

# PRELIMINARY MAYOR'S MANAGEMENT REPORT

February 2022

The City of New York  
Mayor Eric L. Adams

Lorraine Grillo  
First Deputy Mayor

Daniel Steinberg, Director  
Mayor's Office of Operations



**NYC**





The background of the entire page is a dark blue color with a large, faint, light blue watermark of the Seal of the City of New York. The seal features an eagle with wings spread, perched atop a shield. The shield is supported by two figures: a Native American on the left and a European on the right. The shield is inscribed with the date '1625'. The entire seal is encircled by a laurel wreath and the Latin motto 'SIGILLUM CIVITATIS NOVI EBORACI'.

Preliminary Fiscal 2022

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# INTRODUCTION

## PRELIMINARY MAYOR'S MANAGEMENT REPORT

As mandated by Section 12 of the New York City Charter, the Mayor reports to the public and the City Council twice yearly on the performance of municipal agencies in delivering services. The Preliminary Mayor's Management Report (PMMR) covers performance for the first four months of the fiscal year, from July through October. The annual Mayor's Management Report (MMR) covers the 12-month fiscal year period, from July through June. The Charter provisions governing the submission of the PMMR/MMR can be viewed on the Mayor's Office of Operations' website at [www.nyc.gov/mmr](http://www.nyc.gov/mmr).

The PMMR and MMR cover the operations of City agencies that report directly to the Mayor. Three additional non-Mayoral agencies are included, for a total of 45 agencies and organizations. Activities that have direct impact on New Yorkers—including the provision of support services to other agencies—are the focus of the report. A set of services is listed at the beginning of each agency chapter. Within each service area, goals articulate the agency's aspirations. The services and goals were developed through collaboration between the Mayor's Office of Operations and the senior leadership of each agency.

The "Performance Indicators" tables contain the following information for the measurements of each agency's goals:

1. In the PMMR, results are shown for the first four months of the current and preceding fiscal years, in addition to three previous full fiscal years. In the MMR, the most recent five full fiscal years of data are presented.
2. A star designation (★) showing which indicators are deemed critical.
3. Numeric targets, if appropriate, allowing for the comparison of actual performance against these projected levels of service. Targets for the next year are set initially in the PMMR based on the City's preliminary budget and are later updated in the MMR, if necessary, based on the adopted budget or revised performance expectations.

Because resources affect an agency's ability to perform, the PMMR and MMR also present, for each agency, an overview of resources used and resources projected for use including personnel, overtime, expenditures, revenues and capital commitments. Additionally, spending and budget information are provided by budgetary unit of appropriation, and, where possible, are shown in relationship to an agency's goals.

Each agency chapter also contains information regarding how well the agency is serving its customers including timeliness in responding to e-mail, letters and service requests made through the City's 311 Customer Service Center.

At the end of each chapter there is a "Noteworthy Changes, Additions or Deletions" section where important changes are noted, including updates and corrections to information presented in previous reports.

"Additional Resources" provides the full Internet addresses of links to additional agency information and statistics, including the agency's website.

A User's Guide identifies and describes each component of an agency's chapter.

The PMMR/MMR is available in an interactive web version and in the form of a printable book. Both versions can be viewed at [www.nyc.gov/mmr](http://www.nyc.gov/mmr).

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

1. Definitions for each agency performance indicator including the data source.
2. An archive of previously released reports dating back to Fiscal 1997.

PMMR/MMR data for performance indicators and resource indicators can also be found on NYC Open Data (<https://opendata.cityofnewyork.us/>).

Community-level information for selected performance measures in the MMR, disaggregated by local service district (community district, police precinct or school district), is available through the "Mapping" tab of the Citywide Performance Reporting (CPR) website at: <https://www1.nyc.gov/site/cpr/mapping/performance-mapping-report.page>.

Additionally in CPR, users can select data for any month from Fiscal 2003, where available, to the current fiscal year. CPR allows users to see long-term trends for the entire period selected. Further, CPR is updated every month on the first day of the month, making indicators available more frequently than the twice-yearly PMMR/MMR cycle. Visit the CPR website at [www.nyc.gov/cpr](http://www.nyc.gov/cpr) (<https://www1.nyc.gov/site/cpr/agency-performance/agency-performance-reports.page>).





# **Collaborating to Deliver Results**



# COVID-19 RESPONSE & RECOVERY

## INTRODUCTION

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

From the beginning of the COVID-19 crisis, New York City made a decision to focus on the science and to have a data-driven response. The City deployed a wide array of public health measures, including education and critical outreach campaigns; distribution of vital supplies such as masks; placement of large numbers of testing and vaccination sites throughout the city; mobilization of contact tracers and take care ambassadors; and constant response and recovery programs. The City monitored the evolving science around COVID-19 to implement and continuously expand proven methods for preventing and combatting the disease. These methods, put in place throughout the City, included social distancing, testing, and contact tracing—and eventually, vaccination. With this multiagency approach, the City administered over 12.6 million vaccine doses from the first vaccination dose on December 14, 2020 through October 31, 2021.

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

This chapter provides a summary of the City’s COVID-19 response through the PMMR reporting period of July 1, 2021 through October 31, 2021. It cannot fully capture the rapid and complex nature of the efforts, but it lays out key aspects of the City’s response during this time. It is important to note that due to the public health implications of this health crisis, we have included some information outside of the traditional reporting period to provide for a more accurate and complete accounting. In addition, there are installments of this chapter in the Fiscal 2020 Mayor’s Management Report, the Fiscal 2021 Preliminary Mayor’s Management Report, and the Fiscal 2021 Mayor’s Management Report. These installments have additional information and context pertinent to their reporting periods.

## FRONT LINE HEALTH RESPONSE

From July 1, 2021 through October 31, 2021, the City experienced 128,987 confirmed cases of COVID-19 and 38,914 probable cases, for a total of 167,901 total cases. A confirmed case is a positive result from a molecular test (PCR/nucleic acid amplification test/diagnostic test). A probable case is defined as either a positive antigen test result; a person who has symptoms and was exposed to a confirmed case; or a person who has died whose cause of death on their death certificate is “COVID-19” or an equivalent, although a positive molecular test is not on record.

In 2021, DOHMH facilitated contracts with community- and faith-based organizations in support of vaccine outreach. Between July 1, 2021 and September 29, 2021, contracted CBOs did the following:

- Made 145,669 vaccine referrals and 12,610 referrals to other health and social services
- Provided 679,040 people with vaccine navigation services or information
- Held 318 community conversations attended by 39,534 people
- Engaged 738,889 community members at 5,058 in-person events
- Engaged 17,432 community members at 432 virtual events
- Made 5,768 social media posts
- Reached 6,302,679 people through tailored messaging materials via phone, text, email and social media
- Distributed 1,125,382 pieces of educational literature

On September 29, 2021, DOHMH launched the Public Health Corps, a cadre of anti-racist public health workers. Between launch and October 31, 2021, Public Health Corps partners continued this critical work:

- Made 81,358 vaccine referrals and 15,035 referrals to other health and social services
- Provided 481,857 people with vaccine navigation services or information
- Held 294 community conversations attended by 121,443 people
- Engaged 301,354 community members at 2,541 in-person events
- Engaged 10,024 community members at 150 virtual events
- Made 3,163 social media posts
- Reached 2,743,690 people through tailored messaging materials via phone, text, email and social media
- Distributed 570,321 pieces of educational literature

To educate City residents about COVID-19, testing, and vaccines, the New York City Department of Health and Mental Hygiene (DOHMH) disseminated messages to New Yorkers through many forms of media to educate the public on the health impacts of the pandemic, as well as to mitigate risk, stigma, and fear. DOHMH developed and issued more than 128 guidance documents, many that are still routinely updated, including fact sheets, FAQs, presentations and guides for the general public as well as sector-specific materials, that were translated into at least 13 and in some cases up to 26 languages, and printed and distributed more than one million copies of these messages. DOHMH also invested more than \$108 million in citywide, multilingual, multi-media campaigns in subways, buses, neighborhood businesses including laundromats, bodegas, supermarkets, billboards, murals, NYC Link kiosks, digital/online, newspapers, television, and radio—promoting key prevention measures to prevent the spread of COVID-19 as well as the COVID-19 vaccine campaign. The press office also responded to thousands of media requests from local and national press corps, yielding millions of dollars of earned media coverage.

DOHMH also provided coronavirus resources in multiple languages, including through a specially created COVID Call Line. This call center fielded a total of 218,093 calls. Of the total number of calls, more than half were outbound calls, 137,347, to encourage vaccination and provide information on available services.

As the initial waves of the COVID pandemic waned in mid-late 2021, the Office of Chief Medical Examiner (OCME) continued to deal with a significant, sustained excess mortality across the five boroughs of NYC which persists to date. Although OCME fully demobilized its disaster mortuaries and the South Brooklyn Marine Terminal long-term storage facility by the fall of 2021 as planned, emergence of the Omicron variant of SARS-CoV-2 required OCME to augment its fixed facility mortuary operations and storage capabilities by year's end. Aside from OCME's responsibility for the investigation of sudden, unexpected or violent deaths, the agency serves as the City's mortuary which was needed to provide additional decedent storage for decompression of hospital morgues as well as for the increased numbers of deaths occurring in New Yorkers' homes. The OCME established additional decedent storage at both its Queens and Brooklyn Forensic Pathology Centers, placed additional Medical Examiner Transportation Teams on duty with the assistance of the New York State National Guard and stood up additional Investigation teams composed of Medical Examiners and laboratory scientists to accommodate the excess case volume. OCME continues to play the lead role in fatality management for the COVID-19 pandemic, the largest mass fatality event in modern history.

The New York City Economic Development Corporation continued to support the City's pandemic recovery efforts during the first four months of Fiscal 2022. In September 2021, NYCEDC joined the Mayor and DOHMH in announcing the selection of Columbia University with key partner CUNY Graduate School of Public Health to launch and operate the Pandemic Response Institute (PRI). The PRI will be dedicated to preparing New York City for future health emergencies and epidemics in an effective and equitable manner, while positioning the City as a global leader in public health emergency response. NYCEDC also announced a \$50 million expansion to the BioBAT at the Brooklyn Army Terminal, a life sciences incubator led by the Research Foundation for SUNY, to expand their lab space and accelerate the development of the life sciences industry in New York City. The \$50 million investment comes as part of the City's \$1 billion commitment to the life sciences industry through NYCEDC's LifeSci NYC program, which will play an integral role in positioning New York City as a global leader in biomedical research and public health.

In an effort to stay ahead of COVID-19 virus variants, the Health Department's Public Health Laboratory (PHL) increased sequencing capacity and is coordinating data with the Pandemic Response Lab and relevant partners. As of November 17, 2021, DOHMH through its Public Health Laboratory (PHL) performed testing on 5,940 specimens from OCME, 30,700 specimens from the Department of Homeless Services, and 245,000 Quickie COVID-19 Express specimens. Since October 2021, the volume of specimens tested at the COVID-19 Express labs has been steadily increasing with approximately 4,000 specimens being tested weekly in December 2021.

Together with the PRL, PRL and PHL have successfully sequenced over 41,000 specimens as of December 17, 2021. On December 2, 2021, PHL was one of the first laboratories in the country to identify the recently emerged Omicron variant.

To support PPE shortages in the healthcare system, DOHMH supported the citywide PPE Service Center which distributed 24 million facemasks, 9 million gloves, 2.3 million N95 respirator masks, 1.6 million gowns, and approximately 3 million units of other items to 135 healthcare facilities in all five boroughs from July 1, 2021, to October 31, 2021.

## **VACCINE FOR ALL**

In January 2021, DOHMH and the TRIE co-developed the COVID-19 Vaccine Equity Strategy, the citywide strategy meant to promote equity across all aspects of the COVID-19 vaccination program. This strategic plan laid out steps to ensure that (1) vaccines are equitably accessible, (2) strategies to promote vaccine uptake account for cultural and racial diversity, (3) vaccination rates and outcomes expected from vaccination are equitably distributed, and (4) the City took steps to dismantle oppressive and harmful systems that were identified during the ongoing work of the vaccination program. The work of the COVID-19 Vaccine Equity Strategy was not completed by a single office, or agency, but was instead a collaborative effort involving many agencies and offices.

DOHMH led efforts to ensure that vaccination rates in TRIE neighborhoods would be within 10% of the rate in non-TRIE neighborhoods. Within the reporting period, 70% of TRIE neighborhood residents received at least 1 COVID-19 dose, compared to 76% of non-TRIE neighborhood residents, bringing the period to a close having met this goal. This metric required immense effort across the city to disaggregate both our data and our outreach and engagement strategies by race and ethnicity, to reach veteran, LGBTQ, disability, homeless, immigrant, faith, and other communities, and to partner with trusted community members to deliver accurate, up-to-date information about the COVID-19 vaccines to their communities and to ensure that DOHMH heard from community members about their needs. Some examples of DOHMH's efforts are provided below:

- All vaccination sites were made more accessible for people with disabilities. In collaboration with the Mayor’s Office for People with Disabilities, Department of Information Technology and Telecommunications, the Law Department, and the Vaccine Command Center, DOHMH ensured that all communications materials were accessible for people with disabilities and that people with disabilities could easily request accommodations to visit a vaccination site. 796 accommodations were fulfilled during the reporting period that were arranged through DOHMH’s accommodations scheduling system.
- DOHMH identified and responded to mis- and disinformation by conducting surveillance across media and social media to identify emerging and trending mis- and disinformation, bringing together a multidisciplinary team to assess the impact of this mis- and disinformation, and developing tailored, in-language responses.
- The TRIE Vaccine Equity Subcommittee met weekly to provide input on vaccine program planning, communications, and outreach to ensure alignment with the Vaccine Equity Strategy.

Administration of vaccine doses was facilitated by enhancements made to DOHMH’s Citywide Immunization Registry (CIR), which is used to capture immunizations administered in NYC. CIR was expanded to include an online application used to enroll health care facilities in NYC’s COVID-19 vaccine program. As of November 3, 2021, 2,050 providers were registered, representing more than 3,185 vaccination locations. To achieve this level of participation, 15 webinars and three feedback surveys were conducted to assist providers with enrollment, vaccine management and clinical operations.

Helping New Yorkers find vaccines was facilitated using the interactive online NYC COVID-19 Vaccine Finder. Over 995 unique sites were added to the NYC Vaccine Finder between July 1, 2021, and October 31, 2021, including those operated by the city and state government, chain and independent pharmacies, community health centers, private providers and pop-up locations.

In December 2020, the Mayor’s Office created the NYC COVID-19 Vaccine Command Center (VCC), an interagency effort to facilitate, coordinate, and promote the equitable distribution of vaccines throughout the City. As of October 31, 2021, VCC and DOHMH have worked with providers to administer more than 12 million doses, including more than 20,000+ through a City-run in-home vaccination program. The VCC worked with NYCEM, DOHMH and Health + Hospitals to create 60 fixed vaccination sites and more than 40 mobile teams that conduct pop-up vaccination events at over 100 locations per week. The City also conducted outreach about vaccines at over 5,500 outreach events and across 4.5 million outbound calls to NYC residents. Thanks to these efforts, nearly 96% of adults and 65% of eligible children have received at least one dose, outpacing the national rate.

DOHMH COVID-19 Points of Dispensing (PODs) or Vaccination Hubs were initiated on January 5, 2021 with three sites, expanding quickly to approximately 30 sites by February 2021. By October 31, 2021 1.36 million vaccinations were administered at these sites.

DOHMH conducted extensive vaccine handling and supply operations to support its own PODS and other providers. Between July 1, 2021, and October 31, 2021, DOHMH:

- Received and stored 127,120 doses of Pfizer, Moderna, and J&J vaccine
- Packed and shipped 95,460 doses of vaccine in 446 deliveries to PODs and other providers without loss of a single vial due to temperature excursions or handling issues
- Filled over 22 supply requests

In support of NYC’s in-home vaccination program, between June 7, 2021, and December 13, 2021, DOHMH nurses called over 103,000 highly vulnerable New Yorkers to provide information about the COVID-19 vaccine, address questions, and book vaccine appointments. Calls have resulted in more than 34,000 conversations to build vaccine confidence and 2,200 sign-ups for in-home vaccination appointments. From the program’s launch through October 31, 2021, 43,394 at-home vaccination doses have been administered.

When the Centers for Disease Control and Prevention (CDC) Federal Pharmacy Partnership Program for Long Term Care Facilities (LTCFs) ended on February 21, 2021, DOHMH’s Vaccine Operations Center (VOC) worked with long-term care pharmacies and community vaccinators to ensure a seamless transition of access to vaccine for LTCF residents and

staff. From the conclusion of the federal program through October 31, 2021, resident vaccination in nursing homes increased from 66 percent to 86 percent while staff vaccination increased from 45 percent to 98 percent. Resident vaccination in adult care facilities increased from 83 percent to 91 percent while staff vaccination increased from 60 percent to 98 percent.

In congregate settings, including group homes for people living with developmental disabilities, behavioral health supportive housing and congregate treatment centers for people living with substance use disorder, the majority of sites were paired with long term care pharmacies and other healthcare providers to provide their primary vaccine series. Approximately 1,112 staff and residents were vaccinated through DOHMH’s on-site vaccination program. Notably 89 percent of residents living in group homes for people living with disabilities have been vaccinated—a significant accomplishment given the risk to these residents and the high rate of transmission observed in these settings.

To assure New Yorkers that vaccination remains safe, DOHMH monitors weekly reports received from the U.S. Food and Drug Administration/CDC Vaccine Adverse Events Reporting System (VAERS). From December 18, 2020, through October 29, 2021, a total of 11,906 VAERS reports were received about individuals living in NYC. Of these reports, 781 (7 percent) were classified as serious incidents, and 11,125 (93 percent) as non-serious incidents.

In June 2020, DOHMH created the Congregate Settings Investigations and Response Unit (CSIRU). This unit coordinates with federal, state, and local agencies to conduct COVID-19 outbreak detection and response in congregate settings in the City to reduce overall COVID-19 mortality and morbidity among vulnerable populations. From July 1, 2021 through October 31, 2021, DOHMH investigated and responded to 3,440 cases and identified 1,614 contacts and 448 clusters across 369 facilities. In addition, DOHMH coordinated 32,722 diagnostic COVID-19 tests at 659 facilities and vaccinated more than 2,497 residents and 653 staff across sites. DOHMH provided Infection Prevention and Control (IPC) training and 57 vaccine education events to staff and residents across 45 congregate residential facilities. DOHMH also conducted 852 investigations of vaccine breakthrough cases, 137 re-infection cases, and 130 cases that were both re-infection and vaccine breakthrough.

To support enthusiasm for the available COVID-19 vaccine, the City was able to offer incentives. The incentive program began with tickets to local New York City attractions to cultural attractions. The program has grown to include \$100 for every first dose that can be redeemed digitally, picked up in person, or received via mail. As of October 31, over 345,000 individuals redeemed a \$100 vaccine incentive. The City is also offering referral incentives to Community Based Organizations, faith organizations, and businesses to empower them to serve as a trusted voice. As of October 31, \$909,000 has been paid to 62 organizations, with 26 of those organizations receiving the maximum of \$20,000 for their participation.

