow the—
13 the capital project to the moment when those are
14 completed, we're never going to fix this. It's one—
15 one—Management 101, and if—if you don't measure it,
16 you can't manage it, and if we're only measuring one
17 piece of this and we're only doing it in a way that's
18 just on time versus whatever that long expectation
19 was, we're not going to solve this. Why can't we
20 just have a metric here, which is percent of capital.
21 The average duration of capital projects. How many
22 years does it take from start to finish, or percent
23 of capital projects, which are completed in three
24 years or less? Why can't we just measure it that
25 way? [pause]

2 EMILY NEWMAN: I don't have an answer for
3 you on why we can't, or if we can't, but I'm happy to
4 explore how we come up with these, and why we've
5 chosen this, and whether there's something else that
6 would make sense.

7 COUNCIL MEMBER LEVINE: Who makes the
8 decision of what each department measures? Do-do
9 agencies themselves decide or--?

10 EMILY NEWMAN: We do it in collaboration
11 with the agencies.

12 COUNCIL MEMBER LEVINE: I think this
13 needs to be pushed at all levels, and I think that
14 the Mayor's Office needs to set very clear directives
15 on this. I believe in this case that the failure to
16 measure has allowed this problem to-to fester, and
17 are-are closed, and that's a use of lot of time. I
18 think it's crucial that we measure what matters in
19 the capital process, which is very, very simple. How
20 long are the projects taking? That's what we need to
21 measure, and I believe until we do this, we're never
22 to tackle this problem. Thank you. Mr. Chair, thank
23 you.

24 CHAIRPERSON KALLOS: Thank you to our
25 esteemed member of this committee and Parks Committee

2 Chair, and I hope that in the—the next Council when
3 we do MMR and PMMR hearings we do it with all the
4 agencies so that all the various chairs will be able
5 to do so. We've been joined by Council Member
6 Ritchie Torres, and we have questions from Council
7 Member David Greenfield.

8 COUNCIL MEMBER GREENFIELD: Hello. How
9 are you? Thanks for coming out and testifying today.
10 No complaints. Sorry to disappoint. I'm generally
11 happy with it. I said I have no complaints. I'm
12 very surprised. [background comment] You say, what?
13 He Council Member has no complaints. How is that
14 possible?— I'm happy with the general work and the
15 feedback, and the outline. I know this takes a lot
16 of efforts. I'm just curious about a couple of
17 things. I just want to clarify just from the
18 operation standpoint, and then I just have one
19 question as well. So, essentially this self-
20 reported. Is that—is that really how it works. I'm
21 just trying to understand the metric that we have
22 over here. So, I'm—I'm looking at Sanitation for
23 example. Is this a self-report the agencies self-
24 report, and I'm guess I'm curious as to what quality
25 controls would exist to make sure that the self

2 reporting is accurate. Anybody can take that.

3 There's no—I have no biases in favor of that one
4 would be.

5 EMILY NEWMAN: So, it—it is coming from
6 agency information. It does in some case for certain
7 indicators. These are also pulling from other
8 systems that they are using. So, there's quality on
9 their end. We have sort of our—our own teams looking
10 at this data, and making sure that we're taking a
11 look at whether this is being inputted properly, but
12 also other parts of operations including the team
13 that works on this report do try to understand very
14 clearly what these processes are about. What the
15 agencies are using to collect the information report
16 on it and have it reflect what's actually happening
17 on the ground.

18 COUNCIL MEMBER GREENFIELD: Okay, my
19 second question is your office, the Mayor's Office of
20 Operations are you data neutral? That is to say do
21 you just say okay that's interesting or do you flag
22 things and go back and go hold on second over here
23 guys, this—this is a problem? What position do you
24 take on that?— I'm just curious as to how you
25 interact with the other agencies.

2 EMILY NEWMAN: We are not data neutral.

3 We have lots of opinions and the--

4 COUNCIL MEMBER GREENFIELD: [interposing]

5 How about you made them. Is there any agencies you're

6 not satisfied with now will be a good opportunity for

7 you to air those grievances.

8 EMILY NEWMAN: [interposing] I'm going-

9 I'm going to--

10 COUNCIL MEMBER GREENFIELD: We're getting

11 close to the holiday as the Festivus--

12 EMILY NEWMAN: --sites.

13 COUNCIL MEMBER GREENFIELD: Are you

14 familiar with Festivus?

15 EMILY NEWMAN: Uh-hm.

16 COUNCIL MEMBER GREENFIELD: We're getting

17 lose to that holiday. Airing the grievances is an

18 important part of that holiday.

19 EMILY NEWMAN: That's--that's where we

20 group them.

21 COUNCIL MEMBER GREENFIELD: Being a

22 multi-cultural individual myself, I try to celebrate

23 other holidays--

24 EMILY NEWMAN: Right.

25

2 COUNCIL MEMBER GREENFIELD: --especially
3 TV ones because they're entertaining.

4 EMILY NEWMAN: Of course, most important.
5 We certainly review what's in the MMR along with the
6 data that comes out of other trackers like the CPR,
7 and when we see something concerning, we do think
8 it's important to flag it, explore it, and that may
9 be sort of at a staff level our folks talking with
10 folks at agencies. It may be me reaching out to an
11 agency head or even flagging something to the deputy
12 mayors at City Hall. Not every issue that we see
13 sort of has the same weight, some things are a higher
14 priority than others. Some things are--

15 COUNCIL MEMBER GREENFIELD: [interposing]
16 sure.

17 EMILY NEWMAN: --more complex than
18 others. So, sort of how we respond and what we do
19 varies, but we do certainly pay attention, and
20 address it one way or another.

21 COUNCIL MEMBER GREENFIELD: Got it.
22 Okay. That's all within there, and then just to
23 specifically, and once again I know you're not an
24 agency. So, I know you may not know this. Just I
25 noticed something that's interesting. I'm actually

2 very pleased about this which is that the streets
3 rated acceptably clean and the Sanitation Department
4 while those are neutral, the streets rated filthy are
5 down. Good news. Less filthy streets. I'm actually
6 very proud of this because we had—we had a previous
7 mayor. You may have know him. His name is Michael
8 Bloomberg. One of the first pieces of legislation I
9 passed was to get rid of these what I thought were
10 unlawful stickers. We used to have stickies, ugly
11 neon stickers on your car if you forgot to move the
12 car and alternate side parking. We had once a very
13 public debate and he said, oh, you know, you—you, if
14 you pass this legislation, the streets are going to
15 get very dirty in New York City because no one is
16 going to move their cars, and—and, you know, he's a
17 very smart guy. So, occasionally I like to prove
18 that actually outweighed him on this one because the
19 streets are getting cleaner in New York City, and
20 we're not making people suffer because actually they
21 forgot to move their car. So, that's—that's a good—
22 good thing. I'm just curious do know how much of
23 this is related to the alternate side parking in
24 terms of the cleanliness that you rely on for the
25 alternate side parking piece of this? Is that a

2 necessary piece of your cleaning operation? I say
3 this because people always hate alternate side
4 parking, and people say oh, if only we could just
5 get—get rid of alternate side parking. Is that
6 happening any time soon? Can we get rid of alternate
7 side parking?

8 EMILY NEWMAN: Sure. Unless Tina feels
9 otherwise, I don't have an answer to that.

10 COUNCIL MEMBER GREENFIELD: Yeah.

11 EMILY NEWMAN: I can't speak to the
12 specifics of the agency indicators. I'd be happy to
13 talk to Sanitation or just ask you to talk to
14 Sanitation who knows this far better than we do.

15 COUNCIL MEMBER GREENFIELD: Okay. You
16 have an opinion on this? No. So, my final question
17 I guess would be—it's something that we actually have
18 seen, and it's been frustrating for some of my
19 constituents. Once again, I'm not blaming you
20 because you got the data. I'm certainly not going to
21 yell at the person who gave me the data, right? So,
22 I'm actually grateful for that and would love one of
23 these copies as well if you can send them my way, and
24 forward them to the City Council. The—the violations
25 for dirty sidewalks has gone up precipitously.

2 They've—they've gone up some 25% over the last couple
3 of years and we've been hearing that from people that
4 our constituents were upset and frustrated that that
5 number has gone up, but the street—the—the
6 cleanliness of the streets did roughly the same. So,
7 it's—so, it's difficult to make the argument well
8 okay, you know, because you gave out 25% more tickets
9 we're not getting cleaner streets. So, some folks
10 would argue that it may be seen as a revenue tool
11 perhaps. Once again, I'm not passing judgment on
12 you. I'm just curious as to whether this is an issue
13 that perhaps you may have noticed or flagged. And
14 we're going to page 126 (sic) under Service 1 Goal,
15 1-A, violations issued for dirty sidewalks, they've
16 gone up rather significantly in this administration,
17 and so it's roughly around 28,000 tickets and now
18 roughly 65,270–702. So that's over twice as many
19 sidewalk tickets. So, what—what say you on that? Is
20 that something that you may have noticed, or that you
21 may have flagged or didn't really fit into your
22 criteria, and if not, perhaps you might consider
23 going back and say, hey, I have this amazing Council
24 Member who says that you guys are giving out too many
25 sidewalk tickets and clearly we're not getting from

2 it, because cleanliness is there in there in the
3 same. What do you think?

4 TINA CHIU: I think it's going to be
5 pretty hard to know what the causal relationship is
6 exactly between those particular items, but it's
7 definitely something we can take a look at, and
8 investigate further.

9 COUNCIL MEMBER GREENFIELD: Alright, I
10 mean you agree with me in theory the purpose of
11 giving sidewalk tickets is because you want to have
12 cleaner streets, right? Is that so?

13 EMILY NEWMAN: Correct. So, we don't
14 know whether there is like a direct relationship.

15 COUNCIL MEMBER GREENFIELD: No, no, I
16 understand that but I'm saying it's not-it's-it's
17 not, you know, it's not like out of the blue, right.
18 There is some argument that is generally made that we
19 give sidewalk-dirty sidewalk tickets because we want
20 to have cleaner streets. I mean that's a fair
21 observation perhaps. I just wanted to make sure that
22 you agree with the premise.

23 EMILY NEWMAN: We agree with the premise.

24 COUNCIL MEMBER GREENFIELD: You agree
25 with the premise. Okay, once again, I'm not blaming

2 you. I'm just—we want to make sure we're in the ball
3 park of the question, right. So, one would think
4 that if you gave more dirty sidewalk tickets that the
5 streets will be cleaner and they're not, and
6 therefore--

7 EMILY NEWMAN: [interposing] The streets-
8 -

9 COUNCIL MEMBER GREENFIELD: Yeah.

10 EMILY NEWMAN: --that are rated. So the
11 are going down. So there does seem to be a
12 correlation there. Again, I can't speak to the
13 agency--

14 COUNCIL MEMBER GREENFIELD: Okay.

15 EMILY NEWMAN: --metrics.

16 COUNCIL MEMBER GREENFIELD: .2 to .1%,
17 but yeah, I'm just saying that--

18 EMILY NEWMAN: [interposing] There's a
19 lot of streets and sidewalks--

20 COUNCIL MEMBER GREENFIELD: [interposing]
21 I know, but I—I would argue that might even be with a
22 margin of error, right, you know. 99.98% and 99.9,
23 and by the way, just so you know for the record, let
24 the record reflect I love the Sanitation Department.
25 They're one of my favorite agencies. I think they're

2 awesome. They do great work. I just don't like the
3 fact that my constituents feel like they're—they have
4 seen an insider on the data sidewalk at this point,
5 and their argument is that their sidewalks are not,
6 in fact, dirty. You know, the wrapper blows on and
7 that's it's. So, I'm not a complaint. I just wanted
8 to make you aware of this, bring it to your attention
9 and you should do the fine work that you do, which is
10 to flag it for the agencies, the Deputy Mayor or
11 whomever, and just get the information back and duly
12 noted and that I'm pleased. And like I said, I
13 actually appreciated it. I actually think I've seen—
14 I'm looking. This thing is around eight years. I
15 think it's actually got ten a lot more easier to read,
16 these management reports. Is that fair as well.

17 EMILY NEWMAN: It might be.

18 TINA CHIU: Yes.

19 COUNCIL MEMBER GREENFIELD: Yes, so, I
20 appreciate that. I—I appreciate the transparency and
21 the effort to make it simpler for average New Yorkers
22 to figure out what's happening in the city. SO,
23 overall, I'm pleased simply one to provide some
24 feedback, and hope that you'll get that feedback to
25 the proper agencies, and if they wouldn't mind, you

2 know, sending us a note just explain that, that would
3 be super helpful. So, thank you very, much, and I
4 also would like to say for the record that if you're
5 taking investors, I'm a big believer in your
6 abilities. I'd be happy to invest in your
7 programming business or tech startup or whatever it
8 is that you're doing there because I like—I like your
9 style and your vision. So, let me know if I can get
10 in on the ground floor. I'm always looking for the
11 next Google or Uber or something like that. .

12 CHAIRPERSON KALLOS: I appreciate it.
13 Sadly, in 2016, we eliminated outside income, and I
14 had to wind down everything I was doing, which I
15 actually did in 2014 when I got elected. So, you—

16 COUNCIL MEMBER GREENFIELD: Let the
17 record reflect that Chair Kallos would be a
18 billionaire but for the fact that the Council has
19 imposed these rules and regulations and that's the
20 kind of dedication that he has to our city, and I
21 thank you for that, Chair Kallos.

22 CHAIRPERSON KALLOS: Okay. [laughter] I
23 just want to follow along with where Council Member
24 Greenfield was going, which is just in terms of
25 getting some of the data. So, it says that sidewalks

2 are rated acceptably clean it's been in the 90% of
3 the time. I just want to do a poll of my colleagues
4 here. How many of you feel that you only get
5 complaints about dog feces on sidewalks or dirty
6 sidewalks or other items only 5% of the time and that
7 95% of your streets do not have any of those
8 problems? So--

9 COUNCIL MEMBER GREENFIELD: Our trouble
10 is on city clear. (sic) We have certain trouble
11 spots. Is that--is that what the Chair is saying?]

12 CHAIRPERSON KALLOS: I-I-I believe-I-I
13 would say that more than--would say less than 95% of
14 the streets in my district are--are dog feces or--or--or
15 dog poop free, and--and I would also say that less
16 than 95% of them would be rated as clean.

17 COUNCIL MEMBER GREENFIELD: [interposing]
18 And we have persistent positions, is what you're
19 saying? We like to complain about certain issues?

20 CHAIRPERSON KALLOS: I'm saying I get
21 Tweets with pictures of those every single day.

22 COUNCIL MEMBER GREENFIELD: It's Tweet of
23 your dog feces. That's disgusting. [background
24 comment] We should do something about in the Twitter
25 terms of service.

2 CHAIRPERSON KALLOS: Apparently you can
3 threaten thermal nuclear war and send pictures of bad
4 conditions in the streets, but reporting sexual
5 harassment is a problem. So, it's sad.

6 COUNCIL MEMBER GREENFIELD: Duly noted.

7 CHAIRPERSON KALLOS: But I—I guess the—
8 when you get numbers that seem a little bit like
9 false positives, what—what is your method for looking
10 at, and what dataset are they using to determine how
11 the streets are rated?

12 EMILY NEWMAN: [pause] So, street
13 cleanliness is actually one this—one of the surveys
14 that is performed by the, Score Card Unit, which is
15 part of the Mayor's Office of Operations, and it does
16 this work throughout the city in rating conditions of
17 street and sidewalk cleanliness. So, this is not
18 based on—this is based on direct—direct observation
19 with a methodology that has been in place, and we've—
20 and been continuously reported I believe since 1900—
21 the late 1970s. So, it's performed by a sort of
22 dedicated team who knows how to look at these
23 conditions and report on them. So, it is not based
24 on sort of calls coming in about, you know,

2 particular items that are happening on a particular
3 day. So, is that—answers your question?

4 CHAIRPERSON KALLOS: [interposing] I
5 guess the concern is, it seems that all of us have
6 hot spots and to the extent those hot spots could be—
7 if the Mayor's Office of Operations could ask Council
8 Members to flag hot spots, and if those could be
9 included or weighted. Another piece that just a
10 little bit troubled me in terms of the interaction
11 with my colleagues was just I am a big believer in
12 typing—on getting a return on investments. So, if we
13 are writing violations in order to have clean
14 sidewalks, I would like that to be explicit and I
15 would like to know why we're spending this many
16 dollars on writing this many violations and those
17 many violations resulting in this much in fines and
18 those much in fines results in this increase in it.
19 So, that we can decide whether or not that's a good
20 use of our resources. We—under a previous
21 administration, the belief was the more we stopped
22 and frisked people that that would reduce the crime.
23 And what we found under this administration where
24 many of us were against stop and frisk, is when that
25 was completely scaled back, and not used as tool any

2 more, the city still got safer, which meant that
3 these two items weren't linked. Is there a division
4 with the Mayor's Office of Operations or in the city
5 that is studying the links between the actions that
6 the city is taking, and the results, and where there
7 is a link, and whether there are results to speak of?