## Summary: People Vaccinated and Doses Administered

*This table shows how many NYC residents have been vaccinated citywide and by borough, and how many doses have been administered in NYC.*

*Data as of 2/17/2022.*

### Total NYC residents vaccinated All Ages

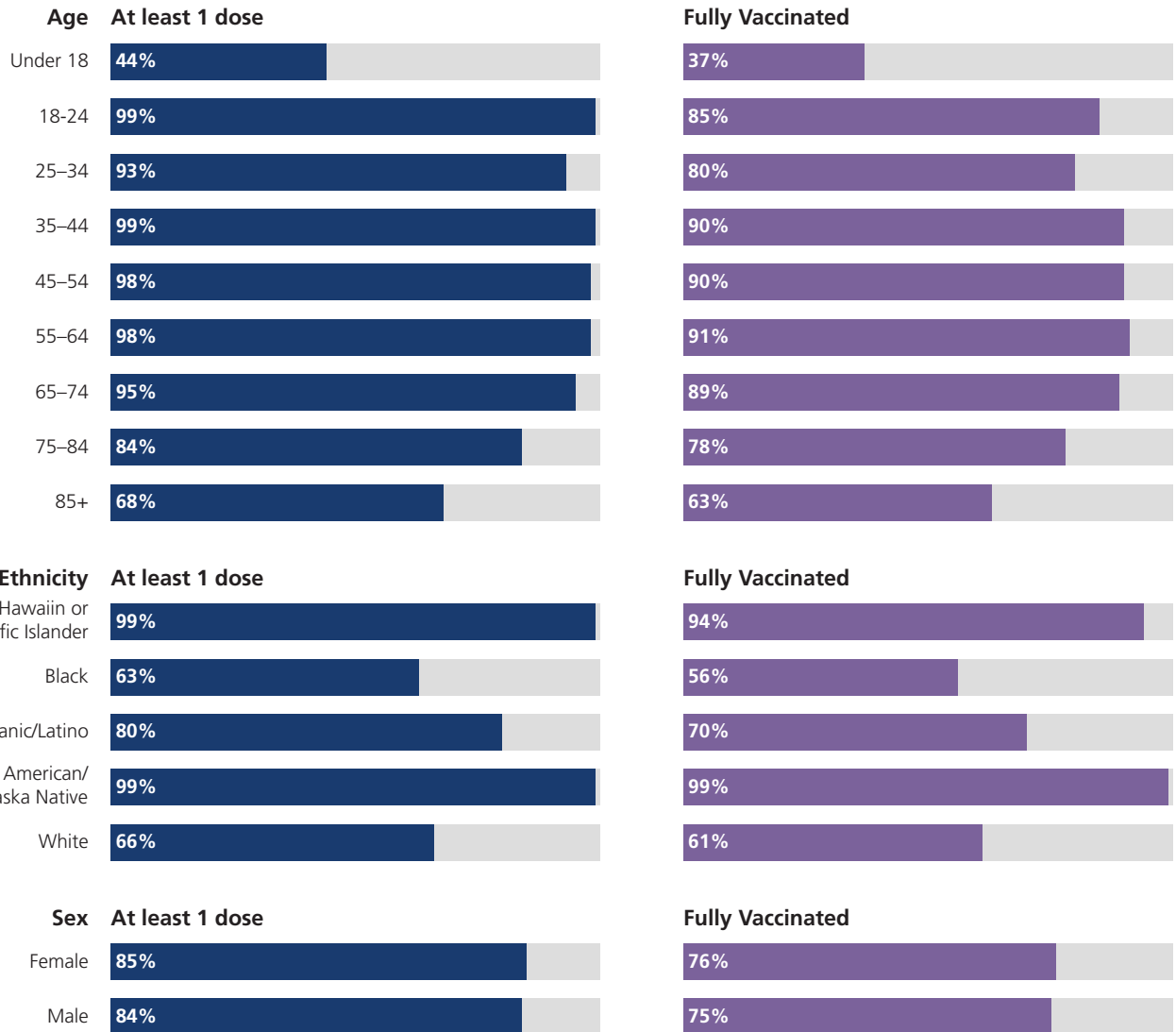
Borough	Population	At Least 1 Dose	At Least 1 Dose (%)	Fully Vaccinated	Fully Vaccinated (%)
Citywide	8,336,817	7,103,580	85%	6,344,966	76%
Bronx	1,418,207	1,145,525	81%	1,016,851	72%
Brooklyn	2,559,903	1,985,346	78%	1,785,167	70%
Manhattan	1,628,706	1,529,892	94%	1,320,709	81%
Queens	2,253,858	2,065,034	92%	1,875,249	83%
Staten Island	476,143	377,783	79%	346,990	73%

# Vaccinations by Demographic Group

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

Data as of 2/17/2022.

## NYC Residents Vaccinated



Only residents 12 and older are eligible for vaccination

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

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



## TEST AND TRACE

The New York City Test & Trace Corps formally launched on June 1, 2020, with the goal of slowing the spread of COVID-19 by breaking the chains of transmission and focusing on areas of New York City that were especially devastated by the pandemic. Since then, the City has established the largest public, no-cost testing apparatus in the nation. NYC has provided over 10 million tests to New York City with a focus on regions of the City that had been especially hard-hit by the pandemic. One million of these tests were performed in the 2022 school year, and an additional 15 million at-home test kits have been provided to schools to support the Stay Safe, Stay in School initiative since January 2022, which ensures all students and staff who are symptomatic or exposed to COVID-19 can be provided immediately with a rapid diagnostic test. During the Omicron surge, NYC Test & Trace Corps tripled their mobile and brick & mortar testing capacity and ran over 200 individual testing sites daily.

NYC Test & Trace Corp also carries out one of the largest contact tracing efforts in modern history. At its height, the program was comprised of over 4,000 contact tracers and it currently employs approximately 2,000. Contact tracers work to identify cases (people known or presumed to have COVID-19), trace their contacts (people they were in contact with who might have been exposed to COVID-19), recommend isolation or quarantine, and assist with the provision of resources. In addition, contact tracers provide education, support individuals in isolation or quarantine by evaluating their needs for supportive services, and let individuals in isolation or quarantine know when they can leave.

The Trace Program constantly evolves as the pandemic evolves. Examples of its evolution include the City's special contact tracing efforts (e.g., accelerated contact tracing, community engagement, information gathering, home specimen collection, the investigation of facility exposures, and shifting to SMS-based exposure notification during the Omicron surge). Tracing will continue to shift as transmission declines, widespread vaccination continues, and new, effective treatments become approved. Since April 2021, tracers have been able to screen and connect patients to monoclonal antibody treatment (mAb) and in 2022 can now connect patients to oral antiviral treatments in order to reduce the risk of severe infection. The Trace Program is voluntary, and many New Yorkers have chosen to participate as a result of their interactions with the contact tracers. Through early December 2021, tracers regularly reached nearly 90% of all cases, identifying over 1.3 million close contacts from over 1 million cases. In addition, 98 percent of cases and 94 percent of contacts consistently reported having not left their homes since the last time they spoke with a contact tracer.

In addition, Test & Trace implemented text outreach to cases and close contacts in response to the Omicron surge in late December 2021. Since then, the program has sent over 770,000 texts, including 458,000 to cases and 315,000 to contacts, and created an Exposure Guidance Tool to make sure those exposed are quickly connected to critical healthcare and quarantine resources. Through the Take Care initiative, NYC Test & Trace Corps ensures that anyone who tests positive for COVID-19 and their close contacts have the resources needed to safely separate in a hotel, free of charge, or at home, to help prevent the spread of the virus. To date, over 31,000 people have used the hotel program and over 356,00 referrals for resources to assist in isolation and quarantine have been made.

The NYC Test & Trace Corps continues to expand and refine our AfterCare program to support New Yorkers living with the long-term effects of COVID-19. The initiative, which is housed in the Take Care program, leverages the City's wide-ranging resources to help Test & Trace clients cope with the far-reaching impact of COVID-19 on all aspects of life. An estimated 10 percent of people with COVID-19 experience "Long COVID," a collection of symptoms that develop during or following a confirmed or suspected case of COVID-19, that continue for weeks or months afterward. AfterCare connects Test & Trace clients with ongoing health and social needs to the full range of resources and referrals relating to Long COVID, including NYC Health + Hospitals COVID-19 Centers of Excellence. These centers provide assistance in the areas of physical health, mental health, community support, and financial support, such as paid sick leave. The final of the three Centers of Excellence was opened on February 14th, 2022.

NYC Test and Trace Corps also operates three mass vaccination (24/7) sites in three boroughs, Bathgate, Brooklyn Army Terminal, and Citi Field. Citi Field is the most popular City-run site in New York City and has administered over 286,000 doses between February 2021 through early February 2022. This is an average of approximately 1,200 doses per day.

Together with over 1,300 community partners in every neighborhood of the city, the NYC Test & Trace's outreach arm has had over 10 million conversations with New Yorkers about COVID-19 prevention, Key to NYC enforcement, and vaccination via street outreach and community engagement. To date, roughly 180,000 canvassers have distributed over 40 million masks and 12 million pieces of literature.

## EDUCATION

After extensive efforts to ensure the health and safety of its students and staff, the City opened its school buildings in September 2021 for a full return to in-person learning. Multi-layered measures implemented by the NYC Department of Education have made schools some of the safest places to be during the COVID-19 pandemic. The Healthy and Safety protocols for the 2021–2022 school year are based on guidance from the CDC, the New York State Education Department (NYSED), and guidance from public health experts at DOHMH.

All DOE staff and contractors in our buildings were required to have their first dose of the vaccination by September 27, 2021. Daily health screenings are required for admittance to DOE buildings and must be completed at home prior to the school day. Protective face coverings have been required for all people inside and outside of DOE buildings, including all students and staff, regardless of vaccination status. Following CDC and NYSED guidance, schools provide three feet of physical distancing where possible. In addition to these measures, improved ventilation, a focus on hygiene, testing and surveillance ensures multiple layers of safety. Surveillance is conducted by the Situation Room, which provides schools with support, communications to families, and monitoring for instances of widespread in-school transmission that would result in a school closure.

For the resumption of classes on January 3, 2022 after the holiday break, and during the Omicron variant surge of cases, the DOE's Stay Safe, Stay Open plan implemented additional protective steps. The plan included doubling the number of individuals tested in each school by testing both unvaccinated students and vaccinated students, as well as staff. Every student and adult in a classroom with a positive case received an at-home rapid test kit. Students who are asymptomatic do not need to quarantine and can continue attending school. This policy is more expansive than the CDC's quarantine policy, which applies only to close contacts. The DOE sourced approximately two and a half million at-home rapid test kits, in addition to the one million test kits provided by New York State.

To support students returning to in-person learning, the DOE's plan for academic recovery included an investment in literacy and math screening as well as interventions for students. The academic screeners identify risk for dyslexia, as well as other challenges and print-based disabilities, and schools implement intervention plans based on the results. Because the COVID-19 pandemic has had a disproportionate impact on our students with disabilities, we have made resources available to better support students with Individualized Education Programs (IEPs), including afterschool and Saturday programs for all students with IEPs to receive additional instruction and related services.

Children in every community have experienced trauma caused by the COVID-19 pandemic, so a successful academic recovery requires that the emotional and mental health needs of students are taken care of. The DOE has made significant investments to support students, including hiring over 400 social workers to guarantee that every school has resources to support students who may be in crisis. In addition, we created new community schools in partnership with community-based organizations to provide expanded social, emotional, academic, and extracurricular services to students in the highest need communities. Moreover, a social-emotional screening tool helped to identify students in need and quickly matched them with services.

## SAFEGUARDING OUR MOST VULNERABLE

In December 2021, Small Business Services (SBS) announced a \$100 million New York City Small Business Resilience Grant to provide immediate funding to small businesses in the arts, entertainment, recreation, accommodation, and food sectors and in low to moderate income communities to help them recover from the pandemic. Eligible businesses can apply to receive a \$10,000 grant. The grant can be used for payroll and benefits, mortgage, rent, utilities, and other operating costs.

The NYC Small Business Resilience Grant builds on this financial support through a program intentionally designed to reach the communities and sectors hardest hit by COVID-19. SBS is partnering with the Asian American Federation, Brooklyn Chamber of Commerce, Bronx Chamber of Commerce, Business Outreach Center Network/BOC Capital Corp., Carver Community Development Corporation, LISC, Manhattan Chamber of Commerce, NYS Latino Restaurant & Nightlife Association, Queens Chamber of Commerce, Renaissance Economic Development Corporation, Staten Island Chamber of Commerce, and the United Way of New York City to reach small business owners across neighborhoods and communities in NYC's five boroughs.

The grant is the latest critical component of the City's response to the needs of small businesses during the pandemic. Additionally, SBS also released the report, Supporting NYC Small Business Recovery and Growth describing the agency's rapid response and mobilization during the pandemic to create a Small Business Recovery Plan, focused on promoting equitable economic growth, lowering operating costs, cutting red tape, and helping businesses to increase revenue through innovation. In the execution of this plan, SBS helped businesses to stay resilient by providing over 337,000 services to small businesses, including handling more than 75,000 calls to its hotline, visiting over 175 commercial corridors, and hosting 865 webinars to some 56,800 attendees. Since March 2020, SBS has also helped more than 10,000 businesses connect to \$623 million in local, state, federal, and private funding to weather the crisis and build back stronger.

The Administration and New York City Council are in the process of making Open Restaurants a permanent program. The Department of Transportation (DOT) and the Department of City Planning (DCP) jointly announced in Fall 2021 the design engagement process to pursue this path. The permanency of this program will also require the passage of zoning legislation by the City Council. DOT and the Department of Environmental Protection (DEP) will continue to engage the public on the proposed design rules through in-person and remote roundtables across the City through Winter 2022. These discussions will offer opportunities for New Yorkers to share their thoughts on how Open Restaurant structures should be designed to ensure that the final program rules balance creativity, feasibility and cost as they seek to enhance comfort and safety for all New Yorkers.

The Regional Plan Association, Design Trust for Public Space and the Tri-State Transportation Campaign are also engaged in a stakeholder outreach process focusing on the challenges, needs, operation and policy goals associated with the permanent program. The completion of the design engagement process will be marked with the release of design guidelines in Spring 2022, detailing all the design parameters ahead of the application process. The permanent program is expected to launch in 2023 and will be managed by DOT.

On October 28 2020, the City announced the Open Storefronts program. It permits storefront businesses to use a portion of the sidewalk to display merchandise, sell goods, complete transactions, and provide queuing areas. Building on the success of the Open Restaurants and Open Streets programs, Open Storefronts provides safer spaces for small businesses to rebound in challenging economic times. This program was extended and currently ongoing.

## **KEY TO NYC**

On August 3, 2021, the City announced the nation's first vaccine mandate, making it mandatory for patrons of indoor dining, indoor fitness facilities, and indoor entertainment facilities to show proof of having completed at least one dose of an approved COVID-19 vaccine with enforcement beginning on September 13, 2021. On December 14, 2021, this policy expanded to include children 5 to 11. As of the time of this publication, everyone ages 5 and over must show proof of full vaccination at Key to NYC businesses.

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

People 18 years and older are also required to show identification along with their proof of vaccination. These requirements mean employees working at these locations must be vaccinated.

## ADDITIONAL RESOURCES

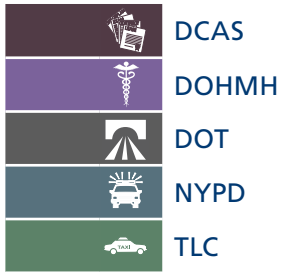
For additional information on items referenced in the narrative, go to:

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

## Collaborating to Deliver Results



### PARTNER AGENCIES & OFFICES



| Mayor's Office

The City launched Vision Zero in January 2014, recognizing that traffic crashes causing serious injury and death are not inevitable “accidents” but preventable incidents that can be systematically addressed and reduced. In partnership with the Mayor’s Office, City agencies are implementing 273 initiatives to advance this mission. Progress on each of these initiatives is updated in the annual [Vision Zero Report](#). The City’s investment in Vision Zero, funded with a total of \$4.5 billion through Fiscal 2025, has ensured resources will be available to continue an accelerated pace of redesign and reconstruction of City streets as well as for enforcement and education initiatives to deter unsafe driving and promote safe walking and biking.

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

This cross-agency collaboration has contributed to the successful implementation of key Vision Zero initiatives. The expansion of the speed camera program, the enactment of the 25 miles per hour default speed limit, targeted and data-driven enforcement of violations such as speeding and failure-to-yield to pedestrians, extensive public outreach and the legislative agenda to deter dangerous driving behaviors have all resulted from this close coordination. In Fiscal 2021 the City announced that speed limits would be lowered on 45 miles of major streets with some the highest rates of crashes across Brooklyn, Queens, the Bronx and Staten Island. Additionally, the City created 83 miles of Open Streets in Calendar 2020 and legislation was signed in May 2021 to make the program permanent.

In the first four months of Fiscal 2022, overall citywide traffic fatalities fell 0.9 percent, from 106 to 105. Fatalities among motor vehicle operators rose 23.1 percent, while fatalities among other modes fell. The largest declines were for passengers (46.2 percent) and bicyclists (18.2 percent). E-bikes and e-scooters are now included in a new “other motorized” category, and there were 7 such fatalities during the reporting period.

Traffic Fatalities	Actual					4-month Actual		PMMR FY21- FY22 % Change
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Total Fatalities	211	209	218	211	275	106	105	-0.9%
Pedestrians	132	107	120	107	123	42	40	-4.8%
Bicyclists	16	21	17	22	25	11	9	-18.2%
Motorcyclists	20	35	34	31	52	27	26	-3.7%
Motor Vehicle Operators	21	30	30	34	38	13	16	23.1%
Passengers	22	16	17	17	32	13	7	-46.2%
Other Motorized	N/A	N/A	N/A	N/A	5	N/A	7	N/A

Source: NYPD

## STREET DESIGN

DOT worked to make streets safer by implementing designs that simplify complex intersections, discourage speeding, slow down turns, provide bicycle lanes, make pedestrians and cyclists more visible and shorten pedestrian crossing distances at Vision Zero priority locations. During the reporting period DOT completed 39 street improvement projects at high crash locations, constructed 112 speed reducers, activated 270 leading pedestrian intervals, installed accessible pedestrian signals at 66 intersections, installed 31.5 bike lane miles, which includes 10.3 miles of protected bike lanes and installed 23.9 million linear feet of pavement safety markings.

During July to October 2021 DOT advanced work on all Vision Zero Great Streets projects:

- Queens Boulevard: In October 2021, the final segment of the operational project, Phase 4 (Yellowstone Boulevard to Union Turnpike), was substantially completed. Design on Phase A (Roosevelt Avenue to 73 St) and Phase B (73 St to Eliot Ave) of the capital project continued.
- Grand Concourse: Construction continues on Phase 4 (East 175th Street to East Fordham Road) and design continues on Phase 5 (East Fordham Road to East 198th Street). The Lower Grand Concourse (East 138th Street to East 161st Street) is in the scoping process.
- Atlantic Avenue: Construction of Phase 1 (Georgia Avenue to Logan Street) is complete. In October 2021, construction of Phase 2 (Logan Street to Rockaway Boulevard) began.
- 4th Avenue: DOT resurfaced the roadway over the summer and fall of 2021, and submitted plans and procured a contractor in preparation for capital work.
- Northern Boulevard: DOT's ongoing operational work continued on this corridor, with a new street improvement project between Broadway and 114th St. This project includes removal of rush hour regulations, consolidation of 11 paired bus stops on the Q66 line, installation of loading zones at select locations, and installation of painted curb extensions at every feasible location between 91st St and 112th St. DOT continued scoping for the capital project during July-Oct 2021.

## ENFORCEMENT

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

Each week at Traffic Safety Forum, NYPD's Chief of Transportation meets with NYPD executives to outline, review and manage NYPD's traffic program. During the first four months of Fiscal 2022, NYPD issued 35,726 speeding summonses and 9,934 failure to yield to pedestrian summonses, increases of 11 percent and 34 percent, respectively, from Fiscal

2021. NYPD also issued 702 violations of NYC Administrative Code 19-190—the “right of way law”—to drivers who struck a pedestrian or cyclist who had the legal right of way and made 9 arrests for these violations. NYPD has a total of 2,301 officers trained in LIDAR devices that measure speed and 661 LIDAR guns in service.

In the first four months of Fiscal 2022, TLC issued 7,552 Vision Zero summonses, including 732 speeding summonses, 466 summonses for distracted driving while using an electronic device, and 4,916 summonses for failure to stop at stop signs. TLC also enforces against bike lane obstruction by its driver licensees through both in-the-field enforcement and consumer complaints. Working with the public, TLC issues summonses in response to these complaints and fines drivers for this unsafe behavior, encouraging drivers to keep bike lanes clear and help ensure cyclists are safe.

## OUTREACH AND EDUCATION

The Vision Zero Street Teams integrate education and enforcement to discourage unsafe behavior on City streets. Teams of DOT and NYPD staff work together to identify corridors with significant crash history, along with the causes of those crashes. Staff then spend a week distributing fliers to pedestrians and drivers with safety tips about the most common causes of crashes in those corridors, followed by NYPD enforcement in the same area. In the first four months of Fiscal 2022 Street Teams continued to concentrate efforts on nine high-priority corridors.