8 EMILY NEWMAN: It's a great question.
9 It's not something that we're doing as part of the
10 MMR, and it's not something that we are doing across
11 the board, and I would say on certain projects,
12 certain initiatives, things like that certainly do
13 come up that we explore.

14 CHAIRPERSON KALLOS: Would you—I'm not
15 sure. I believe the right place might be the Mayor's
16 Office of Operations. In other places it's often
17 called the Nudge Unit or something like that, but
18 getting a group of folks in to figure out—to tie the
19 city's actions to the desired results, and whether or
20 not the actions were taking and actually having a
21 positive or negative impact or any impact at all?

22 EMILY NEWMAN: Sure. Yeah, we can keep
23 talking about. We do a lot of, you know, tracking
24 for the—high priority projects that we work on that
25 sort of make sure that they investment we're putting

2 in is paying off. You're talking about doing
3 something broader than that?

4 CHAIRPERSON KALLOS: I-I think as broad
5 as possible as we look at our assumptions, and
6 ensuring that. Council Member Greenfield asked
7 whether or not the alternate side of the street
8 parking actually it ends up in cleaner streets. I
9 know there are certain districts that have scaled
10 back alternate side of the street parking. I think
11 that government often makes decisions without using
12 the scientific method. I've been mocked on Twitter
13 for saying these things, but I'm -I'm a big believer
14 in the scientific method and I believe that if we
15 test our hypotheses and-and do pilots and study them,
16 we can figure out whether or not things have the
17 desired affect that we're seeking. [background
18 comment] No, no, I was just-sorry, yeah. I-I've gone
19 on. I'd like to recognize Council Member Torres for
20 his questions.

21 COUNCIL MEMBER TORRES: For the record I,
22 too, believe in the scientific method so-

23 CHAIRPERSON KALLOS: What about global
24 warming?

2 COUNCIL MEMBER TORRES: I don't know
3 about that. I take my ques from the private
4 industry, I suppose. So, I'm might—I might go into
5 the weeds a bit because I'm noticing—I'm on the
6 section dedicated to Health and Hospitals, and as you
7 might know, our public hospital system or Medicaid in
8 general is undergoing a massive restructuring under
9 an initiative in its district. Right, and so you
10 have public hospitals, safety net hospitals, that are
11 receiving billions of dollars, with an eye toward
12 reducing preventable hospitalizations. That's the
13 central performance indicator, and I don't see that
14 indicator in this report. So, it's odd that the
15 central indicator, the leading Medicaid initiative in
16 the state is nowhere to be found in this section
17 dedicated to Health and Hospitals. So that—it is—
18 like how do you arrive at these performance
19 indicators? Do you ensure that these performance
20 indicators are consistent with ongoing initiatives at
21 the city, state or federal level? Because that seems
22 to be a glaring absence, and maybe I'm misreading but
23 I cannot find it, reductions and preventable
24 hospitalizations of—

2 EMILY NEWMAN: So, it would be helpful
3 maybe if you—if we can follow up on this--

4 COUNCIL MEMBER TORRES: Okay.

5 EMILY NEWMAN: --to get the specific item
6 that you're considering because I don't want to speak
7 out of turn for—for the agency, and also for the
8 complicated set of indicators around Health and
9 Hospitals, but we can look into it definitely for
10 you. The more specific we can be, the more—the more
11 we can kind of kind of take a look.

12 COUNCIL MEMBER TORRES: So what about the
13 question at how you arrive at these performance
14 indicators? Do you simply go by what the agency
15 recommends, or do you look at larger initiatives that
16 are guiding the policies of those agencies?

17 EMILY NEWMAN: All of the above.

18 COUNCIL MEMBER TORRES: Okay.

19 EMILY NEWMAN: Yes,

20 COUNCIL MEMBER TORRES: But I'd—I'd be
21 curious to hear your answers to it, and how do you
22 measure progress, right? So, because you could
23 measure progress in relation to what was accomplished
24 in the year before. So, I'm noticing what Metro Plus
25 membership the trajectory is upward. Therefore, you

2 considering it progress, but I also know that Health
3 and Hospitals has its own strategic goals in relation
4 to a Metro membership that it wants it to reach a
5 certain number by 2020 that you evaluate progress
6 toward the goals that agencies set for themselves
7 rather than progress in relation to what was
8 accomplished the year before? I don't know if that's
9 a clear question.

10 EMILY NEWMAN: I think the way the MMR is
11 set up is that you can look at it in multiple ways in
12 terms of progress. You have the long-term trends.
13 You have the year-to-year comparisons. You have the
14 comparison against the target for the—for the year
15 itself. There's also the narrative that talks about
16 how they're performing, and why they're performing in
17 that manner. So, there are—we want to give users
18 various ways to look at progress.

19 COUNCIL MEMBER TORRES: Yeah, I—that—this
20 does not tell me that. So, it tells me that there's
21 been an increase in Metro Plus membership. It does
22 not tell me the progress that Health and Hospitals
23 has made toward achieving its own strategic
24 objectives.

2 EMILY NEWMAN: So, I think that—I think
3 that what you're asking about is separate from the
4 MMR. The MMR is an accountability tool. We've got--

5 COUNCIL MEMBER TORRES: [interposing] Can
6 I just interrupt for a moment?

7 EMILY NEWMAN: Yes.

8 COUNCIL MEMBER TORRES: If I set goals,
9 the progress that I made toward achieving those goals
10 would seem to be the essence of accountability.

11 EMILY NEWMAN: I think that that's fair.
12 I think that we—we have the MMR that tracks sort of
13 the key functions of reach agency. We also have a
14 lot of other ways that we track the agency's success
15 towards things that they've committed to doing, and a
16 lot of the sort of strategic initiatives can fall
17 into that. They ultimately impact the numbers that
18 we'll be seeing here, but we have a lot of different
19 ways that we track things depending on what they are.
20 I'm not personally familiar with it. So, I apologize.
21 But--

22 COUNCIL MEMBER TORRES: [interposing] I
23 just—I feel like there's a difference between telling
24 me trajectory and telling me progress. Right? This—
25 the information here is telling me the trajectory of

2 Metro Plus membership. It's not telling me the
3 extent of progress that Health and Hospitals has made
4 toward achieve its goals, and in the end it's a
5 policy maker whose core function is oversight. I'm
6 more interested in progress than I am in trajectory.
7 So, that-that-that would be a criticism that I would
8 have of the report. Are there any metrics in here
9 relating to the opioid epidemic? We're in the midst
10 of a fairly-the worst opioid epidemic that we've seen
11 in decades, and I know there are a number of agencies
12 that have a role in distributing Naloxone kits or in
13 administering Naloxone with an eye towards preventing
14 fatal opioid overdoses. Are we measuring the-the
15 role that each agency is playing in preventing fatal
16 overdoses? Are those metrics included anywhere in
17 this report?

18 EMILY NEWMAN: In the Department of
19 Health section there is the metric around deaths in
20 relation to overdoses. In the Thrive NYC chapter,
21 there are I think-I think there's-the is one specific
22 indicator around Naloxone kits distributed. Note
23 that the collaboration chapters are sort of-are
24 multi-agency initiatives.

2 COUNCIL MEMBER TORRES: Is it broken down
3 by agency? Would—would it tell me the number or kits
4 that have been distributed by the Corrections
5 Department and by the NYPD and by--?

6 EMILY NEWMAN: We don't just disaggregate
7 in that manner, and I think part of it is we can
8 talk with Thrive about that idea. What it is as a
9 general rule a little bit more difficult to track
10 with disaggregated (sic) indicators, but we can look
11 into how that will be more helpful.

12 COUNCIL MEMBER TORRES: And—and as far as
13 cooperation, because you're not only measuring the
14 performance of city agencies, you're measuring the
15 performance of the functional equivalent of city
16 agencies, public benefit corporations, public
17 authorities. Do you elicit less cooperation from
18 NYCHA or Health and Hospitals than you would from one
19 of the mostly agency? Like how is your interaction
20 different? Like if at all? It could be the same for
21 all I know.

22 EMILY NEWMAN: We actually only include
23 three non-city agencies in the book, which I have
24 right here. We have the Board of Elections, CUNY,
25 and—and the libraries that are included. So there

2 are a number of folks that aren't included, and---and
3 the folks that we do work with we have the same level
4 of collaboration.