Vision Zero also delivers safe-driving messaging and training to specific populations of drivers, such as for-hire vehicle drivers, City employee drivers and MTA bus operators. At the City level, DCAS has reinforced the safety message to City employees with 1,911 City drivers trained in defensive driving during the first four months of Fiscal 2022, a 42 percent increase from the comparable period in Fiscal 2021, bringing the total number of employees who have completed the day-long safety training to over 72,000 since the beginning of Vision Zero. Almost 90 percent of all non-emergency service drivers of City vehicles have gone through defensive driving training at least once. Before the pandemic DCAS ran these classes in person, but transitioned to an online program in summer 2020. Over 10,000 City drivers have taken the online classes and these will stay in place as in-class training resumes later in Calendar 2022. NYPD and FDNY provide driver training to all uniformed staff as part of orientation.

During the reporting period DCAS continued to work with DOT, BIC, TLC and MTA to share best practices and coordinate training themes for fleet operators. In September 2021 DCAS launched the “Make September Slowtember on the Roads” campaign with messaging to City vehicle drivers about the dangers of speeding, the automated enforcement program and real time speeding alerts through telematics.

DCAS participated in panels for several safety forums and events during the reporting period, including with Transportation Alternatives, Together for Safer Roads, the Vision Zero Network, the US DOT Volpe Center, the Federal Motor Carrier Safety Administration and NACTO. DCAS continued its work with partner cities across the globe, including planning a virtual fleet forum on safety and sustainability with London that will take place in Calendar 2022. The event will be the fifth time DCAS has participated in the London forum.

In September 2021 DCAS released the updated NYC Fleet Management Manual which outlines the steps the City is taking to improve road safety for its audience of fleet drivers and agency fleet managers.

TLC-authorized education providers offer in-person driver training and testing in compliance with State, City and TLC COVID-19 safety guidelines. The pre-licensure driver training offered by the nine authorized schools and 12 test centers includes a specialized Vision Zero curriculum developed for for-hire drivers that highlights important street safety information, such as road designs like bike lanes, high-risk driving behavior that can lead to crashes, and the crucial role that professional drivers play in promoting a culture of safe driving. With the safe operation of these training facilities, new applicants can pursue their TLC Driver License and receive crucial safe driving information. In October of 2021 TLC launched the Driver License Renewal Course that as of January 1, 2022 is required for all TLC drivers when they renew their license every three years. The course covers updated Vision Zero material and safe driving skills. Also in Fall 2021, TLC approved an additional school provider for the Distracted Driver Portable Electronic Device Course, giving another option to drivers who are required to take the course after being found guilty of using their phones, Bluetooth, or other devices while driving. The course presents the dangers of distracted driving, how to prevent unsafe behavior, and a review of TLC’s safety enforcement and point-based penalty programs.

The “Dusk and Darkness” campaign returned for a sixth year in Fiscal 2022. Based on a 2016 DOT and NYPD analysis of crash trends, it was found that the earlier onset of darkness in the fall and winter is correlated with a 40 percent increase in severe injury and fatal crashes involving pedestrians in the early evening hours compared to crashes during those same hours outside the fall and winter. In addition, there were twice as many fatal and severe injury crashes involving driver turns during these hours. In response, the Vision Zero Task Force developed this multiagency seasonal enforcement and education approach. NYPD focused additional enforcement resources on the most hazardous violations, including speeding and failure to yield to pedestrians, with precincts increasing their on-street presence around sunset hours.

## FLEETS

In the first four months of Fiscal 2022 DCAS continued installations of 63,000 vehicle safety devices in City vehicles, including vehicle telematics, truck sideguards, backup cameras, automatic braking, pedestrian avoidance systems, driver alerts and automatic headlights that were acquired at the end of Fiscal 2020 through new vehicle purchases and retrofits. DCAS has installed telematics in more than 12,500 City vehicles and over 10,800 school buses. DCAS has completed installations on DSNY light- and medium-duty vehicles and is working on a data integration project for heavy-duty vehicles that have already been outfitted for snowplow tracking.

These safety devices are investments designed to reduce collisions, improve training and driver awareness and lessen the impact of crashes that do happen. The Fleet Office of Realtime Tracking (FORT) and the monitoring of telematic fleet data for safety was featured in the summer 2021 edition of Fleet Vision International Magazine.

Through October 2021, the number of City vehicles with truck sideguards exceeded 3,800. The City’s rollout of sideguards is the biggest implementation in North America and DCAS continues to work with other public and private fleets and the National Side Guard Task Force to advocate for these lifesaving safety devices.

Progress was made during the reporting period on expanding sideguard requirements. Local Law 108 of 2021 passed in October 2021 and accelerated the timetable for outfitting City fleet vehicles and private waste hauling trucks with sideguards by one year to January 1, 2023. Trucks used under City contracts are also added to the scope starting in 2023, which is expected to affect over 1,000 City contracts and 5,600 trucks.

The Connected Vehicle Pilot met its goal of 3,000 installations in the Fiscal 2022 reporting period. This program is outlined in the Safe Fleet Transition Plan Update, prepared by DCAS in partnership with the U.S. Department of Transportation Volpe Center (Volpe). In July 2021, DCAS and DOT joined the Intelligent Transportation Society of America (ITS America), Federal Department of Transportation and New York University to present at the nationwide NYC Connected Vehicle Pilot Operational Capability Showcase.

DCAS and Together for Safer Roads continued to collaborate on a “Truck of the Future” pilot with other private fleets to test technologies to improve driver and road safety. During the remainder of Fiscal 2022 some Parks Department trucks will be fitted with integrated technology of surround cameras, telematics and predictive analysis tools to better identify vulnerable road users and methods and reduce interactions as part of this innovative pilot program.

During the reporting period DCAS registered a new five-year agreement with Volpe. This will allow expanded collaboration focusing on safety technology and vehicle design. Volpe will support the City’s efforts to have the safest fleet in the nation by reviewing vehicle specifications and providing research and advice on the implementation of high-vision truck cabs, pedestrian and bicyclist avoidance systems, automatic braking for larger vehicles and intelligent speed assistance.

NYC Fleet is making progress towards its safest-in-the nation goal by requiring high-vision truck cabs, where available. One of the biggest safety risks on our roads is line-of-sight restrictions for truck operators. For vehicles where high-vision cabs are not yet available, truck surround cameras and back up sensors can be installed. In the first four months of Fiscal 2022 DCAS reached 87 percent of the total phase one implementation.

In September 2021 DCAS hosted the 32nd Annual NYC Fleet Show after a one-year hiatus due to COVID-19. This outdoor event brought over 150 vendors and 700 guests to Flushing Meadows Corona Park to discover new vehicle designs, safety systems that protect vehicle operators and vulnerable road users, road barrier and beacon devices, collision avoidance technologies and micro mobility companies. The event also featured companies focused on sustainability and fleet electrification.



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

In Fall 2021, TLC relaunched an updated and improved distracted driving retraining course required for all drivers convicted of using an electronic device while driving for-hire. The course's new curriculum standards include an overview of the dangers of distracted driving, how to prevent this unsafe behavior and a review of safety enforcement and point-based penalty programs. Five education providers were approved to offer the course through an application, interview and teaching demonstration process established by TLC to ensure curriculum and teaching quality.

## DATA-DRIVEN SOLUTIONS

While the burden of traffic injury and death in the City is well established, many questions still remain related to how and why crashes happen and the effects of prevention efforts. Vision Zero agencies continue working to improve what they know about the circumstances of roadway crashes and learning from the data they collect to inform decision making. In the first four months of Fiscal 2022 the Vision Zero Data Working Group made progress on prioritizing research agenda questions and collaborating with academic partners such as University of Chicago and Columbia University. This work included advancing the Speed and Red-Light Camera & Driver Behavior Study, which aims to determine the impacts of speed and red-light cameras on driving behavior over time and to characterize repeat offenders across violations and involvement in traffic crashes.

SELECTED PERFORMANCE INDICATORS	Actual				4-month Actual		Target	
	FY18	FY19	FY20	FY21	FY21	FY22	FY21	FY22
Vision Zero-related moving summonses issued	715,637	715,329	551,645	307,783	84,080	113,374	*	*
- NYPD	698,709	696,012	537,742	298,377	84,078	105,822	*	*
- TLC	16,928	19,317	13,903	9,406	2	7,552	*	*
Speed boards deployed	94	70	64	16	0	64	*	*
Speed humps installed	409	318	112	104	5	112	250	250
Senior centers partnering with DOT to increase feedback on street safety improvements	170	188	114	82	15	47	*	*
Bicycle lane miles installed - total	70.5	67.5	82.4	65.3	26.3	31.5	50	50
Bicycle lane miles installed - protected	23.9	20.2	21	29.2	13	10.3	*	*
Leading pedestrian intervals installed (signal timing that allows pedestrians to start crossing before traffic is released)	749	1121	819	256	69	270	300	300
Intersections with accessible pedestrian signals installed	51	112	222	206	63	52	75	75
City employees trained in defensive driving citywide	11,162	10,307	5,443	6,671	1,401	1,911	9000	9000

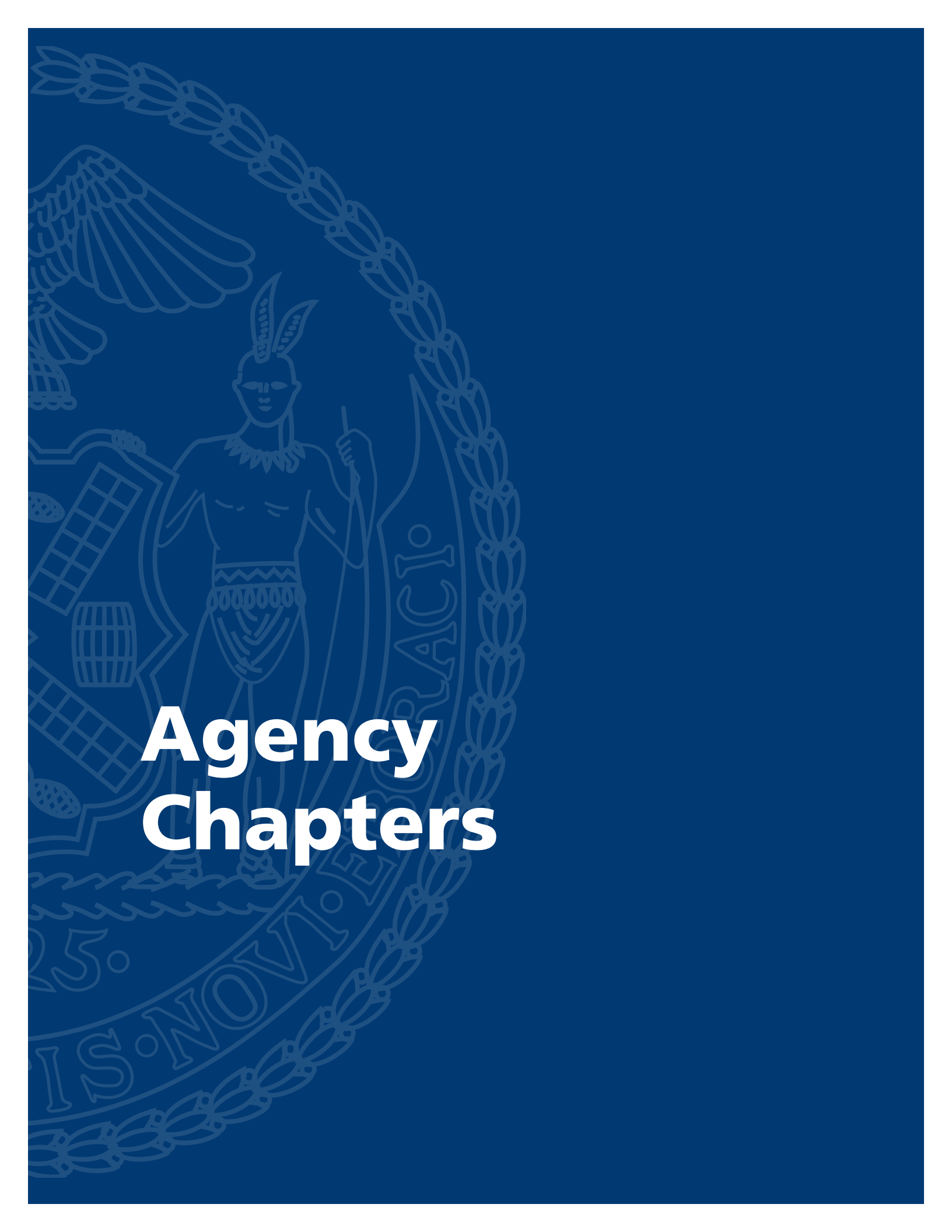
## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

For additional information go to:

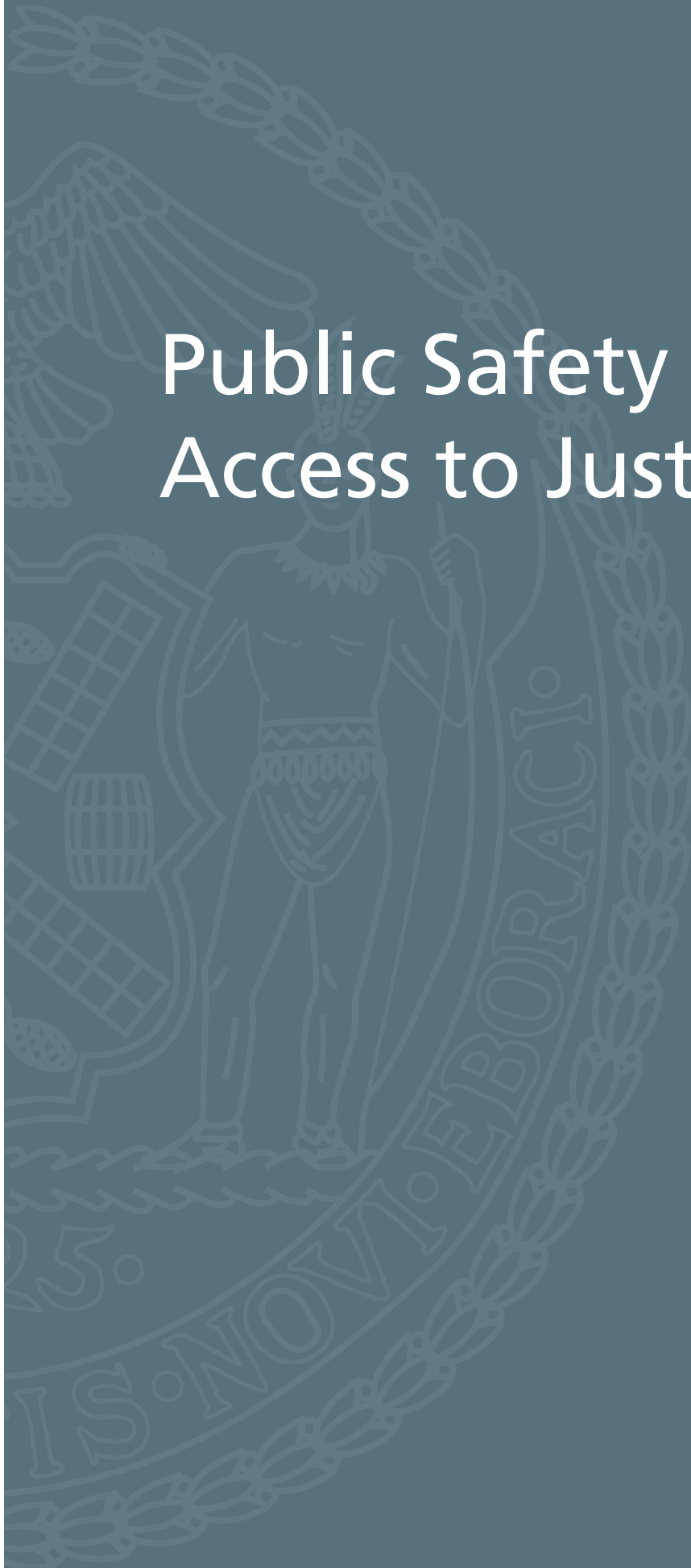
- Vision Zero Website:  
[www.nyc.gov/visionzero](http://www.nyc.gov/visionzero)
- Vision Zero View:  
<http://www.nycvzv.info/>
- Vision Zero Year Seven Report:  
<https://www1.nyc.gov/assets/visionzero/downloads/pdf/vision-zero-year-7-report.pdf>
- Environment and Health Data Portal:  
<http://www.nyc.gov/health/tracking>
- Safe Fleet Transition Plan Update 2018–2019:  
<https://www1.nyc.gov/assets/dcas/downloads/pdf/fleet/Safe-Fleet-Transition-Plan-Update-2018.pdf>
- Green Wave: A Plan for Cycling in New York City  
<https://www1.nyc.gov/html/dot/downloads/pdf/bike-safety-plan.pdf>
- Borough Pedestrian Safety Action Plans Update  
<https://www1.nyc.gov/html/dot/downloads/pdf/vz-2019-update-city-hall.pdf>
- I See You: Safety for Trucks & Other Large Fleet Vehicles  
<https://www.youtube.com/watch?v=ZbdcCZrHNjk>



# Agency Chapters



# Public Safety and Access to Justice



# Public Safety and Access to Justice



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# NEW YORK CITY POLICE DEPARTMENT



## WHAT WE DO

Established in 1845, today's NYPD is responsible for policing an 8.8-million-person city. The Department performs a wide variety of public safety, law enforcement, traffic management, counterterrorism and emergency response roles. Historically, the Department achieved spectacular declines in both violent and property crimes, ensuring that New York City has the lowest overall rate of serious crime among the 20 largest cities in the country. The NYPD is divided into major bureaus responsible for enforcement, investigations and administration. It has 77 patrol precincts with patrol officers and detectives covering the entire city. The Department also has 12 transit districts to police the subway system and its nearly three million daily riders and nine police service areas (PSAs) to patrol the city's public housing developments, which are home to more than 400,000 residents. Additionally, uniformed civilians serve as traffic safety agents on the city's busy streets and highways, as school safety agents protecting public schools and the more than one million students who attend them, and police communications technicians staffing 911 emergency radio dispatch.

## FOCUS ON EQUITY

In Fiscal 2022 NYPD units were staffed, as always, in accordance with an equitable, needs-based allocation of police personnel. Each of the city's 77 precincts, 12 Transit Bureau districts, and nine Housing Bureau PSAs has unique community and operational needs within their geographic boundaries, including such factors as high-profile locations, transient working and visitor populations, and quality-of-life and community concerns. These factors, coupled with crime statistics and the number of 911 calls requiring police response, all contribute to the equitable deployment of police resources to address the problems and challenges our communities face.

At a time when further police reforms are imminent and essential, Neighborhood Policing, initiated in May 2015, stands as a wide-ranging set of reforms that affirms the Department's commitment to reducing crime, promoting trust and respect, and solving problems collaboratively, both within the Department and with neighborhood residents. To further this effort in early 2020, the Department established a youth coordination officer position in each precinct and housing PSA to engage with young people and to closely monitor and manage youth crime. The Department's enhanced training includes instruction in implicit bias, training in de-escalation tactics, and guidance for officers on how to be active bystanders who intercede with police misconduct they may observe. The NYPD is committed to cultivating a diverse and inclusive workplace for all its employees.

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

# OUR SERVICES AND GOALS

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

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

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

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

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

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

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

- Goal 4a Improve police/community relations.