5 COUNCIL MEMBER TORRES: Do you include
6 NYCHA?

7 EMILY NEWMAN: What's that?

8 COUNCIL MEMBER TORRES: The New York City
9 Housing Authority.

10 EMILY NEWMAN: The NYCHA and Health and
11 Hospitals are in the MMR. We include NYCHA with
12 Health and Hospitals.

13 COUNCIL MEMBER TORRES: Do you include--
14 what about a municipal institution that is not
15 directly controlled by the Mayor, but receives
16 significant amounts of city funding like I don't the
17 MTA, the specific--the section of the MTA that's
18 specific to New York City, would you--because it seems
19 like the--the value of the Mayor's Management Report
20 lies in providing the City Council with a base of
21 information that can inform how we oversee these
22 institutions that we receive city funding or
23 administer city services, and we do have an oversight
24 function over the MTA at least as it relates to the
25 city. Have you ever thought of including the MTA in

2 the Mayor's Management Report since it is receiving
3 funding? Do we know if those dollars are being put
4 to efficient use?

5 EMILY NEWMAN: I have not explored
6 including the MTA in the MMR and I'd be happy to have
7 some conversations about it. It's—it's not part of
8 the mandate, but we'd be open to looking at it.

9 COUNCIL MEMBER TORRES: And is EDC
10 included?

11 EMILY NEWMAN: Yes.

12 COUNCIL MEMBER TORRES: Is HDC included?

13 EMILY NEWMAN: No, I don't believe so.

14 COUNCIL MEMBER TORRES: Okay, so it seems
15 to me HDC should be included, right like they're—we
16 have the largest housing plan in decades. HDC is a
17 critical piece of that housing apparatus of the city.
18 It would seem to me se should now HDC's distributing
19 bond financing (sic) in the city. So, that's
20 something I would recommend. What about—there's only
21 so much efficiency that an agency can achieve within
22 the status quo. What if there are necessary
23 administrative or legislative changes that would
24 enable an agency to be more efficient, do you include
25 those recommendations in the report? Have you ever

2 thought of including those recommendations in the
3 report because--?

4 EMILY NEWMAN: So, we don't provide
5 recommendations in the report. This is the agency
6 speaking about their performance. So we are not
7 making recommendations. We have the report.

8 COUNCIL MEMBER TORRES: Are the--because I
9 could imagine a report where you're not only
10 including an agency's reporting of its own
11 performance, but an agency recommendations for the
12 kind of administrative or legislative changes that
13 would allow those agencies to be more efficient.
14 Like--like I imagine NYCHA has ideas legislatively and
15 administratively on how to improve its procurement
16 processes right, and it would be useful as a legis-
17 for me as a legislator to have access to that
18 information.

19 EMILY NEWMAN: Well, I--give the Charter
20 Mandate, I'm not sure whether that would fit within
21 sort of the particular parameters of this report. I
22 can understand how the information would be useful,
23 but that's not what we ask of the agencies. We ask
24 them to explain. Their performance.

2 COUNCIL MEMBER TORRES: What about
3 cooperation with the agencies? I don't know if
4 you're at liberty to say this, but I'm curious to
5 which agencies are the least cooperative with—as far
6 as informing the report. I'm just—I want you to add
7 a few people.

8 EMILY NEWMAN: We have a great
9 relationship with all of the agencies.

10 COUNCIL MEMBER TORRES: But every agency
11 is equally cooperative? Is that true?

12 EMILY NEWMAN: They—we work very well
13 with all of them.

14 COUNCIL MEMBER TORRES: Okay, is there—is
15 there at least one that you don't work as well with?
16 And I just, I—I want your—your—your overall
17 impressions. Is there—if I—if I were to ask you is
18 there a single area of inefficiency that—that stands
19 out, to you the most, what would that be? Like what
20 should—what should--? Council Member Kallos and I
21 know about--

22 EMILY NEWMAN: You mean within the
23 agencies or in terms of any--?

24 COUNCIL MEMBER TORRES: [interposing]
25 Yeah, any—anything in this report that is—that the

2 inefficiency is so glaring that I as a City Council
3 Member should be aware of it.

4 EMILY NEWMAN: I can think--

5 COUNCIL MEMBER TORRES: [interposing]
6 Under the city is running perfectly.

7 EMILY NEWMAN: No, I wouldn't say that.
8 I think that we put this book together so that we can
9 make that information transparent to any one who
10 wants to look it up.

11 COUNCIL MEMBER TORRES: Anything notable?
12 Anything that stands out to you that left an
13 impression on you as someone who put together the
14 report?

15 EMILY NEWMAN: I am not going to call any
16 out specifically now. Tina is always dealing with
17 that.

18 COUNCIL MEMBER TORRES: I'll ask the flip
19 side of that question. Any--any--any--any are of
20 progress that was so inevitable that it's worth
21 mentioning?

22 EMILY NEWMAN: [pause] We're making a
23 lot of progress.

24 COUNCIL MEMBER TORRES: You're making a
25 lot of progress. Okay, so I'm going to get into the

2 some of my mischievous questioning, however. I will
3 end it here. So thank you.

4 EMILY NEWMAN: Thanks.

5 CHAIRPERSON KALLOS: Okay, I—one of the
6 areas for growth with regards to the Mayor's
7 Management Report would be do an Mayor's Management
8 Report hearing with all the various committee chairs
9 and agencies here so that we could touch base with
10 them on their performance in March and in—

11 COUNCIL MEMBER TORRES: [interposing]
12 Much like we do with Finance. I think would be—

13 CHAIRPERSON KALLOS: Yes, and so that—
14 that—that is an idea to put out there. I want to
15 thank Council Member Torres for his questions. I
16 think we've—we've had multiple committee chairs come
17 into ask questions beyond the scope of the structure,
18 but also wanting to hear from the agencies. So,
19 hoping that in 2018 they can come back with actually
20 all the agencies so that we can focus on performance.
21 So, I'm going to continue on through my questions.
22 We appreciate the inclusion of the spending budget
23 information section at the end of each agency's
24 section of the Mayor's Management Report as well as
25 the inclusion of applicable MMR goals that relate to

2 units of appropriation, a U of A within each agency.
3 However, we have some recommendations as to how this
4 could be improved further. MMR indicators are
5 tracked Fiscal years 13, 14, 15, 16 and 17. In
6 addition, there are targets for Fiscal year 17 and
7 18. However, there's spending and information is
8 only included for Fiscal Years 16 and 17. We
9 recommend that you include actual expenditures per
10 unit of appropriation for all the past years for
11 which the MMR indicators are tracked as well as
12 including units of appropriation budgets for the
13 upcoming fiscal year. In this case, Fiscal year 18
14 to link MMR indicators with budget and spending
15 information over time. Do you accept that
16 recommendation?

17 EMILY NEWMAN: [pause] I'm interested in
18 exploring that recommendation.

19 CHAIRPERSON KALLOS: I-I can't speak to
20 the budget process. I'm not a budget person and how
21 [door slams] difficult or easy it would be to add
22 something like that in.

23 CHAIRPERSON KALLOS: I imagine it would
24 actually be a space question. Next to anything else
25 we're asking to have the additional. So-so right now

2 you have the columns for the—the performance targets,
3 and now we'd just be asking to be able to track the
4 budget for each fiscal year, and then that way we
5 could actually look at it and see did the Unit of
6 Appropriations budget fluctuate—have any fluctuation
7 and did that fluctuation we'd be able to see side-by-
8 side the targets, performance and the budget, and
9 that way we might be able to actually see if there
10 was any link between the two.

11 TINA CHIU: I understand the
12 recommendation will require further thinking in terms
13 of how to appropriately be able to fit into the
14 design process and production.

15 CHAIRPERSON KALLOS: In this spending and
16 budget information section there are columns for
17 actual expenditures for Fiscal Year 2016 and the most
18 recent budgetary information for Fiscal Year 2017.
19 The reason why actual expenditures are not included
20 for Fiscal Year 17 is because these figures don't
21 come out until after the MMR is released. Fiscal-
22 however, the most recent budget information for
23 Fiscal Year 2017 is the closest we can get to actual
24 spending given the time the MMR is released. Can you
25 make this clear in the MMR that the modified budget

2 column represents the most up-to-date budget
3 information that serves as a proxy for actual
4 expenditures for that year?—

5 EMILY NEWMAN: We can figure out how to
6 put together more explanatory text. I just want to
7 point also in the Charter that the—what it requires
8 is the corresponding expenditure pursuant, you know,
9 for the prior fiscal year, not for the actual fiscal
10 year coved in the report. So, that's one of the
11 reasons why it appears as it does. —eet

12 ~~EMILY NEWMAN:~~

13 CHAIRPERSON KALLOS: Got. [laughs] I'm
14 glad that now we are following the Charter, my hope
15 is that as we follow it through to letter that as was
16 previously asked, the—the more we can add to the MMR
17 to make it even better. So, I think that the hope
18 here is now that we have some of the performance
19 budgeting in there is being able to actually compare
20 budget versus actuals, and see where we are on the
21 budget and how that related to some of the
22 performance.