## HOW WE PERFORMED

- Overall major felony crime increased by 4 percent in the first four months of Fiscal 2022, compared to the first four months of Fiscal 2021. This increase was driven by a 6 percent increase in robberies, an 11 percent increase in felonious assault, a 9 percent increase in grand larcenies, and a 5 percent increase in grand larceny auto. These increases were offset by a 13 percent decrease in murder, a 3 percent decrease in forcible rape, and a 17 percent decrease in burglaries. The Department will continue to strengthen its crime reduction efforts with precision and neighborhood policing.
- Major felony crime in the transit system increased 26 percent in the first four months of Fiscal 2022, compared to the first four months of Fiscal 2021. This increase was directly attributable to increased transit ridership as COVID-19 restrictions were lifted, and the public resumed normal activities. The lower incidence of crime during the reporting period for Fiscal 2021 also reflects implementation of the overnight shutdowns of the transit system for sanitation and safety purposes to prevent the spread of COVID-19.
- Murder related to domestic violence decreased 12 percent in Fiscal 2022, while domestic-violence related rape increased 7 percent and domestic-violence related felony assault increased 20 percent. The Department continues to collaborate with advocacy groups and take proactive steps to offer support to victims of domestic violence through in-person response, phone interviews and other telecommunications.
- Major felony crime in schools increased 100 percent in Fiscal 2022 compared with Fiscal 2021. This increase reflected the full reopening of NYC Public Schools in September 2021. As a result of the COVID-19 pandemic, schools had been closed or were operating at minimum capacity during the Fiscal 2021 reporting period, so the incidence of crime in that period was much lower.
- While overall traffic fatalities have decreased by 8 percent in Fiscal 2022, fatalities related to Driving While Intoxicated have increased 167 percent, from three to eight. There has also been a 20 percent increase in arrests for Driving While Intoxicated. The Department will continue to enforce vehicle and traffic laws.
- The lifting of COVID-19 restrictions resulted in an increase of vehicles on the city's roadways, contributing to a 34 percent increase of moving violation summonses in the first four months of Fiscal 2022, when compared to the first four months of Fiscal 2021. Summonses issued for hazardous driving violations increased by 30 percent and summonses issued for using cellular phones while driving increased 22 percent. The Department continues to conduct traffic safety outreach and to enforce vehicle and traffic law.
- In the first four months of Fiscal 2022, the total number of Unreasonable Noise summonses increased by 92 percent and when compared to the first four months of Fiscal 2021. Graffiti arrests increased 69 percent. These increases are proportionate to quality-of-life violations in Fiscal 2022.
- In Fiscal 2022, counterterrorism training hours increased 86 percent for uniformed members of the service, and more than 3,000 percent for non-uniformed members when compared to the first four months of Fiscal 2021. The Department resumed this essential training with the lifting of COVID-19 restrictions.

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

## Goal 1a Reduce the incidence of crime.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Major felony crime	93,631	94,790	95,369	↓	↓	35,776	37,323
★ – Murder and non-negligent manslaughter	278	352	489	↓	↓	205	179
★ – Forcible rape	1,368	1,136	980	↓	↓	406	394
★ – Robbery	12,556	13,438	13,030	↓	↓	4,867	5,176
★ – Felonious assault	20,240	20,369	21,387	↓	↓	7,715	8,537
★ – Burglary	11,053	13,229	13,823	↓	↓	5,379	4,455
★ – Grand larceny	42,956	39,524	35,735	↓	↓	13,352	14,525
★ – Grand larceny auto	5,180	6,742	9,925	↓	↓	3,852	4,057
★ Major felony crime in housing developments	4,766	4,844	5,373	↓	↓	1,912	1,949
★ Major felony crime in transit system	2,590	2,378	1,452	↓	↓	485	613
Crime related to domestic violence - Murder	54	64	53	*	*	16	14
– Rape	726	645	591	*	*	222	237
– Felonious assault	8,288	8,182	8,324	*	*	2,750	3,292
★ School safety - Major felony crime	444	288	85	↓	↓	36	72
– Murder	1	0	0	*	*	0	0
– Rape	8	2	5	*	*	1	2
– Robbery	49	31	0	*	*	0	2
– Felonious assault	122	60	5	*	*	2	28
– Burglary	27	40	35	*	*	17	13
– Grand larceny	235	155	37	*	*	16	24
– Grand larceny auto	2	0	3	*	*	0	3
School safety - Other criminal categories	1,537	976	169	*	*	45	320
– Other incidents	4,202	2,912	461	*	*	84	926
Gang motivated incidents	495	750	1,371	*	*	587	400
Gun arrests	4,300	4,608	6,426	*	*	2,170	2,164
Major felony crime arrests	41,522	40,445	34,587	*	*	12,531	13,624
Narcotics arrests	25,098	15,886	10,708	*	*	3,175	3,431
Juvenile arrests for major felonies	2,754	4,252	2,297	*	*	828	822
★ Critical Indicator      ● Equity Indicator      “NA” Not Available      ↑↓ Directional Target      * None							

## Goal 1b Prevent terrorist attacks.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Counterterrorism training (hrs) - Uniformed members	144,617	99,681	82,243	*	*	20,701	38,482
– Non-members	42,699	24,982	1,563	*	*	123	3,995
★ Critical Indicator      ● Equity Indicator      “NA” Not Available      ↑↓ Directional Target      * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
End-to-end average response time to all crimes in progress (minutes:seconds)	9:55	10:56	11:40	*	*	12:12	13:14
End-to-end average response time to critical crimes in progress (minutes:seconds)	6:38	7:38	7:52	*	*	8:04	8:34
End-to-end average response time to serious crimes in progress (minutes:seconds)	8:56	9:47	10:52	*	*	11:26	12:15
End-to-end average response time to non-critical crimes in progress (minutes:seconds)	19:04	19:01	19:28	*	*	20:50	23:02
Average response time to all crimes in progress (dispatch and travel time only) (minutes)	7.9	8.9	9.3	*	*	9.9	10.9
★ Average response time to critical crimes in progress (dispatch and travel time only) (minutes)	4.7	5.7	5.6	↓	↓	5.8	6.3
Average response time to serious crimes in progress (dispatch and travel time only) (minutes)	7.0	7.9	8.6	*	*	9.2	10.1
Average response time to non-critical crimes in progress (dispatch and travel time only) (minutes)	16.3	16.5	16.6	*	*	18.0	20.2
Crime in progress calls	252,599	264,246	255,362	*	*	94,573	95,160
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Traffic fatalities (motorist/passengers)	81	82	127	*	*	53	49
★ Traffic fatalities (bicyclists/pedestrians)	137	129	148	↓	↓	53	49
Traffic fatalities (other motorized)	NA	NA	NA	*	*	NA	7
Driving while intoxicated (DWI) related fatalities	20	17	17	*	*	3	8
DWI arrests	5,826	3,896	2,583	*	*	740	888
Total moving violation summonses (000)	1,027	749	461	*	*	131	175
– Summonses for hazardous violations	902,482	664,974	387,469	*	*	109,681	142,736
– Summonses for prohibited use of cellular phones	113,263	74,944	44,596	*	*	14,029	17,147
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Quality-of-life summonses	128,265	96,197	57,876	*	*	18,278	18,529
– Unreasonable noise summonses	1,160	1,024	932	*	*	226	434
– Graffiti summonses	1	1	4	*	*	0	2
Graffiti arrests	1,262	1,083	1,211	*	*	288	486
New individuals engaged by a Co-Response Team	605	498	661	500	500	289	218
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Courtesy, Professionalism and Respect (CPR) testing	5,028	3,583	3,867	*	*	1,350	1,272
– Exceeds standard	3	1	0	*	*	0	0
– Meets standard	4,992	3,559	3,857	*	*	1,349	1,266
– Below standard	33	23	10	*	*	1	6
Total civilian complaints against members of the service	5,236	4,597	3,326	*	*	1,018	1,114
Individuals who, after reporting a crime, received support to deal with the emotional, physical and financial aftermath of crime through the Crime Victim Assistance Program	59,008	49,904	39,283	*	*	NA	NA
★ Critical Indicator    ● Equity Indicator    “NA” Not Available    ⇅ Directional Target    * None							

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Cases commenced against the City in state and federal court	2,084	1,763	2,003	*	*	564	500
Payout (\$000)	\$178,412	\$179,070	\$154,432	*	*	\$44,830	\$48,473
Collisions involving City vehicles (per 100,000 miles)	4.4	4.0	3.6	*	*	3.4	3.2
Workplace injuries reported (uniform and civilian)	6,654	9,159	5,023	*	*	2,018	2,332
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	50%	57%	65%	*	*	64%	62%
★ Critical Indicator    ● Equity Indicator    “NA” Not Available    ⇅ Directional Target    * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Customer Experience							
Completed requests for interpretation	275,981	287,866	267,680	*	*	95,003	100,495
CORE facility rating	NA	94	84	*	*	NA	NA
Calls answered in 30 seconds (%)	99%	99%	99%	*	*	99%	99%
★ Critical Indicator    ● Equity Indicator    “NA” Not Available    ⇅ Directional Target    * None							

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Response to 311 Service Requests (SRs)							
Percent meeting time to close – Residential Noise - Loud Music/Party (0.3 days)	91	90	92	*	*	87	85
Percent meeting time to close – Residential Noise - Banging/Pounding (0.3 days)	88	88	99	*	*	98	99
Percent meeting time to close – Noise - Street/Sidewalk (0.3 days)	90	92	99	*	*	99	99
Percent meeting time to close – Commercial Noise (0.3 days)	94	91	99	*	*	99	99
Percent meeting time to close – Blocked Driveway - No Access (0.3 days)	84	77	97	*	*	96	99
★ Critical Indicator    ● Equity Indicator    “NA” Not Available    ⇅ Directional Target    * None							

# AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$5,976.8	\$6,086.2	\$5,542.4	\$5,436.7	\$5,611.4	\$5,407.1	\$1,810.6	\$1,882.9
Revenues (\$000,000)	\$109.7	\$101.8	\$99.1	\$104.0	\$95.0	\$98.7	\$39.5	\$34.2
Personnel (uniformed)	36,461	35,910	34,858	35,030	35,030	35,030	34,270	34,549
Personnel (civilian)	17,025	17,506	15,638	17,452	16,910	17,022	16,909	15,420
Overtime paid (\$000,000)	\$736.3	\$837.5	\$483.8	\$434.4	\$513.0	\$434.4	\$123.5	\$232.3
Capital commitments (\$000,000)	\$194.4	\$127.7	\$192.0	\$492.2	\$304.9	\$249.8	\$21.8	\$35.5

<sup>1</sup>February 2022 Financial Plan.      <sup>2</sup>Expenditures include all funds      "NA" - Not Available

# SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$4,980.6	\$4,911.7	
001 - Operations	\$3,208.5	\$3,154.6	All
002 - Executive Management	\$539.3	\$509.6	All
003 - School Safety	\$273.6	\$288.3	1a, 1b, 1c, 4a
004 - Administration - Personnel	\$289.7	\$275.7	All
006 - Criminal Justice	\$54.5	\$60.3	1a, 1c, 2a, 3a, 4a
007 - Traffic Enforcement	\$171.6	\$171.5	1a, 2a, 3a, 4a
008 - Transit Police	\$240.2	\$248.0	1a, 1b, 1c, 3a, 4a
009 - Housing Police	\$203.2	\$203.6	1a, 1c, 3a, 4a
Other Than Personal Services - Total	\$561.9	\$699.7	
100 - Operations	\$113.4	\$157.4	All
200 - Executive Management	\$80.2	\$149.1	All
300 - School Safety	\$4.4	\$5.1	1a, 1b, 1c, 4a
400 - Administration	\$353.0	\$376.1	All
600 - Criminal Justice	\$0.4	\$0.6	1a, 1c, 2a, 3a, 4a
700 - Traffic Enforcement	\$10.6	\$11.4	1a, 2a, 3a, 4a
Agency Total	\$5,542.4	\$5,611.4	

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

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

For additional information go to:

- Crime Prevention/Crime Statistics (reports updated regularly):  
<http://www1.nyc.gov/site/nypd/stats/crime-statistics/crime-statistics-landing.page>
- For more information on the agency, please visit: [www.nyc.gov/nypd](http://www.nyc.gov/nypd).

# FIRE DEPARTMENT



## WHAT WE DO

The Fire Department (FDNY) responds to fires, public safety and medical emergencies, natural disasters and terrorist acts to protect the lives and property of City residents and visitors. The Department advances fire safety through its fire prevention, investigation and education programs, and contributes to the City's homeland security efforts. The Department responds to more than 300,000 fires and non-fire related emergencies and more than 1.5 million medical emergencies per year and maintains approximately 250 firehouses and ambulance stations.

## FOCUS ON EQUITY

As first responders to more than 1.8 million fires, medical emergencies and myriad other incidents that impact and threaten public safety each year, FDNY equitably protects the lives and property of all New York City residents and visitors. The Department also advances public safety through its fire prevention, investigation and education programs, focusing on communities most vulnerable to fire and its devastating impact on life and property. The delivery of these emergency and public service initiatives enables FDNY to make significant contributions to the safety of all New Yorkers. Over the course of many years, operational efforts combined with public education have helped reduce the number of serious fires and fire-related deaths, which historically have had a disproportionate impact on low-income neighborhoods and communities of color. To address higher response times to life-threatening medical emergencies in certain parts of the Bronx and Queens, the Department developed strategies and provided additional resources that resulted in improved response times in those communities. FDNY is also committed to cultivating and sustaining a diverse and inclusive workplace for all its employees, as outlined in its Diversity and Inclusion Vision, Mission and Goals Statement as well as its Inclusive Culture Strategy. These objectives are supported by its Equal Employment Opportunity, Sexual Harassment, Anti-Hazing/Anti-Bullying, and similar policies. While continuing to enforce its members' compliance with the law and related policies, FDNY also provides diversity and inclusion education, restorative practices, mentoring, and messaging to enhance authentic trust, supportive relationships, positive motivation, excellent education, community engagement, and inclusive leadership development tools. Improving diversity, equity and inclusion is integral to every FDNY objective, especially the recruitment of firefighters. The Department maintains a separate website for recruitment, [JoinFDNY.com](https://www.joinfdny.com), which has received 472,000 page views in Fiscal 2020. JoinFDNY social media content received 4.8 million views and interacts directly with prospective applicants.

# OUR SERVICES AND GOALS

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

- Goal 1a Reduce the risk associated with fire incidents.
  - Goal 1b Promptly respond to fires and other emergencies.
  - Goal 1c Minimize damage to persons and property.
- 

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

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



## HOW WE PERFORMED

- Structural fires declined by four percent while non-structural fire declined by eleven percent the first four months of fiscal year 2022 compared to the same period in fiscal year 2021.
- Firefighter injury rates per 10,000 runs increased during the first four months of Fiscal 2022, from 75.6 to 97.9 per 10,000 runs.
- The average response time by fire companies to all emergencies was five minutes and 38 seconds in the first four months of Fiscal 2022, an increase of 18 seconds compared to the Fiscal 2021 reporting period.
- Total fire company runs increased by six percent in the first four months of Fiscal 2022 compared to the same period in Fiscal 2021.
- Serious fires per 1,000 structural fires fell from 76 in the first four months of Fiscal 2021 to 74 in the first four months of Fiscal 2022.
- Civilian fire fatalities rose by three in the first four months of Fiscal 2022 to 22, compared to 19 in the same period of Fiscal 2021.
- The combined response time (FDNY dispatch plus travel time) to life-threatening medical emergencies by ambulances and fire companies was six minutes and 23 seconds in the first four months of Fiscal 2022, 40 seconds slower than in the same period in Fiscal 2021, representing a 12 percent increase.
- The average response time (FDNY dispatch plus travel time) to life-threatening medical emergencies by ambulances was 42 seconds slower during the reporting period. FDNY responded to 13 percent more life-threatening incidents during the period.
- In the first four months of Fiscal 2022, FDNY responded to 10,111 reports of patients in cardiac arrest or choking (segment one incidents), representing a seven and a half percent increase compared to Fiscal 2021.
- The percentage of confirmed cardiac arrest patients that were revived decrease by three percentage percent points during the reporting period from 33% to 30%.
- For the subset of confirmed non-traumatic cardiac arrests that were classified as bystander-witnessed cardiac arrest, resuscitations increased by two percentage points from 42.3 percent to 44 percent during the reporting period.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Structural fires	26,207	25,993	24,359	↓	↓	7,523	7,189
Structural fires per 100,000 people	312	310	277	*	*	90	82
★ Non-structural fires	12,291	12,507	16,405	↓	↓	4,480	4,010
Completed inspections performed by civilian fire prevention personnel	209,410	177,386	179,943	161,000	161,000	64,560	52,987
Violation orders issued	65,201	54,777	55,077	*	*	18,648	NA
Violation orders corrected	56,720	47,216	45,675	*	*	15,653	NA
Violation orders corrected (%)	87%	86%	83%	*	*	84%	NA
Summonses issued	7,225	3,827	1,521	*	*	1,282	NA
★ Hazard complaints resolved within one day (%)	93%	91%	93%	85%	85%	93%	NA
Completed risk-based inspections performed by uniformed personnel	54,072	43,389	16,526	*	*	2,536	14,479
Completed mandatory inspections performed by uniformed personnel	47,237	37,706	27,824	*	*	5,590	10,349
Investigations	6,565	6,844	5,825	*	*	2,030	1,805
Arson fires	1,329	1,495	1,119	*	*	392	363
Fire and life safety education presentations	9,315	6,746	798	*	*	252	948

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
End-to-end average response time to structural fires (minutes:seconds)	5:02	4:52	4:52	*	*	4:52	5:01
★ Average response time to structural fires (FDNY dispatch and travel time only) (minutes:seconds)	4:28	4:24	4:22	4:14	4:14	4:22	4:33
Average response time to all emergencies by fire companies (FDNY dispatch and travel time only) (minutes:seconds)	5:15	5:13	5:23	*	*	5:20	5:38
Total fire company runs	1,146,803	985,491	1,038,405	*	*	354,339	377,116
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Serious fires per 1,000 structural fires	66	69	76	⬇️	⬇️	76	74
★ Civilian fire fatalities	67	53	64	⬇️	⬇️	19	22
Civilian fire fatalities per 100,000 people	0.8	0.6	0.7	*	*	0.2	0.3
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    * None							

**SERVICE 2 Respond to medical emergencies.**

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
End-to-end combined average response time to life-threatening medical emergencies by ambulances & fire companies (minutes:seconds)	8:28	9:31	8:44	*	*	8:30	9:23
End-to-end average response time to life-threatening medical emergencies by ambulances (minutes:seconds)	9:22	10:19	9:34	*	*	9:22	10:09
End-to-end average response time to life-threatening medical emergencies by fire companies (minutes:seconds)	7:49	8:25	8:29	*	*	8:10	8:54
★ Combined average response time to life-threatening medical emergencies by ambulances & fire companies (FDNY dispatch and travel time only) (minutes:seconds)	6:22	6:43	5:53	6:00	6:00	5:43	6:23
★ Average response time to life-threatening medical emergencies by ambulances (FDNY dispatch and travel time only) (minutes:seconds)	7:23	7:37	6:46	6:55	6:55	6:38	7:20
★ Average response time to life-threatening medical emergencies by fire companies (FDNY dispatch and travel time only) (minutes:seconds)	4:48	4:58	5:13	4:38	4:38	5:02	5:26
Life-threatening medical emergency incidents	567,757	564,827	515,598	*	*	168,184	189,933
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Segment one incidents (cardiac arrest and choking)	26,231	32,831	29,843	*	*	9,363	10,022
★ Cardiac arrest patients revived (%)	35%	27%	32%	⬆️	⬆️	33%	30%
★ – Witnessed cardiac arrest patients revived (%)	47%	39%	41%	⬆️	⬆️	42%	44%
Peak number of ambulances in service per day	460	491	516	*	*	512	497
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    * None							

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
FDNY workers who sustained service-connected injuries (total agency-wide)	9,556	8,358	9,141	*	*	NA	NA
Firefighters / fire officers who sustained service-connected injuries	7,860	6,512	7,296	*	*	2,680	3,037
Firefighters / fire officers who sustained service-connected injuries resulting in medical leave	3,994	3,361	3,800	*	*	1,417	1,700
Firefighters / fire officers who sustained service-connected burn injuries	223	210	242	*	*	74	81
Firefighters / fire officers who sustained service-connected burn injuries resulting in medical leave	161	143	173	*	*	51	61
EMS workers / officers who sustained service-connected injuries	1,605	1,774	1,775	*	*	625	627
Civilian workers who sustained service-connected injuries	90	72	70	*	*	25	29
Firefighter/ fire officer service-connected injury rate (per 10,000 runs)	68.6	66.1	70.3	*	*	76.1	97.9
Apparatus collision rate (per 10,000 runs)	3.9	3.5	3.5	*	*	4.2	4.1
Ambulance collision rate (per 10,000 runs)	6.4	7.5	9.9	*	*	9.4	9.2
Average annual cost of an engine company (\$000,000)	\$7.9	\$7.9	\$8.5	*	*	NA	NA
Average annual cost of a ladder company (\$000,000)	\$9.7	\$9.7	\$10.4	*	*	NA	NA
Average annual cost of an ambulance (\$000,000)	\$2.2	\$2.3	\$2.4	*	*	NA	NA
Average time from inspection request until inspection (days) - Fire alarm inspections	60	75	60	*	*	60	60
Average time from inspection request until inspection (days) - Rangehood inspections	5	5	5	*	*	5	5
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	93%	92%	90%	*	*	89%	95%