23 Next one. Adding the applicable MMR
24 goals, columns of the agency's spending and budget
25 information section is a good step forward in trying—

in typing the MMR goals to the cost of fulfilling these goals. However, a broad survey—a broad variety of programming is funded within each unit of appropriations. So a link between MMR indicators and spending is still quite tenuous. At least ten agencies only have two units of appropriation: One for personnel services, another for other than personnel services and, therefore, all of their MMR indicators are simply tied to both. However, the link between MMR indicators and agency spending is also tenuous for those agencies that have more expansive units of appropriation breakdowns. 103 units of appropriations match all agency goals, and only 16 units of appropriation matched one goal. The last 151 units of appropriation are matched with at least two goals and up to eight goals. You see where I'm going with that. For example, Goal 5-C in DCAS' Section Indicator: Cumulative Installed Solar Capacity and Kilowatts. In the MMR this indicator is linked to DCA's Energy Management Divisions Unit of Appropriation. Most of this division's budget is allocated towards paying the city's heat, light, and power bill, which is \$682 million in Fiscal Year 17's Modified budget, almost all of this division's

2 expenditure budget. Most of the budget and spending
3 associated with the city's efforts to install solar
4 panels, however, are found in the Capital Budget
5 spending and budgeting for which is not found in the
6 MMR. Can indicators representing capital spending be
7 linked to the budget and spending tied to these
8 capital projects found in the city's Capital Budget?
9 [pause] That is the question.

10
11 EMILY NEWMAN: Can you repeat that?

12 [laughter] [bell] Just the end.

13 CHAIRPERSON KALLOS: Goal 5-C is tied to
14 an expense line in the Budget, which is used to fund
15 heat, light and power when we know that that solar
16 program being funded out of the Capital Budget. So,
17 we're asking you to include the Capital Budget as
18 part of the Charter mandate to tie goals to spending.

19 EMILY NEWMAN: Thank you. We'll—we will
20 look into it.

21 CHAIRPERSON KALLOS: Great, and—and I
22 think similarly for those who are still watching at
23 home or online, and I think for the state the Gotham
24 Gazette, which is here reporting, we have two
25 budgets. We have our Expense Budget, which is \$85

billion and we have our Capital Budget, which is
actually \$90 billion. The item that people are most
focused on day to day is the expense budget, but
Capitals Budget is actually much larger. So, I am
including the Capital Budget in here where we're
using the Capital Budget to meet goals. I think that
is better along the lines. Another example is go
Goal 1-A in the Law Department section indicator
"total citywide payout for judgments for and claims".
The Law Department's Tort Division is responsible for
the defending the city against much of the judgment
and claims cases brought against it excluding some
types of cases such as medical malpractice can go 1-A
dealings to the Law Department's budgeting and
spending within the Tort Division, not just going to
the Law Department's budget and spending overall?

EMILY NEWMAN: I don't know the answer to
that. We will look into that.

CHAIRPERSON KALLOS: Okay. I think the-
the-with these both examples, the idea is to fix
these issues. Can you cite approximate cost figures
for each goal? So perhaps turning it on its head
instead of just listing at the Unit of
Appropriations. Can you work with the agencies and

2 OMB to get a breakdown on how much are spending on
3 each goal?

4 TINA CHIU: Would definitely be something
5 we would have to speak with OMB about.

6 EMILY NEWMAN:-

7 CHAIRPERSON KALLOS: Dean Fuleihan just
8 shuddered and doesn't know why yet. [laughter]
9 Alternatively, can you indicate the approximate share
10 of spending towards an MMR goal relative to the
11 overall U of A spending? That's another option. So,
12 you could break each goal out, and then in that
13 paragraph, you could- Sorry, in that section, you
14 could say Goal 1-A, 15%; Goal 1-B, 10% and so on and
15 so forth. I imagine that there is someone to answer,
16 but I need it.

17 EMILY NEWMAN: We're taking note of all
18 your suggestions and we'll look into that.

19 CHAIRPERSON KALLOS: Can you
20 qualitatively explain the functions of each unit of
21 appropriation so that readers can better
22 contextualize how applicable MMR goals are connected
23 to that unit of appropriation?

24

25

2 EMILY NEWMAN: We cannot. I believe that
3 would be a question for OMB or the agency.EMILY
4 NEWMAN:

5 CHAIRPERSON KALLOS: So, and I think that
6 along the same lines and—and this one comes from my
7 friends at the Citizens Budget Committee: We're
8 curious why for the MMR you chose units of
9 appropriation versus there's a budget function
10 analysis, which might also be able to help get at
11 trying to tie budget appropriations to actual goals.
12 So, any color commentary on why we chose units of
13 appropriation versus budget function analysis or
14 whether or not that can also be explored?

15 EMILY NEWMAN: I think the—the, as we
16 mentioned before we consulted with OMB and the Law
17 Department about what could be included [door bangs]
18 in these tables. One of the things that we did, we
19 went through several options and sort of worked with
20 the right level that this aggregation should be or
21 could be for all reporting. One of the challenges
22 about the Budget Function Analysis does not cover all
23 agencies that report on the MMR. It only covers a
24 subset of about 15 or 16 agencies, and our
25 understanding is that it is not clearly used, and as

2 standardized no longer consistently and consistently
3 reported on as with the units of appropriation. And
4 so, that's one of the reasons why we were— Sorry,
5 units of appropriations were the ones that we thought
6 were most—I apologize for this—appropriate for
7 reporting on the expanding (sic) of the budget.

8 CHAIRPERSON KALLOS: Perfect, and—and
9 just as a reminder to those watching on line or at
10 home or in the room, I often take questions from
11 members of the press or—or people in attendance over—
12 the submit the question by Tweeting to @Ben Kallos or
13 emailing me. I generally try to do that. So, just
14 that—that is there for those who are interested. So,
15 [pause] in terms of the budget—typing the budget to
16 goals, where I would like to get to is performance
17 budgeting. So, I—I—there are a few members of the
18 Council who—who have a background in—in business.
19 I'm—I'm one of them. When I ran companies, if
20 somebody came to me at my—so I—so, I'll even
21 identify, ran a drug rehab center in California and
22 the marketing person, Ben, we need to fill to more
23 beds. I need \$10,000 a month, and if you get me
24 \$10,000 a month to spend on online advertising and
25 other advertising we will be able to fill ten more

2 beds, which will not only cover the marketing costs,
3 but will costs but will cover more, and I said that's
4 great. Let's try. So, we put aside the \$10,000. We
5 filled ten beds. We looked at whether or not we were
6 getting an adequate return on investment. We were.
7 We can tell you with the program. Eventually, that
8 marketing team did not work. We were not filling the
9 number of beds we were supposed to given the amounts
10 of money we were laying out, we went with a new
11 marketing team. How do we do that as the city of New
12 York where we can tie the money that we are spending
13 to specific results?

14 EMILY NEWMAN: That's a question for OMB.
15 We don't currently have a budget process that's
16 performance based. So, we aren't able to report on
17 it. I think changes like that would be a
18 conversation with OMB.

19 CHAIRPERSON KALLOS: So, the Mayor has
20 set a goal in the Mayor's Management Report. So the
21 Mayor has set a goal of 200,000 units of affordable
22 housing, 120,000 preserved, 80,000 units we start
23 with. (sic) Correct?

24 EMILY NEWMAN: That is right.
25

2 CHAIRPERSON KALLOS: And is that goal
3 tracked in the MMR?

4 TINA CHIU: Yes, if you look in the
5 Housing New York Collaboration Chapter and also in
6 HPD's Chapter.

7
8 CHAIRPERSON KALLOS: So, how much are we
9 spending for each unit of affordable housing?

10 EMILY NEWMAN: [pause] We don't have
11 that answer. 1:31:14

12 CHAIRPERSON KALLOS: But would you agree
13 that that is something that somebody looking at the
14 Mayor's Management Report should be able to see how
15 much are we spending in the budget in order to
16 achieve our goal?

17 EMILY NEWMAN: I understand that that's
18 something that some folks are interested in seeing,
19 and I can understand why. Whether it should be
20 there, I-I don't know have an answer, and again, I
21 think it's a conversation with OMB.