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

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Customer Experience							
Letters responded to in 14 days (%)	95%	95%	99%	*	*	99%	100%
Completed requests for interpretation	4,442	5,765	7,747	*	*	NA	NA
E-mails responded to in 14 days (%)	47%	60%	92%	*	*	87%	98%
Average wait time to speak with a customer service agent (minutes)	23:29	21:35	30:13	*	*	NA	NA
CORE facility rating	NA	97	98	*	*	NA	NA

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

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$2,114.0	\$2,174.5	\$2,235.4	\$2,172.4	\$2,314.1	\$2,151.0	\$751.1	\$875.5
Revenues (\$000,000)	\$105.5	\$100.4	\$95.1	\$103.5	\$86.4	\$103.5	\$37.4	\$37.8
Personnel (uniformed)	11,244	11,047	10,750	10,945	10,945	10,952	10,928	10,628
Personnel (civilian)	6,161	6,433	6,390	6,512	6,383	6,411	6,327	6,394
Overtime paid (\$000,000)	\$341.6	\$331.8	\$325.6	\$247.3	\$305.4	\$242.1	\$92.6	\$129.4
Capital commitments (\$000,000)	\$102.7	\$114.6	\$115.2	\$207.1	\$204.3	\$327.1	\$44.3	\$61.3

<sup>1</sup>February 2022 Financial Plan.    <sup>2</sup>Expenditures include all funds    "NA" - Not Available

## SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$1,939.1	\$1,984.9	
001 -Executive Administrative	\$122.0	\$110.8	All
002 -Fire Extinguishment & Emergency Response	\$1,442.3	\$1,467.2	All
003 -Fire Investigation	\$22.6	\$23.3	1a
004 -Fire Prevention	\$44.0	\$49.8	1a, 1c
009 -Emergency Medical Service	\$308.3	\$333.8	2a
Other Than Personal Services - Total	\$296.2	\$329.2	
005 -Executive Administrative	\$237.0	\$234.4	All
006 -Fire Extinguishment & Emergency Response	\$25.9	\$41.5	All
007 -Fire Investigation	\$0.1	\$0.2	1a
008 -Fire Prevention	\$1.8	\$1.8	1a, 1c
010 -Emergency Medical Service	\$31.5	\$51.4	2a
Agency Total	\$2,235.4	\$2,314.1	

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

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Bureau of Fire Prevention transitioned in 2021 to the Fire Inspection Revenue Enforcement System (FIRES) application. Because of this transition, some indicators are not available for this report and will be release in the Mayor's Management Report. The affected indicators are 'Notice of Violation items issued,' 'Notice of Violation items corrected,' 'Violation orders issued,' 'Violation orders corrected,' 'Violation orders corrected (%)', 'Summonses issued,' and 'Hazard complaints resolved within one day (%)'.

## ADDITIONAL RESOURCES

For additional information go to:

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

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



# NEW YORK CITY EMERGENCY MANAGEMENT

## WHAT WE DO

NYC Emergency Management (NYCEM) helps New Yorkers before, during and after emergencies through preparedness, education, response and recovery. The agency leads the coordination for multiagency responses to emergencies and other significant incidents in New York City, including planned events, severe weather and other natural and non-natural hazards.

To accomplish this mission, NYCEM leads interagency and public-facing programs designed to improve overall community preparedness. This includes developing New York City emergency plans, liaising with over 400 local, state, federal, nonprofit and other entities, educating the public about emergency preparedness and hosting all-hazard training and exercises. NYCEM also works to advance long-term initiatives that reduce risk and increase the resilience of New York City through mitigation planning and FEMA mitigation grant coordination. When emergencies occur, NYCEM activates the City's Emergency Operations Center, a central location for officials from city, state and federal agencies, nonprofits, private sector, regional and utility partners to work during emergencies to coordinate response efforts, make decisions and gather and broadcast information. NYCEM also manages Watch Command – the City's 24/7 coordination center which monitors citywide radio frequencies, local, national and international media and weather and provides public information through Notify NYC, the City's emergency communications program.

As the City's primary liaison with the U.S. Department of Homeland Security for consequence management, NYCEM oversees the City's compliance with federal preparedness and emergency response requirements.

## FOCUS ON EQUITY

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

# OUR SERVICES AND GOALS

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

- Goal 1a Efficiently coordinate emergency response, recovery and mitigation.
  - Goal 1b Regularly conduct planning, training, drills and exercises.
- 

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

- Goal 2a Increase emergency preparedness and awareness among City residents, the private sector and nonprofit organizations.
- Goal 2b Increase disaster volunteerism through the Community Emergency Response Team (CERT) program.
- Goal 2c Collect and disseminate timely, accurate information.

## HOW WE PERFORMED

- During the first four months of Fiscal 2022, NYCEM was actively involved with 1,407 incidents that necessitated interagency coordination, fewer than the same period in Fiscal 2021 which included 1,781 incidents. However, NYCEM activated the City's Emergency Operations Center eight times from July to October 2021 for two heat events, two tropical storms and four flash flood events (including Hurricane Ida). Due to the ongoing COVID-19 response, the City's Emergency Operations Center was activated for 123 days in Fiscal 2022; the same number of activations and days activated compared to this period in Fiscal 2021.
- Though NYCEM held two full-scale and functional exercises in the first four months of Fiscal 2022 and 2021, the agency conducted 19 tabletop exercises in Fiscal 2022, which was a 280 percent increase compared to the same period in Fiscal 2021. Topics covered included coastal storm, winter weather, power outages, and consequence management for special events. Additionally, NYCEM participated in 12 drills conducted by other agencies or organizations, a 200 percent increase compared to the same period in Fiscal 2021. These increases represent a return to levels in line with historical norms for the agency after lower than usual volumes mid-pandemic.
- There were 17,271 New Yorkers who received emergency preparedness training in the Fiscal 2022 reporting period, 16,000 more than in the same period in Fiscal 2021. The increase is due to the inability to conduct in-person trainings during the COVID-19 peak. This is below pre-pandemic levels as NYCEM is still in active pandemic response mode.
- From July to October 2021, CERT completed 3,190 hours of volunteer service compared to 3,280 hours during the same period in Fiscal 2021. This covered more than 246 volunteer deployments which included staffing Service Centers following Hurricane Ida, distributing preparedness materials at community events and supporting special events, such as the Hometown Heroes Parade and Five Borough Bike Tour.
- Ready NY webpage views increased by more than 400 percent in Fiscal 2022 compared to the same period in Fiscal 2021 due to Hurricane Ida, for which NYCEM amplified alerts, resources, and response information for impacted residents.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Incidents	5,495	6,084	4,630	*	*	1,781	1,407
– Field responses	853	879	798	*	*	211	NA
– Incidents monitored from Watch Command	4,643	6,035	3,991	*	*	1,158	NA
Interagency meetings held during field responses	342	184	155	*	*	56	25
★ Days Emergency Operations Center activated	65	186	365	*	*	123	123
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Full-scale and functional exercises/drills	17	15	8	14	14	5	2
★ Tabletop exercises	27	28	17	31	31	5	19
Participation in drills coordinated by other agencies or organizations	45	19	20	*	*	4	12
★ Participants at instructor-led emergency management training sessions	3,026	1,357	1,446	2,500	2,500	178	239
Online emergency management courses completed through Learning Management System	NA	891	624	*	*	99	122
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

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

**Goal 2a** Increase emergency preparedness and awareness among City residents, the private sector and nonprofit organizations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Total participants at emergency preparedness education sessions	90,325	57,381	6,833	75,000	75,000	78	17,304
★ New Yorkers who have received emergency preparedness training from NYCEM and partners	89,858	57,102	6,559	↑	↑	947	17,271
Ready New York webpage views	18,899	31,978	14,471	*	*	5,272	27,047
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Community Emergency Response Team (CERT) volunteer hours	18,176	16,936	11,037	*	*	3,280	3,190
CERT members recruited	102	127	64	*	*	NA	NA
Community Emergency Response Team (CERT) deployments	9	22	50	*	*	NA	NA
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

**Goal 2c** Collect and disseminate timely, accurate information.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Notify NYC messages issued	2,775	3,910	2,926	*	*	1,090	863
★ Average time from incident to issuing of Notify NYC message (minutes:seconds)	5:54	5:38	5:45	7:00	7:00	5:42	NA
Subscribers to Notify NYC, CorpNet, Advance Warning System, and Community Preparedness Newsletter	771,515	898,250	933,002	*	*	911,512	944,385
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Customer Experience							
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$59.0	\$257.9	\$289.5	\$54.2	\$781.1	\$59.4	\$239.5	\$316.5
Personnel	188	196	197	66	233	85	196	195
Overtime paid (\$000)	\$601	\$1,953	\$1,119	\$184	\$1,235	\$184	\$561	\$541
<sup>1</sup> February 2022 Financial Plan. <sup>2</sup> Expenditures include all funds    "NA" - Not Available								



## SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency’s goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the ‘Applicable MMR Goals’ column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$19.1	\$28.8	All
002 - Other Than Personal Services	\$270.3	\$752.3	All
Agency Total	\$289.5	\$781.1	

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

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- As of June 2021, Agency radio roll calls are no longer conducted.
- From July to October 2020, 947 New Yorkers received emergency management preparedness training, not zero as previously reported.

## ADDITIONAL RESOURCES

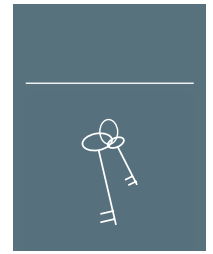
For additional information on items referenced in the narrative, go to:

- Ready New York:  
<https://www1.nyc.gov/site/em/ready/ready-new-york.page>
- Ready New York Guides:  
<https://www1.nyc.gov/site/em/ready/guides-resources.page>
- Community Emergency Response Team (CERT):  
<https://www1.nyc.gov/site/em/volunteer/nyc-cert.page>
- Community Preparedness:  
<https://www1.nyc.gov/site/em/ready/community-preparedness.page>
- Notify NYC:  
<http://www.nyc.gov/notifynyc>
- Prep Talk podcast:  
<https://www1.nyc.gov/site/em/about/podcasts.page>
- PlanNowNYC:  
<https://plannownyc.cityofnewyork.us/>

For more information on the agency, please visit: <https://www1.nyc.gov/site/em/index.page>



# DEPARTMENT OF CORRECTION



## WHAT WE DO

The Department of Correction (DOC) is dedicated to creating a safe and supportive environment while providing individuals in our care with a path to successfully re-enter their communities. Those in the Department's custody include individuals 18 years of age and older who are awaiting trial, who have been convicted and sentenced to less than one year of incarceration and persons held on state parole warrants. Pursuant to New York's Raise the Age law, 16- and 17-year-olds were removed from Rikers Island prior to October 1st, 2018. The Department operates 8 facilities housing people in custody, 7 of which are located on Rikers Island. The Department also operates court holding facilities in each of the five boroughs and one hospital prison ward. Through the first four months of Fiscal 2022, the Department processed 5,779 admissions and managed a combined daily population (ADP) of approximately 5,700 individuals.

Guided by correctional best practice and collaboration with criminal justice stakeholders, the Department continues to implement substantive reforms. With a focus on improving safety for staff and individuals in DOC custody, the Department is working to implement the use of a new Risk Management Accountability System to address and reduce violence within the jails; develop holistic approaches to behavior management; improve staffing ratios; enhance staff training in Mental Health First Aid, Safe Crisis Management and de-escalation; and expand programming for those in custody that is designed to reduce idleness and promote skills development towards post-release success.

## FOCUS ON EQUITY

The Department is committed to operating a system that is safe and humane for everyone who lives and works in its facilities. We believe that everyone benefits when our staff feel supported and people in the Department's custody are given the tools they need to have less contact with the justice system in the future. With that goal in mind, the Department is focused on improving the conditions of our facilities and the quality of our care.

While the Department doesn't decide who comes in or how long an individual stays in one of our facilities, we work hard to make sure each individual in our care is provided with resources that support successful re-entry into the community upon their release. We offer a range of programming and services to meet an individual's unique needs and challenges, including vocational training, access to education, mental health treatment and substances abuse services. Although many in-person programs and services were paused due to the COVID-19 pandemic, DOC has worked throughout the pandemic to provide services in a safe, modified manner so that people in custody feel productively occupied, supported and able to focus on their future. To meet the challenges of the pandemic, tele-conference booths have been installed in housing areas to safely facilitate court production and confidential attorney conferences. DOC has also implemented a tele-visit program to support and maintain vital connections between people in custody and their loved ones in the community. The Department will continue to work towards the implementation of the Risk Management Accountability System to address and reduce violence within the jails, which impacts both staff and people in custody. While we continue to move towards the borough-based jail system, we are doing everything in our power to repair outdated equipment and fixtures, implement innovative solutions to challenges highlighted by the pandemic, improve conditions within our facilities for people in custody and staff while providing programming that will engage and support incarcerated individuals.

# OUR SERVICES AND GOALS

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

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

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## **SERVICE 2 Provide services that support individual development and prepare individuals in custody for return to their neighborhoods.**

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

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

- Goal 3a Provide timely notifications to crime victims.

## HOW WE PERFORMED

- The Department remains committed to ensuring the safety and security of all those who work and reside in its facilities. Despite an initial decrease in population at the start of the COVID-19 pandemic, we faced significant challenges during the reporting period resulting from the pandemic and its impact on staffing and operations throughout the justice system. The average daily population has steadily increased since the initial drop and is 37.6 percent higher than this time last year. Many individuals have remained in DOC custody for substantially longer than they otherwise would have; data shows that the longer one remains in custody, the greater the likelihood that they will be involved in a violent incident. Nearly 50 percent of individuals admitted into custody throughout the reporting period were awaiting trial for a violent felony offense, and nearly 20 percent of those in custody are affiliated with a security risk group (SRG), or gang. The result is a population that is challenging to manage, especially under the current staffing crisis; violent incidents among individuals in custody (monthly rate per 1,000 ADP) rose from 84 to 93.8 from this time last year, an 11 percent increase. The Department continues work to address violence within its jails through evidence-based approaches that focus on accountability for serious violent actions, thoughtfully breaking up the housing of gang members, individual behavior change, and productively occupying individuals in custody.
- The increased population has presented a significant challenge to our staff, especially during a period when staffing fell to crisis levels and many programs and services, which served as meaningful and productive outlets for people in custody, were paused. Use of force incidents have increased 41.3 percent. Notwithstanding an increase in the total use of force incidents in the reporting period, the Department continues its efforts to reduce unnecessary use of force and the situations that may give rise to a use of force. Each use of force incident is closely reviewed to identify any incident when force was misused and impose discipline appropriately.
- Although the Department aims to produce as many individuals to the clinic as possible, the current staffing shortages contribute to an increase in overall non-production numbers. The number of clinic visits was 34.8 percent lower than this time last year, while average clinic wait times stayed relatively stable. Individuals in custody have access to high quality medical support without stepping foot in the clinic through Correctional Health Services Health Triage Hotline.
- As a result of COVID-19, many services and operations remained suspended or modified during the reporting period. To support an increased need for remote court appearances and access to counsel, the Department has added tele-conference booths throughout facilities and reconfigured all of its devices to be compatible with the Office of Court Administration's software. Similarly, the Department has implemented a tele-visit program to enable people in custody to have visits with loved ones in the community in lieu of or in addition to in-person visits.
- Due to the COVID-19 pandemic, many program providers that offered group-based programming, discharge planning, and post-release assistance suspended their in-person services. Many providers continued to support people in custody by providing self-guided materials, establishing discharge planning hotlines, and supporting people after their release to the community. In the summer of 2021, DOC resumed in-person programming, allowing the gradual return to offering a wide range of in-person programs, services, and activities. Additionally, the DOC Programs Division offers a wide range of other educational and engaging programming and activities, and tablets are widely available for use by people in custody as a means of staying productively occupied through self-guided activities and access to educational material and information.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
● Admissions	39,420	23,317	16,179	*	*	5,324	5,779
● Average daily population	7,938	5,841	4,961	*	*	4,193	5,771
Individuals in custody in Security Risk Group (% ADP)	16.4%	18.5%	22.6%	*	*	22.6%	19.6%
Fight/assault infractions	12,008	11,191	11,214	*	*	2,745	3,411
Jail-based arrests of individuals in custody	490	258	145	*	*	44	82
Searches	328,750	282,048	268,579	*	*	79,905	76,425
Weapons recovered	2,882	2,439	2,159	*	*	605	1,103
★ Violent incidents among individuals in custody (monthly rate per 1,000 ADP)	68.9	80.1	98.1	↓	↓	84.0	93.8
★ Serious injury to individuals in custody as a result of violent incidents among individuals in custody (monthly rate per 1,000 ADP)	2.5	9.6	13.0	↓	↓	11.1	19.2
★ Assault on staff by individual in custody (monthly rate per 1,000 ADP)	12.5	15.8	19.6	↓	↓	18.6	18.5
★ Serious injury to staff as a result of assault on staff by individual in custody (monthly rate per 1,000 ADP)	0.49	0.65	0.52	↓	↓	0.48	0.64
★ Escapes	1	2	1	↓	↓	0	3
★ Non-natural deaths of individuals in custody	2	0	2	↓	↓	0	0
Stabbings and Slashings	106	123	247	*	*	43	156
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ↑↓ Directional Target   * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Incidents of use of force - total	6,670	6,806	7,506	*	*	1,952	2,758
★ Department use of force incidents with serious injury (rate per 1,000 ADP)	1.56	2.63	5.31	↓	↓	2.90	6.39
Department use of force incidents with minor injury (rate per 1,000 ADP)	19.51	17.79	17.51	*	*	17.59	13.38
Department use of force incidents with no injury (rate per 1,000 ADP)	49.03	77.95	102.29	*	*	95.66	99.60
Incidents and allegations of use of force	7,064	7,047	7,743	*	*	2,020	2,845
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ↑↓ Directional Target   * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Individuals in custody with a mental health diagnosis (% ADP)	45%	46%	53%	*	*	54%	49%
Individuals in custody with a serious mental health diagnosis (% ADP)	16.8%	14.8%	16.5%	*	*	17.0%	16.2%
Individual in custody health clinic visits	81,405	52,146	16,884	*	*	6,559	4,274
★ – Average clinic waiting time (minutes)	18	17	7	↓	↓	7	8
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ↑↓ Directional Target   * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Jail-cells unavailable (short-term repair) (%)	3.7%	4.3%	3.7%	1.0%	1.0%	4.2%	4.1%
★ Population as percent of capacity (%)	72%	63%	65%	96%	96%	59%	74%
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ↑↓ Directional Target   * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ ● On-trial individuals in custody delivered to court on-time (%)	97.2%	96.7%	94.6%	95.0%	95.0%	NA	75.4%
★ Critical Indicator	● Equity Indicator	"NA" Not Available		↑↓ Directional Target	* None		

**SERVICE 2 Provide services that support individual development and prepare individuals in custody for return to their neighborhoods.**

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Targeted approach to jail services - Number of Sessions	NA	NA	NA	*	*	NA	2,252
★ Targeted approach to jail services - Number of Participants	NA	NA	NA	↑	↑	NA	4,256
★ Critical Indicator	● Equity Indicator	"NA" Not Available		↑↓ Directional Target	* None		

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Average daily number of individuals in custody in counseling programs and services	NA	NA	NA	*	*	NA	207
Average daily number of individuals in custody in education programs	NA	NA	NA	*	*	NA	2
Average daily number of individuals in custody in external provider programs and services	NA	NA	NA	*	*	NA	29
Average daily number of individuals in custody in fine arts programs and activities	NA	NA	NA	*	*	NA	11
Average daily number of individuals in custody in the PAWS programs	NA	NA	NA	*	*	NA	NA
Average daily number of individuals in custody in recreation programs	NA	NA	NA	*	*	NA	132
Average daily number of individuals in custody in workforce development programs	NA	NA	NA	*	*	NA	26
Average daily attendance in school programs	77	60	11	*	*	NA	14
★ Individuals in custody participating in programs, services and activities (%)	NA	NA	NA	10.0%	10.0%	NA	4.3%
★ Critical Indicator	● Equity Indicator	"NA" Not Available		↑↓ Directional Target	* None		

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Victim Identification Notification Everyday (VINE) system registrations	23,728	18,843	16,113	*	*	4,909	4,998
VINE confirmed notifications	43,092	29,484	26,303	*	*	7,012	12,504
★ Critical Indicator	● Equity Indicator	"NA" Not Available		↑↓ Directional Target	* None		

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Workplace injuries reported	4,291	4,301	3,911	*	*	1,370	1,194
Accidents involving individuals in custody	27	241	270	*	*	80	102
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⇅ Directional Target   * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Customer Experience							
Letters responded to in 14 days (%)	100.0%	100.0%	0.0%	*	*	100.0%	75.0%
E-mails responded to in 14 days (%)	100.0%	100.0%	0.0%	*	*	100.0%	51.9%
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⇅ Directional Target   * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$1,374.5	\$1,287.2	\$1,259.3	\$1,177.0	\$1,336.2	\$1,229.6	\$421.0	\$466.1
Revenues (\$000,000)	\$19.9	\$12.6	\$11.4	\$15.5	\$11.5	\$15.5	\$3.2	\$3.9
Personnel (uniformed)	10,189	9,237	8,388	7,460	7,460	7,060	8,996	7,842
Personnel (civilian)	1,857	1,803	1,661	1,911	2,035	2,031	1,752	1,621
Overtime paid (\$000,000)	\$180.1	\$146.6	\$153.2	\$87.7	\$139.7	\$132.7	\$26.6	\$75.6
Capital commitments (\$000,000)	\$57.9	\$42.2	\$62.0	\$785.7	\$821.9	\$1,364.4	\$1.5	\$9.0
<sup>1</sup> February 2022 Financial Plan. <sup>2</sup> Expenditures include all funds   "NA" - Not Available								

## SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$1,091.9	\$1,092.9	
001 - Administration	\$109.7	\$124.1	All
002 - Operations	\$982.2	\$968.8	All
Other Than Personal Services - Total	\$167.4	\$243.3	
003 - Operations	\$150.6	\$225.4	All
004 - Administration	\$16.8	\$17.9	All
Agency Total	\$1,259.3	\$1,336.2	
<sup>1</sup> Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds. <sup>2</sup> Includes all funds. <sup>3</sup> Refer to agency goals listed at front of chapter.   "NA" Not Available   * None			



## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Individualized Corrections Achievement Network (I-CAN) contract, which provided comprehensive reentry services, expired and a new contract, Targeted Approach to Jail Based Services, started April 1, 2021.
- The Department retired the indicator 'Average daily # of individuals in custody in vocational skills training programs' and replaced it with seven, more specific indicators:
  1. Average daily number of individuals in custody in counseling programs and services
  2. Average daily number of individuals in custody in education programs
  3. Average daily number of individuals in custody in external provider programs and services
  4. Average daily number of individuals in custody in fine arts programs and services
  5. Average daily number of individuals in custody in the PAWS programs
  6. Average daily number of individuals in custody in recreation programs
  7. Average daily number of individuals in custody in workforce development programs
- The Department changed the name of the indicator 'Individuals in custody participating in skills-building activities/discharge planning' to 'Individuals in custody participating in programs, services, and other activities' to align with other changes to the indicators under Service 2 and capture participation rates across all programs and services.
- The Department retired the indicator 'Collisions involving City vehicles' because DCAS will be submitting all fleet data in their chapter to the 'Vehicle Fleets and Maintenance Additional Tables'.
- The Department began transferring women in its custody at the Rose M. Singer Center to the New York State Department of Correction and Community Supervision (DOCCS) Bedford Hills Correctional Facility (Bedford Hills) beginning on October 21, 2021. All women entering Department custody complete the intake process at a Department facility and are then evaluated for transfer to Bedford Hills. Women transferred to Bedford Hills are included in the following indicators: Admission (1a), On-trial individuals in custody delivered to court on-time (1e). Women transferred to Bedford Hills are not included in the average daily population for the duration of time that they are housed at Bedford hills or any other indicators."

## ADDITIONAL RESOURCES

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



# DEPARTMENT OF PROBATION



## WHAT WE DO

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

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

## FOCUS ON EQUITY

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

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

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

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

## OUR SERVICES AND GOALS

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

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

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

- Goal 2a Assess risk to match individuals with supervision and monitoring levels; use re-arrest and violation trends to make adjustments to supervision level components.
- Goal 2b Increase the probability of successful completion of probation terms through maximizing the use of evidence-based practices and community-based interventions.
- Goal 2c Maximize accountability with probation compliance through field visits and enforcement actions.

## HOW WE PERFORMED

- The Department completed 1,969 pre-sentence investigations (PSIs) for adults and 150 juvenile Investigation and Reports (I&Rs), respectively an 86 and 58 percent increase from the first four months of Fiscal 2021. These trends were driven by re-established court operations as COVID-19 restrictions were reduced. The adult PSI on-time completion rate was unchanged at 100 percent, while the juvenile I&R on-time rate decreased five percentage points to 94 percent.
- All youth arrested between the ages of seven and 15 who fall under family court jurisdiction are processed post-arrest by DOP. The Department processed 1,289 juvenile intakes, exceeding intake processing during the first four months of Fiscal 2021 by 13 percent, based on a year-to-year increase in NYPD arrests.
- During the juvenile intake process, probation officers make individual assessments for statutory eligibility and suitability for adjustment, including outreach and communication with complainants, NYPD, and youths' families. The juvenile intake adjustment eligibility rate increased nine percentage points to 39 percent during the first four months of Fiscal 2022.
- During the reporting period probation officers completed 2,126 initial risk / need assessments for adults entering probation supervision, an increase of 26 percent. Initial assessments for juveniles totaled 590, an increase of 40 percent. The adult results were consistent with NYPD arrest trends and increased court operations. These initial assessment screenings, based on validated actuarial instruments developed for community supervision, identify criminogenic risk factors and programming needs, and are used to develop Individual Action Plans (IAPs) for those on probation.
- The average monthly rearrest rate for adults on probation supervision increased from 1.6 percent to 2.1 percent, while the juvenile rate increased from 2.2 percent to 3.5 percent. When viewed as a percentage of all NYPD arrests, however, the adult rate decreased from 3.1 percent to 2.5 percent, while the juvenile rate was unchanged at 0.2 percent. The Department continues to analyze and respond to citywide arrest trends.
- The average monthly violation of probation (VOP) rate for adults was unchanged at 0.7 percent. Probation violation proceedings ending in revocation for adults increased by five percentage points to 27 percent. The violation rate for juveniles increased from 0.6 percent to 0.9 percent, while the juvenile revocation rate increased 20 percentage points to 39 percent. VOP disposition rates for Fiscal 2021 and 2022 were impacted by COVID-19-related restrictions on court operations. As of October 2021, only 31 VOPs for the Fiscal 2022 reporting period had reached final disposition and are reflected in the PMMR revocation rate calculation.
- The percentage of IAPs completed was unchanged at 100 percent for both adults and juveniles. IAPs serve as a roadmap for the period of probation supervision and provide a basis for benchmarking and measuring progress towards achieving short and longer-term goals, leading to better outcomes for individuals serving a community-based criminal or juvenile justice sentence.
- There were 22 new enrollments of juveniles in alternative-to-placement (ATP) programs, a 41 percent decrease compared to the first four months of Fiscal 2021. Modified court operations during COVID restrictions continued to impact program enrollments. There were 586 new enrollments in DOP-managed programs, a 59 percent increase. The managed programs increase was driven by DOP's emphasis on employment training and job placement, which increased from 91 to 405 enrollments year-to-year.
- There were 1,029 targeted behavioral health intervention contacts to individuals on probation citywide, a decrease of 21 percent from the previous fiscal year. The decrease was based primarily COVID-19 contact restrictions and year-to-year declines in adult and juvenile supervision intakes and cases supervised.
- Early completions represented 15 percent of all adult probation supervision case closings, a decrease of six percentage points. The approval rate for early completion applications was impacted by modified court operations and declined nine percentage points to 86 percent. The Department continues to prioritize identifying qualified candidates for early completion based on compliance with the terms of probation.

- The rate of adults successfully completing their probation terms during the reporting period decreased three percentage points to 87 percent. The rate for juveniles declined four percentage points to 90 percent. A trend toward individuals with higher risk and charge characteristics receiving probation sentences continued, as completion rate monitoring and improvement remain prioritized at DOP's internal performance management system.
- The Department's Intelligence Unit (Intel) completed 608 enforcement actions, a 48 percent increase, consistent with reduced COVID-19 restrictions on field operations. Intel continues to utilize targeted deployment and enforcement practices aimed at individuals most at risk for recidivism or other misconduct.

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

### Goal 1a Produce timely and accurate pre-sentence investigations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Adult investigation reports completed - total	10,949	6,550	3,708	*	*	1,060	1,969
Adult investigation reports - on time completion (%)	98.0%	96.0%	100.0%	*	*	100.0%	100.0%
Juvenile investigation reports completed	1,429	971	388	*	*	95	150
Juvenile investigation reports - on time completion (%)	87.0%	88.0%	97.0%	*	*	99.0%	94.0%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Juvenile supervision - Intake cases received	4,406	6,097	3,691	*	*	1,140	1,289
★ Juvenile delinquency cases eligible for adjustment (%)	37%	33%	34%	30%	30%	30%	39%
– low-risk (%)	45%	55%	57%	*	*	53%	59%
– medium-risk (%)	12%	17%	14%	*	*	14%	13%
– high-risk (%)	7%	6%	4%	*	*	1%	4%

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

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

### Goal 2a

Assess risk to match individuals with supervision and monitoring levels; use re-arrest and violation trends to make adjustments to supervision level components.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Adult supervision cases - end of period	17,299	14,504	11,531	*	*	13,630	10,952
Juvenile supervision cases - end of period	770	624	449	*	*	569	421
Adult initial risk assessments completed	10,705	9,432	5,346	*	*	1,685	2,126
Juvenile initial risk assessments completed	1,905	2,264	1,526	*	*	422	590
★ Adult probationer rearrest rate (monthly average) (%)	2.4%	2.1%	1.7%	3.0%	3.0%	1.6%	2.1%
★ Adult probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	3.1%	3.1%	2.7%	2.6%	2.6%	3.1%	2.5%
★ Juvenile probationer rearrest rate (monthly average) (%)	3.2%	3.2%	2.3%	3.5%	3.5%	2.2%	3.5%
★ Juvenile probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	0.2%	0.3%	0.2%	*	*	0.2%	0.2%
★ Average monthly violation rate for adult probationers (%)	1.0%	1.0%	0.7%	*	*	0.7%	0.7%
★ Average monthly violation rate for juvenile probationers (%)	3.0%	1.7%	0.9%	3.0%	3.0%	0.6%	0.9%
Probation violation proceedings ending in revocation for adult probationers (%)	44%	34%	22%	*	*	22%	27%
Probation violation proceedings ending in revocation for juvenile probationers (%)	25%	30%	29%	*	*	19%	39%
Revocation of juveniles not resulting in placement (%)	51.0%	42.0%	44.0%	*	*	45.0%	20.0%
Revocation of juveniles resulting in placement (%)	49.0%	58.0%	56.0%	*	*	55.0%	80.0%
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

### Goal 2b

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Adult supervision- new individual action plans (IAPs) created for eligible clients (%)	100%	100%	100%	*	*	100%	100%
Juvenile supervision - new Individual action plans (IAPs) created for eligible clients (%)	100%	100%	100%	*	*	100%	100%
New enrollments in alternative-to-placement (ATP) programs	68	72	57	*	*	37	22
● New enrollments in DOP-managed programs	1,279	857	1,115	*	*	368	586
Adult probationer early completion rate (%)	12%	16%	18%	*	*	21%	15%
Adult probationer early completion approval rate (%)	86%	89%	92%	*	*	95%	86%
★ Successful completion rate for adult probationers (%)	78%	83%	89%	↑	↑	90%	87%
★ Successful completion rate for juvenile probationers (%)	90%	90%	91%	↑	↑	94%	90%
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

### Goal 2c

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Intel enforcement events	2,650	1,843	1,417	*	*	412	608
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Customer Experience							
Completed requests for interpretation	9,661	9,485	6,227	*	*	NA	NA
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%

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

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$114.2	\$114.3	\$117.5	\$125.0	\$125.2	\$119.3	\$55.7	\$53.4
Revenues (\$000)	\$453.0	\$321.8	\$379.3	\$452.0	\$252.0	\$452.0	\$93.9	\$70.3
Personnel	1,162	1,123	1,068	1,138	1,097	1,096	1,096	1,049
Overtime paid (\$000)	\$3,466	\$2,782	\$1,506	\$1,861	\$3,061	\$1,861	\$424	\$188

<sup>1</sup>February 2022 Financial Plan.    <sup>2</sup>Expenditures include all funds    "NA" - Not Available

## SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$75.8	\$76.7	
001 - Executive Management	\$9.3	\$10.3	All
002 - Probation Services	\$66.5	\$66.4	All
Other Than Personal Services - Total	\$41.7	\$48.5	
003 - Probation Services	\$41.7	\$48.4	All
004 - Executive Management	\$0.0	\$0.1	All
Agency Total	\$117.5	\$125.2	

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

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- For the performance indicator 'Adult Probationer Early Completion Rate (%)' the reported rate of probationers being granted early completion has been revised upward to 18% for Fiscal 2021, based on an internal case review of upgrades to DOP's automated case management system that impacted data capture and reporting.
- The performance indicator 'New Enrollments into Alternative-to-Placement (ATP) Programs' includes participants in the AIM program based on a court-order, as well as youths placed into AIM by the Department for a modified version of this program as an enhancement to standard probation supervision.

## ADDITIONAL RESOURCES

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



# CIVILIAN COMPLAINT REVIEW BOARD

Frederick Davie, Chair



## WHAT WE DO

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

## FOCUS ON EQUITY

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

# OUR SERVICES AND GOALS

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

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

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

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

## HOW WE PERFORMED

- During the first four months of Fiscal 2022 the public filed 1,114 complaints about uniformed members of service, up from 1,018 in the first four months Fiscal 2021. The average time to complete an investigation rose from 315 days to 527 days.
- During the first four months of Fiscal 2022 the percent of all cases that were fully investigated dropped to 25 percent from 29 percent over the first four months Fiscal 2021. The percent of allegations closed with findings on the merits (fully investigated allegations closed as substantiated, exonerated) dropped from the previous year, from 59 percent in Fiscal 2022 to 54 percent in Fiscal 2021.
- During the reporting period outreach events continued online, and increased to 274 outreach events from 141 during the first four months of Fiscal 2021.
- Mediations had been unable to take place due to COVID-19 during the previous reporting period, but after being paused from April until November 2021 mediations were active again for the Fiscal 2022 period. Because of this pause and the backlog generated, average mediation case completion time increased to 409 days during Fiscal 2022.
- During the reporting period CCRB’s Administrative Prosecution Unit closed a total of 19 cases, up from eight during the previous reporting period, including 11 trials and two pleas.
- The Outreach Unit continued to find innovative ways to deliver information about the CCRB to New Yorkers, including partnering with local community-based organizations and credible messengers, and canvassed 65 city blocks, engaging with 609 New Yorkers by distributing informational materials and conducting impromptu outreach presentations as part of CCRB’s new Block by Block Initiative.
- CCRB launched CCRB Cares where outreach coordinators volunteer with food pantries, park clean up events, and give back to the community while sharing information about the agency with local residents.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
● Total civilian complaints against uniformed members of the New York City Police Department	5,236	4,597	3,326	*	*	1,018	1,114
Average age of open docket (days)	109	142	263	*	*	200	295
★ Average time to complete a full investigation (days)	249	290	378	120	120	315	527
★ Full investigations as a percentage of total cases closed (%)	29%	34%	22%	40%	40%	29%	25%
Cases closed	4,795	3,991	2,703	*	*	864	940
★ Closed allegations with findings on the merits (%)	51%	55%	57%	55%	55%	59%	54%
★ Average time to complete a substantiated investigation (days)	269	326	433	140	140	381	586
★ Substantiated cases in which the statute of limitations expired (%)	1%	0%	25%	0%	0%	4%	73%
★ Officers disciplined (excluding pending and filed cases) (%)	75%	82%	89%	*	*	89%	78%
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↕ Directional Target	* None			

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Cases with mutual agreement to mediate	500	237	70	*	*	30	0
Officers who accepted mediation (%)	78%	59%	75%	*	*	88%	69%
Civilians who accepted mediation (%)	43%	36%	49%	*	*	16%	75%
Cases successfully mediated	202	126	44	*	*	0	46
★ Average mediation case completion time (days)	131	129	407	120	120	0	409
★ Mediation satisfaction rate (%)	88%	83%	94%	94%	94%	0%	98%
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Administrative prosecution cases closed	47	60	21	*	*	8	19
– Cases closed by trial	19	39	10	*	*	2	11
– Cases closed by plea	16	7	4	*	*	2	2
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Outreach presentations conducted	805	749	452	*	*	141	274
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

**AGENCY CUSTOMER SERVICE**

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Customer Experience							
Completed requests for interpretation	576	660	256	*	*	NA	NA
Letters responded to in 14 days (%)	57%	53%	70%	*	*	88%	100%
E-mails responded to in 14 days (%)	100%	100%	69%	*	*	40%	50%
CORE facility rating	NA	100	NA	*	*	NA	NA
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

**AGENCY RESOURCES**

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$18.5	\$19.7	\$20.9	\$24.8	\$24.1	\$23.5	\$7.0	\$5.9
Personnel	178	203	191	269	265	265	193	200
Overtime paid (\$000)	\$544	\$343	\$80	\$0	\$250	\$250	\$24	\$66
<sup>1</sup> February 2022 Financial Plan. <sup>2</sup> Expenditures include all funds      "NA" - Not Available								

## SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$16.4	\$19.0	All
002 - Other Than Personal Services	\$4.5	\$5.2	All
Agency Total	\$20.9	\$24.1	

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

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

For additional information go to:

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

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



# LAW DEPARTMENT



## WHAT WE DO

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

## FOCUS ON EQUITY

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

# OUR SERVICES AND GOALS

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

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

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

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

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

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



## HOW WE PERFORMED

- In the first four months of Fiscal 2022, the payout for judgments and claims brought against the City in state and federal court increased 10 percent compared to the same period of Fiscal 2021. This increase is attributable in large part, to the Court system’s return to routine operations subsequent to the first wave of the pandemic.
- Cases commenced during the first four months of Fiscal 2022 in state court decreased 17 percent, while cases pending in state court increased by 12 percent. Affirmative motion practice decreased nearly 30 percent while the win rate on affirmative motions increased 9 percentage points during the same period.
- The Special Federal Litigation Division’s assertive approach to litigation, negotiations, and trials continues to result in decreases in new filings, more favorable verdicts, and an increase in discontinuances which rose nearly 36 percentage points compared with the same period in the prior fiscal year. The slight uptick in cases pending, however, is the result of an increase in more complex matters, such as reverse conviction cases, as well as the pending cases resulting from the various protests over the summer of 2020.
- Referred cases filed for prosecution in Family Court increased by 10 percentage points in the first four months of Fiscal 2021 compared to same period in the prior fiscal year. This change is attributable to the Family Court having lifted the operational order which limited the filing of cases during the pandemic to essential matters, which had been defined by the Family Court as cases where the youth was in detention.
- Juveniles successfully referred to a diversion program with no new delinquency referral within one year increased nearly 12 percent compared to the same period in the prior fiscal year.
- The filing of enforcement referrals within 60 days of referral is not applicable for first four months of Fiscal 2022 because the COVID-19 pandemic caused the Family Court to pause the acceptance of enforcement petitions beginning March 2020. In May 2021, Family Court began scheduling new petitions up to and including June 2021. Since September 2021, the Law Department has received significantly fewer referrals than have been historically received and, with such a short period of reporting available, for the first 4 months of Fiscal 2022, this is not applicable.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Total citywide payout for judgments and claims (\$000)	\$642,112	\$623,183	\$575,955	↓	↓	\$65,733	\$162,468
★ Total cases commenced against the City	8,598	7,468	9,103	*	*	3,336	2,791
– Cases commenced against the City in state court	7,816	6,805	8,533	7,600	7,600	3,086	2,568
– Cases commenced against the City in federal court	782	663	748	1,050	1,050	250	223
★ Critical Indicator      ● Equity Indicator      “NA” Not Available      ↑↓ Directional Target      * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Cases pending in state court	22,611	21,858	25,273	23,700	23,700	23,369	26,225
– Cases pending on trial calendar	1,898	2,059	3,978	2,700	2,700	2,074	3,885
Affirmative motions to dismiss or for summary judgment	1,461	1,131	610	*	*	206	151
★ Win rate on affirmative motions (%)	72%	74%	82%	78%	78%	85%	95%
★ Critical Indicator      ● Equity Indicator      “NA” Not Available      ↑↓ Directional Target      * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Cases pending in federal court	877	814	882	1,150	1,150	822	855
Dismissals and discontinuances	262	166	146	*	*	39	53
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⇅ Directional Target    * None							