22 CHAIRPERSON KALLOS: I-I-I-I have had
23 that conversation with the Director of the Office of
24 Management and Budget, Dean Fuleihan for I would say
25 seven hearing across four years, and he has promised

2 to-to meet with-with-the Mayor's Office of Operation
3 to help facilitate this long promised meeting with
4 the Office of Management and Budget to go over this
5 specific top.

6 EMILY NEWMAN:

7 We look forward to a meeting.

8 CHAIRPERSON KALLOS: You-you got it, and
9 [pause] we're-we're-I'm wrapping up on the questions.
10 So, this-this is going-this-this is actually one of
11 the more positive hearings. We actually had a member
12 come with-with compliments. I'm go to talk-I'm going
13 to turn to collaborative multi-agency projects. The
14 "collaborative-collaborating to deliver results"
15 chapters offer great narratives on the collaborative
16 efforts of multi-agency programming in the city, and
17 there are details on the results, but the breakdown
18 between agencies of specific tasks and goals is not
19 always clear specifically concerning time spent,
20 division of tasks. Can this be clarified in future
21 MMRs?

22 EMILY NEWMAN:

23 We don't this answer. We are happy to
24 look into it. We'll-we'll get back to you on that.

25 ~~EMILY NEWMAN:~~

2 CHAIRPERSON KALLOS: But you see where
3 we're coming from?

4 EMILY NEWMAN: Yep.

5 CHAIRPERSON KALLOS: Great. Additionally,
6 the MMR does not provide spending in budget sections
7 for the multi-agency initiatives in the same way as
8 agency sections. I'm guessing because it's linked to
9 your choice of using some appropriation based on the
10 agency. Would it be possible to add these?

11 EMILY NEWMAN: I don't know. We'll have
12 a conversation about it.

13 CHAIRPERSON KALLOS: We were—okay let me—
14 let me—[pause] I'm just checking on the status of
15 one of my colleagues. So, we—we were expecting to be
16 joined by the Chair of the Committee on Veterans,
17 Council Member Ulrich. He's been unable to join us.
18 The Department of Veteran Services, which has been
19 operating since April 2016, was not included in the
20 Fiscal Year '27 Mayor's Management Report. Why was
21 it not included, and can we expect that the
22 Department of Veterans Services to be included in an
23 upcoming PMMR or MMR?

24 EMILY NEWMAN: That is correct, and DVS
25 is not included. It's a new agency, and as I'm sure

2 you can imagine, new agencies aren't created very
3 often and it takes them some time to ramp up. We
4 decided jointly to with them that it didn't make
5 sense to include them this year. They're doing
6 indicator developments and data correction, and we
7 did not have information available for the entire
8 fiscal year. We continue to work with them. Their
9 data systems are in development, and we expect to
10 have them included in the upcoming PMMR.

11 CHAIRPERSON KALLOS: Then move onto
12 methodology, which is I think one of the last lines
13 of questioning. The Mayor's Management Report notes
14 that core sampling change from Fiscal Year 16 to
15 Fiscal Year 17. Can you share how that changed, and
16 do you find that the new sampling method provides a
17 better picture of the actual customer experience at
18 city agencies? [pause

19]

20 TINA CHIU: So, we're core sampling
21 methodology in Fiscal 17. It reverts to the format
22 that we used in Fiscal 15 and prior to that. In
23 Fiscal 16 we—instead of going to all of the service
24 centers and facilities that agencies operate, we
25 decided to focus in on a targeted set, a subset of

2 those facilities, specifically ones that were rated
3 more poorly so that we wouldn't return to facilities
4 that were already performing very well with scores of
5 100. We decided based on feedback that we got from
6 you and other members of the committee that it—that
7 change in methodology and that sampling was somewhat
8 confusing, and it's made sense to us to go back to
9 the prior method of going to all the facilities
10 instead and reporting in the way that we had
11 previously. We have not seen, but looking at overall
12 scores or agency by agency that there were was much
13 difference in Fiscal 16 in terms of the actual
14 scores, but we did decide to move back to the prior
15 sampling techniques for ease of understanding. EMILY

16 NEWMAN:

17
18 CHAIRPERSON KALLOS: So, while the
19 sampling methods changed from year to year and your
20 note is present, the gathering (sic) them side by
21 side in the five-year table showing what your concern
22 might be in slating (sic) rate of change in core
23 scores between Fiscal Year 15, 16 and 17. Can you
24 make this difference clear in the future perhaps
25 using [door bangs] or a note or a symbol to indicate

2 that fiscal year 16 should be separate and distinct
3 to be considered or that it just has a different
4 methodology?

5
6
7
8 TINA CHIU: Well, we'll consider some
9 options.

10 CHAIRPERSON KALLOS: When a methodology
11 or measurement or an indicator changes, how do you
12 indicate to readers and for how many years is it
13 shared with readers?

14 TINA CHIU: So, as you noted earlier,
15 there is a section within agencies about more of
16 these changes that appears for that particular
17 report. This is one of the challenges in making
18 clear to people what effects might be had, or what
19 indicators were introduced at what time because the
20 next report provides that information for that years
21 or that time period.

22 Tj

23
24 CHAIRPERSON KALLOS: With regards to core
25 surveys—so, you're—you're going to actual facilities.

The numbers seem quite high based on how what people with experience might be. In 2008, this as I've been informed by the Citizens Budget Commission, the City of New York undertook a survey with I believe the National Research Center, and they asked residents a series of questions, and in those questions the city didn't do so well, and as a result, the city chose not to repeat that. And so, earlier this year in May the Citizens Budget Commission decided to conduct that very near same survey again sending it to 72,000 households with a 13% response rate, and the city did not fare too well. In some places things were great. The Parks Chair would be happy to hear that one of the highest marks was that 85% of the city felt safe in a park playing during the day. But when asked whether or not the city spends PATH dollars wisely, that was perhaps the one of the worst performers at 20%. Only 1 in 5 New Yorkers think that we're spending the tax dollars wisely, and in terms of quality of life indicators, 20% of New Yorkers. The lowest was traffic. People are incredibly unhappy with the traffic, and I think the the worst the worst indicator was that 13% felt that service was for for homeless people were adequate. Is is the Mayor's

2 Office of Operations interested in doing a similar
3 type of survey to hear from the residents how they
4 are interfacing with various different agency
5 indicators or just overall?

6 EMILY NEWMAN: We don't have any plans to
7 do a survey. That survey that you just mentioned is
8 very interesting, and I'd love to learn more about if
9 there's anything you could send our way or we can
10 probably find it on line. I'm not sure if there's a
11 need to recreate the wheel if it's already been done,
12 but I think we could probably learn a lot from what
13 has already been gathered.

14 CHAIRPERSON KALLOS: I-I-I would love to
15 put the Citizens Budget Commission out of business on
16 this particular report, and take it over from them,
17 and then at a previous hearing we had mentioned
18 trying to do a training on the Mayor's Management
19 Report for the City Council. I understand that we're
20 trying to select the day in the next coming month,
21 and I appreciate that, and we'll move forward with
22 the students. We will follow up with additional
23 questions. We look forward to working with you and
24 OMB. As-as you've heard from multiple members, the
25 document is great to begin with. It's getting better

every time. We're all perfectionists, which means we
always want to improve on perfection. So, thank you
for the great work that you've been doing. We look
forward to working with you, and then we also hope
as—as we've brought up with multiple members who also
may or may not happen to wanting to speak here,
trying to grow the Mayor's Management Report hearings
from beyond a structural conversation to actually
having a focus by the Council on agency performance
at multiple points per year. Right now the Council
tends to focus on the budget during the budget
hearing when the PMMR is included, and then after
that, I'm—there tends to be a focus on specific
topics rather than on overall performance. So, I
want to thank you. We look forward to working with
you.

EMILY NEWMAN: [interposing] Thank— you.

CHAIRPERSON KALLOS: Looking forward to
your moving from—from acting to Director--

EMILY NEWMAN: [interposing] Thank you.

EMILY NEWMAN: --and thank you for your
time. We will excuse you. Our next panel is [pause]
Our next panel is Marianna Alexander from the
Citizens Budget Commission, and Lindsay Goldman from

2 the New York Academy of Medicine. This is our final
3 panel. If anyone is here to testify, please make
4 sure to fill out one of these appearance cards. If
5 you have any comments, which you wish to have
6 included in the record, and it is October 18, 2017,
7 you can feel free dot email policy@benkallos.com, and
8 we will add your comment to the record. [door bangs,
9 pause] Marianna, if you wish to begin.

10 MARIANNA ALEXANDER: So, you've taken a
11 lot of my points, but I'll still give my testimony.
12 Thank you for the opportunity to testify. My name is
13 Marianna Alexander. I am the Research Associate at
14 the Citizens Budget Commission.

15 CHAIRPERSON KALLOS: [off mic] Can you
16 move the mic over?

17 MARIANNA ALEXANDER: CBC is a non-
18 partisan-

19 CHAIRPERSON KALLOS: [off mic] It's still
20 not very clear. (sic)

21 EMILY NEWMAN:—MARIANNA ALEXANDER: Is
22 that better.

23 CHAIRPERSON KALLOS: [off mic] Yes, much
24 better. (sic)

1 MARIANNA ALEXANDER: [laughs] So, my
2
3 name is Marianna Alexander. I'm a Research Associate
4 at the Citizens Budget Commission. CBC is a non-
5 partisan civic organization whose mission is to
6 achieve constructive change in the finances and
7 services of New York State and New York City
8 government. The Fiscal Year 17 Mayor's Management
9 Report, MMR, published in mid-September of 2017, is
10 intended to inform the public and the City Council
11 about the volume and quality of services that the
12 city provides. Since the MMR's inception, CBC has
13 followed the report's evolution closely, making
14 recommendations on how it could be strengthened and
15 using its content to inform our work. CBC has
16 previously advocated for that the MMR should:

17 (1) Increase emphasis on outcomes by
18 tracking the impacts services have rather than merely
19 reporting inputs and outputs.

20 (2) Focus on efficiency by developing
21 unit cost measures [door slams] in every service
22 area.

23

24

25

2 (3) Meaningfully connect spending on
3 services with service outcomes so that investments
4 are better informed by agency performance, and

5 (4) Develop citizen satisfaction
6 measures.

7 Progress on these recommendations has
8 been met. Some agencies have increased their
9 reporting of outcome measures adding insight into
10 performance, particularly the social service
11 agencies, but still several agencies report no
12 outcome measures focusing solely on input and output.

13 In terms of focusing on efficiency, the reports of
14 inclusion of unit costs measures has regressed. So,
15 when CBC first recommended that the MMR should
16 include unit cost measures, 16 agencies reported a
17 total of 48 unit cost measures. Since then in the
18 Fiscal 17 MMR, only ten agencies reported a total of
19 40 unit cost measures. The city has made more
20 progress in developing the performance, budget and
21 function of the MMR. So, CBC is pleased to see that
22 the City Council and to raise MMR metrics in its
23 Preliminary Budget Reports, and that the Mayor's
24 Office of Operations [door bangs] included agency
25 budgeted spending by unit of appropriation linked to

2 development indicators in the MMR. However, units of
3 appropriation are often too broadly defined to assess
4 programmatic spending. The city should focus instead
5 on linking indicators with spending categories as
6 reported in the Budget Function Analysis, and that
7 report should be expanded beyond the 15 agencies it
8 currently includes. So, CBC approves this
9 recommendation that the MMR focus on cost
10 efficiencies, enhance reporting of service options
11 outcomes and meaningfully connect spending with
12 outcomes. In its review of the MMR, CB finds—CBC
13 finds a critical perspective to be missing from its
14 pages, and that's of the city's residents. So, only
15 35 of approximately 2,000 indicators in the report
16 capture the public's perception of or satisfaction
17 with city services. These 35 indicators ask
18 residents to rate their experience with a particular
19 service. So, for example, inpatient satisfaction,
20 and New York City Health and Hospitals, and these
21 measures capture only a small share of the services
22 provided by the city. And this leads to a gap in our
23 understanding city's performance, and whether it's
24 meeting resident needs. So, to begin to fill that
25 gap, CBC enlisted the National Research Center, NRC

2 to conduct a citywide survey of resident
3 satisfactory-satisfaction in January 2017. The
4 survey results were mailed to all City Council
5 members and community boards. The NRC performed a
6 nearly identical survey at the behest of the city in
7 2008 providing a benchmark to assess change over
8 time. The survey was distributed to 72,000
9 households with about 10,000 households responding.
10 So that was a sufficiently robust sample size to
11 allow for comparisons between boroughs, community
12 districts and demographic variables. So, a brief
13 overview of the survey results revealed that only 44%
14 of New Yorkers surveyed rated the overall quality of
15 New York City government services as excellent or
16 good. When asked to rate specific services,
17 responses varied widely. Residents were positive
18 about fire and emergency medical services, household
19 garbage pickup and libraries, but expressed
20 dissatisfaction with street and road maintenance,
21 public education and the social safety net. Survey
22 results were satisfaction with individual city
23 services [door bangs] showed statistically
24 significant variations in 2008 for 11 of the 21 city
25 services queried. However, overall satisfaction with

city services was not statistically significantly different. Half of respondents, 51%, considered quality of life to—in New York City to be good or excellent. Respondents reported adequate access to healthcare services, and they said they felt safe in parks and subways, but were less positive about cleanliness of neighborhoods that control street noise, air quality and traffic. The quality of life and service satisfaction metrics give us important data about the public’s perception of city government performance, and whether it’s meeting resident needs. Comparing survey results with existing MMR indicators that add depth to the report, and lend insight into current indicators. For example, a key metric as the Department of Sanitation, any statistics we’ve got, (sic) at least this conversation for earlier, the shared city streets rated excessively clean. In the Fiscal 17 MMR, 95.9% of streets met currently those standards. However, CBC’s survey indicated that nearly 20% of respondents describe the cleanliness of their neighborhoods as poor. In addition, 53.2% of non-Hispanic whites rated their neighborhood’s cleanliness as excellent or good compared to only 40.6% of Black or African-American respondents. To

2 begin to integrate residency back into the MMR, CBC
3 makes the following recommendations:

4 1. Is to conduct regular surveys that
5 capture perception about quality of life and
6 municipal services in order to measure process over
7 time.

8 2. Is to incorporate resident
9 satisfaction metrics in each agency's MMR reporting,
10 and to design survey questions to validate and/or add
11 depth to current metrics.

12 3. Is to encourage agencies to respond
13 directly to survey results, develop action plans to
14 address resident concerns relevant to their missions
15 and be held accountable for lack of progress on
16 relevant measures, and

17 4. Is develop survey represent-surveys
18 that are representative of the city's demographic and
19 geographic diversity. Thank you for the opportunity
20 to speak.

21 CHAIRPERSON KALLOS: Thank you. Next.

22 [pause]

23 LINDSAY GRAHAM: Good afternoon Chairman
24 Kallos and members of the committee. Thank you for
25 the opportunity to testify today. My name is Lindsay

Goldman, and I'm the Director of Healthy Aging at the New York Academy of Medicine. Established in 1847, the Academy addresses the health challenges facing New York City and the world's rapidly growing urban population. Since 2007, the Academy has served as the secretariat of for Age-F-friendly NYC, partnership with the City Council and the Mayor's Office to maximize the social, physical and economic engagement of older people to improve their health and wellbeing and strengthen communities. We solicit feed back from older New Yorkers across eight domains of city life identified by World Health Organization to determine where there are barriers to full participation. In response, the Administration convenes multiple city agencies to address aging related challenges by enhancing existing activities and planning processes. These convenings resulted in the 59 initiatives for an Age-Friendly NYC in 2009, and most recently the 2017 Age Friendly NYC new commitments for a city for all ages published in July. Some of the improvements made by Age-Friendly NYC include a reduction in senior pedestrian fatalities by 16%; increases walkability through the addition of public seating; new programming for older

people at parks, educational and cultural institutions and a better consumer experience at many local businesses. The Academy applauds the Council—
applauds the Council’s commitment to ensuring the Mayor’s Management Report is an accurate reflection of the administrative—of the administration’s priorities, achievements and areas for improvement.
Age-Friendly NYC was included in the MMR in the Agencies’ Working Together section from 2013 through 2014. Though the current MMR has a section on collaborating to deliver results, Age-Friendly NYC has not been included. While some of the collaborative initiatives as well as the individual agency chapters do address older New Yorkers, there are very few corresponding performance indicators beyond units of service delivered by the Department for the Aging. [coughs] DFTA services used by approximately 17% of the city’s eligible 1.4 million people age 60 and older are certainly critical, but are only one component of a high quality later life.
The fundamental goal of Age-Friendly NYC is to promote age inclusive policies, environments and amenities across all aspects of later life. The Mayor’s Management Report provides an opportunity to

2 track specific measurable outputs and outcomes not
3 currently being monitored through other forms of
4 accountability such as One NYC and the Department for
5 the Aging's Annual Report. New York City is
6 recognized as one of the founders and leaders of the
7 Age-Friendly movement, which now includes over 500
8 localities across the world most of which have been
9 directly or influenced—directly or indirectly
10 influenced by our efforts. The City has an
11 obligation to regularly assess and modify our
12 interventions to ensure optimal impact. The Academy
13 respectfully recommends that Age-Friendly NYC
14 performance measures be reinstated in the report.
15 The Academy would be pleased to leverage our
16 expertise and evaluation, applied research and aging
17 and health policy to help identify and operationalize
18 appropriate metrics for inclusion. Thank you.