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Referred cases filed for prosecution (%)	38%	30%	30%	55%	55%	27%	36%
Juvenile conviction rate (%)	73%	68%	77%	75%	75%	75%	71%
★ Juveniles successfully referred to a diversion program with no new delinquency referral within one year (%)	86%	87%	82%	75%	75%	80%	92%
Crime victims referred for community-based services (%)	57%	66%	48%	45%	45%	45%	49%
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⇅ Directional Target    * None							

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Filing of enforcement referrals within 60 days of referral (%)	99%	NA	NA	90%	90%	NA	NA
★ Families entitled to a support order that get a support order (%)	71%	66%	81%	65%	65%	NA	55%
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⇅ Directional Target    * None							

**AGENCY CUSTOMER SERVICE**

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Completed requests for interpretation	1,198	1,095	413	*	*	NA	NA
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⇅ Directional Target    * None							

**AGENCY RESOURCES**

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$254.1	\$275.3	\$263.1	\$289.9	\$281.4	\$239.0	\$91.9	\$95.2
Revenues (\$000,000)	\$48.4	\$35.4	\$67.9	\$21.3	\$21.3	\$21.3	\$10.1	\$4.8
Personnel	1,875	1,809	1,705	1,920	1,854	1,833	1,770	1,658
Overtime paid (\$000)	\$2,360	\$1,692	\$355	\$2,131	\$2,150	\$2,131	\$164	\$253
<sup>1</sup> February 2022 Financial Plan. <sup>2</sup> Expenditures include all funds    "NA" - Not Available								

## SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency’s goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the ‘Applicable MMR Goals’ column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$154.6	\$157.9	All
002 - Other Than Personal Services	\$108.5	\$123.6	All
Agency Total	\$263.1	\$281.4	

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

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- As noted in the bullet above, the indicator ‘Filing of Enforcement Referrals Within 60 Days of Referral’ is showing NA instead of a percentage for the first four months of Fiscal 2022 because Family Court was not accepting petitions beginning March 2020 due to COVID-19.
- The indicator ‘Completed Requests for Interpretation’ shows NA for the month of October because it is a quarterly metric which only shows data for the last month in a quarter.

## ADDITIONAL RESOURCES

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



# DEPARTMENT OF INVESTIGATION



## WHAT WE DO

The Department of Investigation (DOI) is a law enforcement agency that promotes and maintains integrity and efficiency in City government by investigating City employees and contractors who may be engaged in corrupt activities or unethical conduct, and by examining gross mismanagement and abuse in City agencies and entities. It has oversight of more than 45 Mayoral agencies with over 300,000 employees, as well as dozens of City boards and commissions. DOI's strategy attacks corruption comprehensively through investigations that lead to arrests, public reports, and recommended preventive internal controls and operational reforms. DOI's work aims to prevent criminal misconduct and waste, remove corrupt public officials, ensure wrongdoers are held accountable, and improve the way City government functions. DOI serves New Yorkers by acting as an independent and nonpartisan watchdog for City government.

## FOCUS ON EQUITY

DOI focuses on equitable service delivery by rooting out municipal corruption through investigations and examining structural issues that undermine good government and New Yorkers' access to services. DOI's commitment to equity focuses on improving the integrity, effectiveness and credibility of City government by investigating cases involving corruption, waste, fraud, and inefficiency in City government, and issuing policy and procedure recommendations (PPRs) to mitigate vulnerabilities. DOI's focus on equity also means conducting investigations with impartiality by following the facts and the law, regardless of politics, influence, or position.

Between July 1, 2021, and October 31, 2021, investigations reflected the power and impact of DOI's strong law enforcement partnerships, resulting in an array of arrests and recommendations to improve City policies and procedures and remedy corruption vulnerabilities found during investigations. Several significant investigations resulted in arrests, including an investigation of alleged bribes to superintendents at New York City Housing Authority (NYCHA) developments in exchange for the award of micro purchase contracts that resulted in the indictment of nine contractors for bribery. This DOI undercover investigation began after NYCHA employees reported being offered bribes and unlawful gratuities. This investigation, publicly announced with the Brooklyn District Attorney's Office, demonstrates the value and importance of City employees' affirmative obligation to report corruption to DOI. Another investigation that DOI worked on with the New York State Attorney General's Office resulted in the indictment and arrest of 10 individuals and corporations on charges of operating a two decades-long bid-rigging scheme. The scheme involved the alleged submission of thousands of false and inflated bids to the City Human Resources Administration and a state organization for moving and storage services intended to aid public benefits recipients, domestic violence survivors, and other crime victims in need of relocation services. DOI worked with its federal law enforcement partners on an investigation that resulted in four defendants being charged with fraud for abusing the City's COVID-19 Hotel Room Isolation Program, which was intended to provide safe housing to health care workers. As charged, the defendants falsely claimed to be healthcare workers and sold hotel rooms to ineligible individuals, defrauding the City's COVID-19 Hotel Room Isolation Program of more than \$400,000. DOI also worked with the Manhattan District Attorney's Office on an investigation that resulted in the arrest of a Director of Contracts at a hospital in the New York City Health + Hospitals ("H+H") system on larceny charges in connection with the theft of \$64,000 from H+H. In addition, DOI issued a detailed public report on its probe into the misuse of the Mayor's security detail, documenting the findings of the investigation and issuing 13 recommendations to improve policies and practices surrounding the use of the security detail, including three to the New York City Police Department, seven to the Office of the Mayor, and one each to the Conflicts of Interest Board and the City Department of Records and Information Services. During this four-month period, DOI also debuted a new anti-corruption public information radio and poster campaign that urged New Yorkers and City employees to report corruption. The 2021 campaign built upon DOI's successful poster campaign from the 1990s—"Get the Worms Out of the Big Apple"—and updated it by asking New Yorkers for their help to root out corruption: "Know something rotten in City government? Help DOI Get the Worms Out of the Big Apple."

The Department's investigations in this period reflect the broad jurisdiction and mission of the agency's anti-corruption work, including making large-scale arrests involving multiple defendants and holding individual wrongdoers accountable, issuing public reports to promote transparency and make systemic changes, and promoting public information messages that edify the public and City employees about corruption, how to stop it, and where to report it. As demonstrated by the aforementioned case examples, DOI's anti-corruption work has the salutary effect of promoting fairness and equity in the delivery and administration of public services.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Investigate possible corruption, fraud, waste and unethical conduct in City government.**

- Goal 1a Maintain the integrity of City agencies, employees, contract vendors and other recipients of City funds.
- Goal 1b Improve the impact and effectiveness of investigations.

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

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

## HOW WE PERFORMED

- During the first four months of Fiscal 2022, complaints increased by 12 percent compared to the same period of Fiscal 2021. More City employees were back at work due to the re-opening of the City and DOI coordinated with that re-opening by debuting its new anti-corruption campaign advancing DOI's anti-corruption message and promoting its hotline number.
- The number of written policy and procedure recommendations (PPRs) issued by DOI during the four-month period of Fiscal 2022 decreased by 82 percent. The number of PPRs issued the previous fiscal year included PPRs issued as citywide recommendations where one PPR was issued to several City agencies. The number during this four-month period more accurately reflects the annual average number of PPRs that DOI would issue during this timeframe.
- The number of corruption prevention and whistleblower lectures conducted increased by 112 percent, reflecting DOI's ongoing commitment to ensuring all City employees are aware of corruption hazards and their obligation to report suspected corruption to DOI.
- The average time to complete an investigation decreased by 14 percent from Fiscal 2021. This highlights DOI's commitment to thoroughly investigating all complaints while ensuring a timely review of investigations. This decrease is also reflective of government operations and the criminal justice system re-opening.
- During the first four months of Fiscal 2022, referrals for civil and administrative action, referrals for criminal prosecution, and arrests resulting from DOI investigations all increased. DOI investigations during this four-month period, compared to the same timeframe last fiscal year, resulted in 16 percent more administrative referrals, 9 percent more criminal referrals and 34 percent more arrests. These significant increases are reflective of the City re-opening as well as DOI's commitment to exposing corruption and unethical conduct.
- During the first four months of Fiscal 2022, the average number of background investigations closed decreased by 36% compared to the same period in Fiscal 2021. This is reflective of a reduced number of backgrounds received by DOI during the Fiscal 2022 period. The average time to complete a background investigation decreased by 42 percent and the percentage of background investigations completed within six months increased 16 percent, demonstrating DOI's success in implementing an effective system for handling incoming background investigations. Of the background investigations that were received by DOI prior to July 1, 2019 (the backlogged backgrounds), there were 4,001 open at the end of the reporting period for Fiscal 2021. At the end of the reporting period for Fiscal 2022 there were 2,099 backlogged backgrounds remaining open. This downward trend highlights DOI's ongoing commitment to eliminate backlogged backgrounds.
- Time to notify agencies of arrests of current childcare workers after receipt from the State Division of Criminal Justice services decreased 33 percent from an average of three days to an average of two days this reporting period.

## SERVICE 1 Investigate possible corruption, fraud, waste and unethical conduct in City government.

**Goal 1a** Maintain the integrity of City agencies, employees, contract vendors and other recipients of City funds.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Complaints	15,067	12,017	11,543	*	*	3,865	4,308
★ Written policy and procedure recommendations (PPRs) issued to City agencies	573	193	307	*	*	168	30
Written PPRs issued during previous fiscal years that have been accepted by City agencies (%)	85%	70%	61%	75%	75%	89%	90%
- Written PPRs issued during previous fiscal years that have been implemented of those accepted by City agencies (%)	76%	56%	51%	*	*	87%	86%
Written PPRs issued during previous fiscal years that are still pending an outcome from City agencies (%)	11%	27%	37%	*	*	5%	6%
Written PPRs issued during previous fiscal years that have been rejected by City agencies (%)	4%	3%	2%	*	*	4%	4%
★ Corruption prevention and whistleblower lectures conducted	449	318	67	200	200	17	36
Corruption prevention lecture e-learning attendees	33,539	26,298	25,028	*	*	2,934	2,592
Integrity monitoring agreements	13	12	10	*	*	8	9
Vendor name checks completed within 30 days (%)	80%	80%	92%	85%	85%	97%	92%
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Average time to complete an investigation (days)	179	215	218	180	180	235	202
★ Referrals for civil and administrative action	984	1,003	936	*	*	277	322
★ Referrals for criminal prosecution	722	778	499	*	*	129	140
★ Arrests resulting from DOI investigations	609	545	279	*	*	86	115
★ Financial recoveries to the City ordered/agreed (\$000)	\$2,874	\$2,556	\$2,715	↑	↑	\$1,507,416	\$6,160,456
★ Financial recoveries to the City collected (\$000)	\$1,962	\$2,044	\$2,580	↑	↑	\$1,323,518	\$5,799,662
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Average time to complete a background investigation (from date of receipt) (days)	NA	88	107	180	180	139	81
★ Background investigations received and closed within 6 months (%)	NA	97%	91%	80%	80%	83%	99%
Backlogged background investigations closed during the reporting period	NA	1,880	1,879	*	*	598	621
Backlogged background investigations remaining open	NA	4,599	2,720	*	*	4,001	2,099
Time to notify agencies of arrest notifications for current childcare, home care and family care workers after receipt from State Division of Criminal Justice Services (days)	1	2	4	*	*	3	2
Closed background investigations (of those opened on or after July 1, 2019)	NA	1,354	1,180	*	*	592	379
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							



## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Customer Experience							
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
Average wait time to speak with a customer service agent (minutes)	3	3	3	*	*	NA	NA
CORE facility rating	100	100	NA	*	*	NA	NA
Completed requests for interpretation	22	5	NA	*	*	NA	NA
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⇅ Directional Target    * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$49.1	\$53.2	\$51.4	\$53.2	\$58.3	\$49.2	\$30.2	\$29.3
Revenues (\$000,000)	\$3.2	\$2.6	\$1.7	\$3.4	\$1.6	\$2.4	\$0.2	\$0.7
Personnel	355	362	332	365	354	332	352	314
Overtime paid (\$000)	\$966	\$696	\$146	\$105	\$376	\$105	\$28	\$161
<sup>1</sup> February 2022 Financial Plan. <sup>2</sup> Expenditures include all funds    "NA" - Not Available								

## SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$28.7	\$29.4	
001 - Personal Services	\$24.0	\$23.6	All
003 - Inspector General	\$4.8	\$5.9	All
Other Than Personal Services - Total	\$22.7	\$28.8	
002 - Other Than Personal Services	\$22.5	\$28.4	All
004 - Inspector General	\$0.2	\$0.5	All
Agency Total	\$51.4	\$58.3	
<sup>1</sup> Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds. <sup>2</sup> Includes all funds. <sup>3</sup> Refer to agency goals listed at front of chapter.    "NA" Not Available    * None			

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Department revised the four-month Fiscal 2021 and Fiscal 2022 values for ‘written PPRs issued to City agencies,’ ‘written PPRs issued during previous fiscal years that have been accepted by City agencies (%)’, ‘written PPRs issued during previous years that have been implemented of those accepted by City agencies (%)’, ‘written PPRs issued during previous fiscal years that are still pending an outcome from City agencies (%)’, and ‘written PPRs issued during previous fiscal years that have been rejected by City agencies (%)’, to reflect updated data.
- Previously published Fiscal 2022 target for “Written policy and procedure recommendations (PPRs) issued to City agencies” indicator was removed as the actual number of PPRs issued each year are reliant on the types of cases received.
- Previously published Fiscal 2022 target for “Corruption prevention and whistleblower lectures conducted” decreased from 400 to 200 due to a shift to more virtual learning.
- Definition of “Corruption prevention and whistleblower lectures conducted” changed to clarify that both in-person and webinar lectures are captured.

## ADDITIONAL RESOURCES

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

# CITY COMMISSION ON HUMAN RIGHTS



## WHAT WE DO

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

## FOCUS ON EQUITY

In October 2021, a new Commissioner and Chair took office at the Commission on Human Rights bringing new energy to the Commission's promotion and protection of the rights enshrined in the NYCHRL. The NYCHRL aims to ensure that all those who live in, work in, or visit New York City are treated fairly, and with dignity and respect, regardless of race, color, age, religion/creed, national origin, disability, gender identity and expression, sexual orientation or any other protected class. To achieve these ends, the Commission is committed to expanding the reach of the NYCHRL to the City's underserved communities and most vulnerable residents.

In Fiscal 2022, COVID-19 continued to disrupt and reshape the way the City and the Commission delivered critical services to New Yorkers, as well as how New Yorkers engage with each other. This once-in-a-century pandemic forced government agencies, employers, housing providers, and business owners to create new policies and procedures to respond to the evolving nature of the health crisis. The Commission continued to provide support and guidance to sister agencies, as well as the public, bringing a human rights lens to these challenges.

CCHR continues to vigorously prosecute violations of the NYCHRL, collecting record damages and civil penalties, while expanding awareness of the Law among the City's underserved communities and most vulnerable residents through innovations in outreach and programming that are grounded in an intersectional approach, and center restorative justice. CCHR's focus on equity is integrated into every facet of its operations. Illustrative examples of CCHR work in Fiscal 2022 include the launch of a public education and outreach campaign regarding expanded workplace protections for domestic workers—including nannies, home health aides and home cleaners. The campaign includes English and Spanish social media posts, as well as fact sheets in 11 languages—all of which explain new protections that will be placed as of March 2022. Recognizing the power of diversity, CCHR collaborated with the Office of the Queen's Borough President to honor the 2021 Trans Day of Remembrance through a public event in Queens. The Commission has also worked to strengthen relationships with Native Americans and Indigenous Peoples through a number of avenues, and in November of 2021, released a Land Acknowledgment, which was developed in collaboration with the Lenape Center. Building on past work on anti-black racism, the Commission also published a one pager on hair discrimination.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Enforce the NYC Human Rights Law.**

Goal 1a Investigate, prosecute and resolve complaints of discrimination, discriminatory harassment, and bias-based profiling in a timely and efficient manner.

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

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

## HOW WE PERFORMED

- In the first four months of Fiscal 2022, the Law Enforcement Bureau (LEB) filed 105 complaints and initiated 77 pre-complaint interventions.
- During the reporting period LEB continued its trend of successfully closing cases by closing 253 cases, compared to 260 and 263 in the same periods for Fiscal Years 2021 and 2020.
- Inquires received increased 45 percent in Fiscal 2022 compared to the same period in Fiscal 2021. This increase in inquiries possibly correlates to the easing of pandemic related restrictions.
- Matters initiated declined 48 percent in Fiscal 2022 compared to the same period in Fiscal 2021 due to more matters being handled as complaints as they are seen as being more successful and having a greater impact.
- Youth based sessions conducted dropped to 30 in Fiscal 2022 compared to 114 in Fiscal 2021 due to schools not allowing in-person trainings and students having zoom fatigue.
- LEB resolved 55 pre-complaint interventions during the first four months of Fiscal 2022. The number decreased compared to Fiscal 2021 due to limitations placed on in-person visits to resolve accessibility issues and having any situations that would not be successful in pre-complaint resolution, move to the traditional complaint process.
- As part of LEB's ongoing priority to resolve cases older than 5 years, open complaints dropped to 899 at the end of reporting period, the lowest since Fiscal 2015, and a 24 percent decrease from the last reporting period.
- The average age of open complaints at the end of the reporting period was 447 days, compared to 508 days in Fiscal 2021. Of those complaints, 431 complaints have been pending less than 1 year, down from 459 during the last reporting period.
- CCHR obtained \$2,418,235 in damages for complainants and \$155,000 in civil penalties. Despite difficulties encountered due to the pandemic, compensatory damages and civil penalties amounts are similar to the last reporting period, when CCHR obtained \$1,957,284 in damages for complainants and \$190,500 in civil penalties. The settlements also included significant affirmative relief and restorative justice remedies.
- The pandemic continued to challenge CCHR's delivery of outreach efforts. Many of the Commission's partners have limited in-person work and are also feeling fatigued with virtual events. Despite challenges, CRB has used innovative tools at its disposal to hold 390 virtual conferences, workshops, and training sessions, an increase, compared to 326 during the same period in Fiscal 2021. At the same time, the Commission reached 23,636 people, a decrease from 36,101 engaged in this same period in Fiscal 2021.