19
20 CHAIRPERSON KALLOS: Thank you. I'll
21 start with the Academy of Medicine. Do know if Age-
22 Friendly NYC has ever been included in the Mayor's
23 Management Report previously?

24 LINDSAY GRAHAM: Yes. It was included in
25 the 2013 Report and then it was included in the

2 Preliminary Report in February of 2014, and then it
3 disappeared.

4
5
6 CHAIRPERSON KALLOS: I-I'd be interested.
7 Would the Academy of Medicine be interested in
8 working with myself as well as the Chair for Aging,
9 Margaret Chin on advocating for it being included in
10 the PMMR for this coming year?

11 LINDSAY GRAHAM: That's why we're here.
12 Yes.

13 CHAIRPERSON KALLOS: Okay. So, we will
14 include it in our committee follow-up to the Mayor's
15 Office of Operations seeing as they have left us, and
16 we will also pass your testimony—to email your
17 testimony with policy@benkallos.com or-or pass it
18 along. What would you like to see included in the
19 Age-Friendly NYC section? Would you like them to
20 just reiterate what was there in 2013 or would—?

21 LINDSAY GRAHAM: [interposing] No.

22 CHAIRPERSON KALLOS: --you have changes?

23 LINDSAY GRAHAM: No, we have changes
24 because some of the indicators that were included in
25 the earlier MMR were a reflection of the 2009 Age-

2 Friendly commitments, which we were thrilled to have
3 renewed in 2017, the new commitments. There are
4 about 80 of them. So, it will be a process of
5 determining what the most appropriate metrics will
6 be, but we want to ensure that the metrics are
7 consistent with the new initiatives, some of which
8 are different because it's a different time period,
9 and so the initiative has certainly evolved to meet
10 the changing needs of the population.

11 CHAIRPERSON KALLOS: Great. Thank you.

12 LINDSAY GRAHAM: Thank you.

13 CHAIRPERSON KALLOS: Over to the Citizens
14 Budget Commission. I—I believe that our asking
15 questions about the quality of the streets was surely
16 by accident, and by virtue of one of my colleagues
17 complimenting them on how good the streets were.
18 While both my lived experience, that of my
19 constituents as well as your survey found it
20 different. So, I guess the first question: What
21 type of transparency would you want to see from the
22 Mayor's Management Report around the core methodology
23 for you to have better confidence in the results or
24 at least be able to explain the huge diversions
25 between your survey results and their core results?

2 MARIANNA ALEXANDER: We are going to the
3 core of facility and customer satisfaction measures.
4 I think it's a little bit unclear the process through
5 which they do these surveys, the number of surveys,
6 the kinds of questions. Also, what-what are the
7 standards for clean or not clean or, and a good
8 customer service experience versus they're not good
9 experience? It could be better defined.

10 CHAIRPERSON KALLOS: So, in academia, I
11 know that when-when information is quite-so-so when
12 Citizens Budget Commission published your report with
13 the survey results, I believe you included a copy of
14 your survey. Is that correct?

15 MARIANNA ALEXANDER: Yes we did.

16 CHAIRPERSON KALLOS: And-and just for the
17 Academy of Medicine when a medical publication
18 publishes the result of a survey, I believe the
19 surveys are also included.

20 MARIANNA ALEXANDER: That's correct.

21 CHAIRPERSON KALLOS: So, it seems like
22 the core survey information, the-the surveys
23 themselves for each agency should be included, and
24 what is the current-when Citizens Budget Commission
25 when you released your survey results what type of

2 information—you released information by zip code, is
3 that correct or you—you—you have the findings by
4 race, gender, ethnicity and zip code?

5 MARIANNA ALEXANDER: By community board
6 or community district.

7 CHAIRPERSON KALLOS: Community District.
8 In current medical surveys, how is the information
9 broken down based on current academic standards.

10 LINDSAY GRAHAM: So, I am definitely not
11 an expert on medical studies. I'm not a doctor, but
12 I will say that when the Academy looks at data, we
13 are increasingly using the neighborhood tabulation
14 areas because they're a smaller unit of geography
15 than the community boards. So, while the city is
16 organized by community boards, and a lot of people
17 identify as being part of a particular community
18 board and it's a convenient unit of analysis,
19 neighborhood tabulation areas are a little bit
20 smaller. So you can see the nuances between a
21 certain part of one community board and a part of,
22 you know, the same community board, but where there
23 may be different populations residing.

24 CHAIRPERSON KALLOS: I know that there is
25 a report because of a unit that breaks down some of

2 the-some of the budget information and some of the
3 performance information based on community district.

4 So, I believe we might want to tie that into the MMR
5 a little bit more clearly, as well as including the
6 surveys and also including the results of as much as
7 possible, and then actually asking them to describe
8 the methodology on how they collect it and whether it
9 was as-as you did in your Citizens Budget Commission
10 Report. You actually said we-we we mailed a letter
11 to 75,000 randomly sampled households versus we paid
12 somebody to walk around once a month and take survey
13 of the street conditions and so on and so forth.

14 [pause] I think one of the items that you've brought
15 in terms of your third recommendation I think is
16 something that we're hoping to do more moving forward
17 with is based on feedback from the two chairs of
18 similar committees, try to make sure that the Mayor's
19 Management Report actually gets specific attention
20 with the committee by committee response to that.

21 The committee is act- Sorry. So that agencies
22 actually have to respond, and that we'll also
23 consider whether or not we can encourage the [door
24 bangs] committee-committee chairs and counsels to do
25 follow-ups this year to the various agencies asking

2 them to respond to concerns that may be brought to
3 their attention in the reports as we're negotiation
4 several pieces of legislation. [pause] How would
5 you alter some of the—the MMR with regards to
6 demographics and geography?

7 MARIANNA ALEXANDER: Well, I think
8 currently the MMR doesn't do much to report
9 differences based on—on geography—, and I think that
10 that is a really important aspect to all of this. I
11 think that the survey, and one of the more
12 interesting things coming out of the survey was the
13 discrepancy between different community districts,
14 and particularly for an administration that has
15 rightly prioritized equitable distribution of city
16 services. I think that that makes a lot of sense.

17 CHAIRPERSON KALLOS: And so we—we had
18 willingness from the Acting Director of the Mayor's
19 Office of Operations to work with Citizens Budget
20 Commission. Will you send them a copy of your
21 report? Will you send them a copy of the underlying
22 data and breakdown so that they can try to see why
23 your survey is finding drastically different results
24 than their core ratings?

2 MARIANNA ALEXANDER: Yes, I certainly
3 will.

4 CHAIRPERSON KALLOS: Great, and do you
5 believe that if we had performance budgeting as has
6 been intended by the New York City Charter, where we
7 actually tied cleaner streets or affordable housing
8 or Pre-K seats or any of the Mayor's goals to how
9 much money we're spending on them that the rating for
10 how we are spending tax dollars might be higher?

11 MARIANNA ALEXANDER: I mean I think there
12 certainly is progress towards that goal being made,
13 but I—you rightly focused on kind of the datedness of
14 how spending is currently reported, and that is an
15 OMB, you know, report to—to address that. So, I
16 think more could be done.

17 CHAIRPERSON KALLOS: Perfect. I want to
18 thank the Citizens Budget Commission for your ongoing
19 advocacy around customer service and making sure that
20 the city is actually governing based on people's
21 lived experience as well as spending, and making sure
22 we're being responsible with tax dollars. I want to
23 welcome the New York Academy of Medicine to the
24 Governmental Operations Committee. I look forward to
25 working with you to restoring the Age-Friendly NYC to

2 the Mayor's Management Report along with our Chair of
3 Aging. If anyone has additional testimony, please
4 feel free to send it by midnight on October 18, 2017
5 to policy@benkallos and I hereby adjoin-adjourn this
6 committee hearing. [gavel]

7 MARIANNA ALEXANDER:

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C E R T I F I C A T E

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



Date October 24, 2017~~<INSERT TRANSCRIPTION~~

~~DATE~~ _____