## SERVICE 1 Enforce the NYC Human Rights Law.

**Goal 1a** Investigate, prosecute and resolve complaints of discrimination, discriminatory harassment, and bias-based profiling in a timely and efficient manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Inquiries received	9,804	10,015	9,055	*	*	2,869	4,162
Matters initiated	2,319	1,307	881	*	*	313	162
Pre-complaint resolutions	537	406	214	*	*	77	55
Modifications for accessibility for people with disabilities	174	72	46	*	*	6	6
★ ● Complaints filed	792	525	643	*	*	223	105
Complaints closed	986	1,066	895	*	*	260	253
– Complaints closed (%) - no probable cause determination	3%	1%	0%	*	*	1%	0%
– Complaints closed (%) - probable cause determination	7%	23%	22%	*	*	21%	14%
– Complaints closed (%) - administrative cause	60%	51%	48%	*	*	50%	63%
– Complaints closed (%) - settlement	30%	25%	30%	*	*	28%	23%
Complaints successfully mediated	37	43	47	*	*	9	14
Complaints referred to the Office of Administrative Trials and Hearings	38	20	13	*	*	1	1
Value of damages for complainants (\$)	\$5,306,052	\$6,549,397	\$8,069,100	*	*	\$1,957,284	\$2,418,235
Value of civil penalties imposed (\$)	\$788,261	\$969,750	\$1,678,000	*	*	\$190,500	\$155,000
Open matters	3,968	2,398	2,411	*	*	2,468	2,327
Open complaints	1,697	1,165	1,012	*	*	1,187	899
★ Average age of complaint caseload (days)	576	515	427	↓	↓	508	447
Complaints pending by age - less than one year	668	416	546	*	*	459	431
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↕ Directional Target	* None			

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Conferences, workshops and training sessions	3,060	1,481	1,683	3,000	3,000	326	390
Youth-based training sessions conducted	266	300	293	250	250	114	30
People served	97,395	99,858	102,121	80,000	80,000	36,101	23,636
Responses to bias-based incidents	235	467	383	*	*	125	46
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↕ Directional Target	* None			

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Customer Experience							
Letters responded to in 14 days (%)	96.0%	99.0%	98.0%	*	*	94.0%	100.0%
E-mails responded to in 14 days (%)	99.0%	100.0%	99.0%	*	*	99.0%	100.0%
Completed customer requests for interpretation	1,677	1,550	1,519	*	*	458	449
Average wait time to speak with a customer service agent (minutes)	6	3	0	*	*	0	0
CORE customer experience rating (0-100)	NA	100	100	*	*	NA	NA
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↕ Directional Target	* None			

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$13.3	\$12.2	\$11.9	\$12.7	\$14.0	\$14.7	\$4.3	\$4.4
Personnel	131	128	120	137	140	140	127	110
Overtime paid (\$000)	\$3	\$0	\$4	\$15	\$15	\$15	\$0	\$1

<sup>1</sup>February 2022 Financial Plan.      <sup>2</sup>Expenditures include all funds      "NA" - Not Available

## SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$10.2	\$11.6	
001 - Personal Services	\$5.3	\$4.0	All
003 - Community Development	\$4.9	\$7.6	All
Other Than Personal Services - Total	\$1.7	\$2.5	
002 - Other Than Personal Services	\$0.5	\$0.5	All
004 - Community Development	\$1.2	\$1.9	All
Agency Total	\$11.9	\$14.0	

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

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

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





# OFFICE OF ADMINISTRATIVE TRIALS AND HEARINGS



## WHAT WE DO

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

## FOCUS ON EQUITY

OATH remained fully operational during the pandemic by allowing all summonses to be responded to over the phone. To provide convenience to New Yorkers, OATH instituted a call-back function so that respondents did not waste their time or their phone plan's minutes and data waiting for their hearing to begin. Recognizing that respondents may be transient during the pandemic and may not be receiving mail promptly, OATH launched a text message system to allow respondents to get reminders of their upcoming hearings along with instructions on what they must do in order to have their remote hearing.

During the pandemic, OATH's Center for Creative Conflict Resolution launched its first public-facing program, MEND NYC, a program meant to bring free mediation and conflict resolution services to New Yorkers facing quality of life issues from neighboring businesses in the hospitality industry such as restaurants and bars. OATH later expanded MEND NYC to provide mediation services to small businesses who were experiencing issues with their commercial landlords such as lease negotiations. Free mediation provides a way to address quality of life issues experienced by New Yorkers while simultaneously reducing the likelihood that a business gets inspected by enforcement agencies and issued a summons with the potential of burdening a neighborhood business with hefty fines. OATH also launched a small business unit within its Help Center to assist small businesses that receive summonses to help ensure that they were also provided with information about and given the opportunity to take advantage of benefits offered by the City's Department of Small Business Services.

In Fiscal 2022, the City and State signed a Memorandum of Agreement that designated OATH as the independent administrative tribunal to hold hearings related to special education for New York City students who may require, and are entitled to, additional services. Having these hearings at OATH provides more independence to the hearing process and more efficient and modern court operations. In addition to added efficiency, having full-time adjudicators deciding these cases means more accountability and more consistent standards and outcomes.

## OUR SERVICES AND GOALS

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

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

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

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

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

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

## HOW WE PERFORMED

- The Trials Division closed 132 more cases in the first four months of Fiscal 2022 than during the same time in Fiscal 2021. Trials Division ALJs issued decisions 41% faster and closed 22% more cases in the first four months of Fiscal 2022 than during the same time in Fiscal 2021. The rate of settlements in Department of Correction cases also increased as a result of the Nunez court settlement monitor's recommendations, specifically an increased focus on pre-conference settlement negotiations. All of these improvements were partly the result of hiring six new judges in the Trials Division.
- The Hearings Division received nearly 28% more summonses, conducted 21% more hearings, conducted 32% more pre-hearing activities, and issued 37% more decisions in the first four months of Fiscal 2022 than during the same time in Fiscal 2021. These increases resulted from City enforcement agencies issuing more summonses during the reporting period.
- As a result of the issuance of more summonses, OATH's diverse clientele also requested more language interpretation services, increasing such requests by 75% during the reporting period.
- Respondents to summonses availed themselves of no-contact options via one-click online and regular mail submission, with the former increasing by 82% and the latter by 42% during the first four months of Fiscal 2022 as compared to the first four months of Fiscal 2021.
- In the first four months of Fiscal 2022, 99.5% of all hearings were conducted remotely, with 87% of hearings conducted by phone, and the remainder via written defenses submitted by mail or online.
- With the re-opening of OATH's offices to the public, Help Center staff have been assigned to provide information in-person to respondents representing themselves who visit OATH. The agency has elected not to classify those interactions as formal "help sessions" because of the difference in the level of detail, length of time, and nature of the interaction (though brief procedural assistance is being provided), resulting in 11% fewer help sessions.
- OATH's Center for Creative Conflict Resolution (CCCR), showed an uptick in caseload and conducted 42% more mediations for employees in workplace conflict and it doubled the number of conflict resolution trainings that it provided to City employees during the first four months of Fiscal 2022 compared to the first four months of Fiscal 2021.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
OATH Trials Division cases with decisions issued within 45 business days (%)	90%	90%	85%	*	*	97%	85%
★ OATH Trials Division facts and conclusions adopted by agencies (%)	100%	98%	99%	96%	96%	100%	92%
OATH Trials Division settlement rate (%)	54%	52%	51%	55%	55%	49%	58%
Cases filed at the OATH Trials Division (total)	2,691	2,245	2,349	*	*	711	747
Cases closed at the OATH Trials Division (total)	2,660	2,118	2,257	*	*	597	729
★ Cases processed per ALJ (total)	206.8	186.2	184.6	↑	↑	55.2	58.1
Average time for the OATH Trials Division to issue decisions after records closed (business days)	4.2	5.5	8.9	15.0	15.0	9.9	5.8

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Total summonses received from the issuing agencies at the OATH Hearings Division	837,778	701,862	539,745	*	*	150,175	192,699
Total Summonses Adjudicated	340,563	263,699	231,612	*	*	60,755	73,799
★ Total number of pre-hearing activities at the OATH Hearings Division	295,440	238,791	180,628	*	*	51,961	68,510
Total summonses processed at the OATH Hearings Division	663,327	484,589	517,615	*	*	163,887	173,617
★ Summonses with decision rendered at the OATH Hearings Division	261,906	196,631	137,482	*	*	35,747	49,133
★ Average time from OATH Hearings Division hearing assignment to decision rendered (days)	6	7	9	*	*	10	9
Defenses submitted by mail (% of total remote hearings/submissions)	14.3%	12.5%	1.7%	*	*	2.1%	2.3%
OATH hearings by phone (% of total remote hearings/submissions)	18.4%	39.0%	89.8%	*	*	90.2%	86.7%
OATH one-click online submissions (% of total remote hearings/submissions)	67.3%	48.6%	8.5%	*	*	7.8%	11.0%
Total number of help sessions conducted by OATH Help Centers	NA	35,232	33,834	*	*	9,385	8,333
Defenses submitted by mail	NA	4,363	3,642	*	*	1,197	1,692
Hearings by phone	NA	13,647	197,873	*	*	51,811	63,626
One-click online submissions	NA	17,003	18,794	*	*	4,454	8,102

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Customer Experience							
Mediations administered for City employees	NA	NA	36	*	*	12	17
Conflict resolution trainings administered for City employees.	NA	NA	36	*	*	8	16
Coaching sessions for City personnel	NA	NA	69	*	*	17	20
Consultations for City personnel	NA	NA	147	*	*	41	32
Restorative group sessions	NA	NA	47	*	*	16	7
Mediations administered for members of the public	NA	NA	12	*	*	3	3

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

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Customer Experience							
Completed customer requests for interpretation	18,044	12,940	6,300	*	*	1,636	2,860
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	99.94%	99.89%	100%	*	*	100%	99.99%
CORE customer experience rating (0-100)	NA	100	NA	*	*	NA	NA

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

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$47.1	\$44.7	\$42.2	\$52.0	\$55.9	\$67.8	\$17.4	\$17.0
Revenues (\$000,000)	\$175.2	\$145.2	\$120.3	\$135.0	\$132.7	\$146.1	\$33.9	\$53.8
Personnel	409	365	350	484	537	551	355	347
Overtime paid (\$000)	\$47	\$51	\$116	\$50	\$50	\$50	\$22	\$27

<sup>1</sup>February 2022 Financial Plan.      <sup>2</sup>Expenditures include all funds      "NA" - Not Available

## SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$32.1	\$39.7	All
002 - Other Than Personal Services	\$10.0	\$16.2	All
Agency Total	\$42.2	\$55.9	

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

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

For additional information, go to:

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

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



# BUSINESS INTEGRITY COMMISSION



## WHAT WE DO

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

## FOCUS ON EQUITY

The core mission of the Business Integrity Commission includes eliminating organized crime and other forms of criminality from the commercial trade waste hauling industry and the public wholesale markets. By fostering an open marketplace, BIC seeks to ensure that the regulated businesses are able to compete fairly and that the industries are free from the criminal activity that once dominated them. By seeking to ensure businesses in the regulated industries operate with good character, honesty, and integrity, BIC helps to maintain a fair marketplace for all businesses involved in the industries, including the regulated companies themselves and their customers. In addition, BIC regulates traffic safety in the trade waste industry through development of relevant rules (one set of which went into effect in August 2021), vigorous enforcement of those rules, and outreach to the industry. BIC is also working closely with the Department of Sanitation (DSNY) on implementing the Commercial Waste Zones program, which will reduce trade waste truck traffic, thus improving public safety on New York City streets.

## OUR SERVICES AND GOALS

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

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

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

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



## HOW WE PERFORMED

- As of August 2021, BIC regulation of the private trade waste hauling industry includes enforcement of rules focused on traffic safety. In the first four months of Fiscal 2022, the number of violations BIC issued to licensed or registered haulers increased by thirty percent from 133 in the first four months of Fiscal 2021 to 173. Also, the number of violations BIC issued to haulers operating without a license or registration increased considerably to 257 in the first four months of Fiscal 2022, from 68 in the same period in Fiscal 2021. BIC’s on-street enforcement increased substantially over the past two years. Unlicensed activity poses both a corruption and safety risk, as the companies and their principals and employees have not been vetted by BIC.
- During the first four months of Fiscal 2022, the number of waste hauling applications pending increased to 1283, from 801 in the same period of Fiscal 2021. In the first four months of Fiscal 2022, the average time to approve a waste hauling application increased by 44 percent to 422 days, from 293 days in the same period in Fiscal 2021.
- Approval time and other increases are attributed to issues beginning in Fiscal 2019 with BIC taking on new and expanded responsibilities without additional staffing as well as a significant loss of staffing resources pre-COVID-19 and during COVID-19. The COVID-19 budget crisis added to the reduction in headcount, further impacting application processing. Additionally, the trade waste hauling renewal applications submissions cycle of mid-Fiscal 2020, rolled into Fiscal 2021 and continued into Fiscal 2022. This issue was compounded by the disruption of the renewal applications’ cycle due to COVID-19 emergency executive orders, and related legislation that suspended expiration of BIC licenses and registrations. Once the mandated suspension of expirations ended, there was an influx of out-of-cycle renewal applications.
- The average time to approve a public wholesale market application improved as the time decreased by forty-seven percent to 187 in the first four months of Fiscal 2022, from 356 to the same period in Fiscal 2021. In the first four months of Fiscal 2022, the number of public wholesale market applications pending increased to 42, from 27 in the same period of Fiscal 2021. However, five percent of the 42 public wholesale market applications pending were from Fiscal 2021 resulting in an improvement of the average age of a public wholesale market application—which decreased from 264 days in the first four months of Fiscal 2021 to 115 days in the same period in Fiscal 2022.

### SERVICE 1 Regulate the City’s commercial waste hauling industry.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Violations issued to private waste haulers	494	746	648	*	*	201	430
★ Violations issued to legally operating private waste haulers	371	545	412	*	*	133	173
★ Violations issued to illegally operating private waste haulers	123	201	236	*	*	68	257
★ Waste hauling applications denied	7	6	5	*	*	3	0
Waste hauling complaints received	423	334	319	*	*	137	128
Private Waste Hauler Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	100.0%	98.0%	81.0%	*	*	79.0%	77.0%
★ Critical Indicator    ● Equity Indicator    “NA” Not Available    ↑↓ Directional Target    * None							

**Goal 1b** Process license and registration applications for the waste hauling industry in a timely manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Average time to approve waste hauling applications (days) - New and Renewal	190	222	321	200	200	293	422
★ Average time to approve waste hauling applications (days) - New	122	129	191	150	150	172	214
★ Average time to approve waste hauling applications (days) - Renewal	205	241	370	210	210	324	475
★ Average age of pending waste hauling applications (days)	185	160	224	180	180	183	261
★ Waste hauling applications pending	524	639	1,094	*	*	801	1,283
Waste hauling applications approved - New and Renewal	806	761	369	*	*	167	150
Waste hauling applications approved - New	152	134	102	*	*	34	30
Waste hauling applications approved - Renewal	654	627	267	*	*	133	120
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    * None							

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

**Goal 2a** Ensure that businesses in and around public wholesale markets abide by the law.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Violations issued at public wholesale markets	62	54	54	*	*	14	9
Public Wholesale Markets Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	100.0%	100.0%	96.0%	*	*	100.0%	88.0%
★ Public wholesale market applications denied	0	0	2	*	*	1	0
★ Public wholesale market applications pending	83	45	31	*	*	27	42
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    * None							

**Goal 2b** Process registration applications for public wholesale businesses in a timely manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Average time to approve public wholesale market applications (days)	196	254	299	200	200	356	187
Average age of pending public wholesale market applications (days)	133	194	199	150	150	264	115
Public wholesale market applications approved	39	111	51	*	*	22	20
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    * None							

**AGENCY CUSTOMER SERVICE**

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Customer Experience							
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	99%	100%	*	*	100%	100%
Completed customer requests for interpretation	68	44	56	*	*	NA	NA
Average wait time to speak with a customer service agent (minutes)	2:92	NA	NA	*	*	NA	NA
CORE customer experience rating of facilities (0-100)	NA	100	NA	*	*	NA	NA
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$8.8	\$8.8	\$8.9	\$9.2	\$9.1	\$9.3	\$4.2	\$4.3
Revenues (\$000,000)	\$4.9	\$5.5	\$5.1	\$6.8	\$6.4	\$4.9	\$2.0	\$2.2
Personnel	77	82	80	84	83	82	84	76
Overtime paid (\$000)	\$113	\$172	\$149	\$24	\$143	\$24	\$46	\$43
<sup>1</sup> February 2022 Financial Plan. <sup>2</sup> Expenditures include all funds      "NA" - Not Available								

## SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$6.4	\$6.3	All
002 - Other Than Personal Services	\$2.5	\$2.8	All
Agency Total	\$8.9	\$9.1	
<sup>1</sup> Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds. <sup>2</sup> Includes all funds. <sup>3</sup> Refer to agency goals listed at front of chapter.    "NA" Not Available    * None			

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Trade waste labor unions/organizations registration applications are now included in the waste hauling industry indicators, after the deadline extension for submitting those registration applications ended beginning Fiscal 2022 (July 1, 2021). It was previously noted that, partly as a consequence of the COVID-19 crisis, the application deadline had been extended during Fiscal 2021 to Fiscal 2022.

## ADDITIONAL RESOURCES

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



# Basic Services for All New Yorkers



# Basic Services for All New Yorkers

 Department of Sanitation p 95	 Department of Consumer and Worker Protection p 115
 Department of Parks & Recreation p 101	 311 Customer Service Center p 123
 Department of Cultural Affairs p 109	 Taxi and Limousine Commission p 127

# DEPARTMENT OF SANITATION



## WHAT WE DO

The Department of Sanitation (DSNY) keeps New York City healthy, safe and clean by collecting, recycling and disposing of waste, cleaning streets and vacant lots, and clearing snow and ice. The Department operates 59 district garages and manages a fleet of more than 2,000 collection trucks, 433 mechanical brooms and more than 700 large and small salt-spreaders. The Department clears litter, snow and ice from approximately 6,000 miles of City streets, removes debris from vacant lots, and clears abandoned vehicles from City streets.

## FOCUS ON EQUITY

DSNY is committed to providing high-quality, responsive waste management, street cleaning and snow removal services to all New Yorkers. Since the COVID-19 pandemic began, we have continued our focus on communities that have disproportionately suffered from racial injustice and the effects of COVID-19, particularly in parts of the Bronx, Queens and Brooklyn.

The Department is also implementing policies to reduce the impacts of the commercial waste industry on historically overburdened neighborhoods in the South Bronx, North Brooklyn and Jamaica, Queens. In September 2020, DSNY completed the implementation of transfer station permit reductions under Local Law 152, eliminating more than 10,000 tons of permitted waste transfer capacity in four historically overburdened districts. In addition, DSNY is working to implement Commercial Waste Zones, which will foster a safe and efficient waste collection system that provides low-cost, high-quality service to New York City businesses, while simultaneously advancing the City's zero waste goals. Commercial Waste Zones will help to reduce truck traffic from waste hauling and the negative environmental impacts such traffic generates by more than 50 percent, improving public safety and enhancing quality of life in every neighborhood in NYC. DSNY released the second part of a two-part RFP in November 2021.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Clean streets, sidewalks and vacant lots.**

- Goal 1a Increase street and sidewalk cleanliness.
  - Goal 1b Increase the percentage of vacant lots that are clean.
- 

### **SERVICE 2 Collect and dispose of refuse.**

- Goal 2a Improve efficiency of refuse handling.
- 

### **SERVICE 3 Recycle refuse.**

- Goal 3a Increase the percentage of waste recycled.
- 

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

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



## HOW WE PERFORMED

- In the first four months of Fiscal 2022 the percentage of streets rated acceptably clean increased by 0.3 points, compared to the same period in FY2021. The percentage of sidewalks rated acceptably clean decreased by 0.3 points over the same period. DSNY was able to maintain relatively clean streets despite a citywide reduction of alternate side cleaning. The number of dirty sidewalk violations issued increased by 2,953 in the first four months of FY2022 compared to the number for the same period in FY2021. DSNY has also increased the number of steel rat resistant litter baskets citywide to improve litter collection practices.
- The number of lots cleaned citywide increased from 443 in the first four months in FY2021 to 505 lots cleaned in FY2022, despite a decrease in the number of lot cleaning requests over the same period.
- The average tons per truck-shift (TPTS) for refuse decreased from 10.3 in the first four months of FY2021 to 9.7 in FY2022. Additionally, the share of trucks dumped on-shift (DOS) has decreased by 14.3 percentage points from FY2021 to FY2022. In addition, the share of collections made at night significantly decreased from 33.5% in Fiscal Year 2021 to 20.3% in Fiscal Year 2022.
- The decrease in productivity measures for both dump on shift and TPTS can be attributed to several factors, including staffing availability concerns related to the ongoing COVID-19 pandemic. To cover staffing shortfalls, the Department increasingly reallocated staff, contributing to reductions in productivity.
- DSNY operations in this four-month period were also disrupted by the response to Hurricane Ida, which required the deployment of thousands of employees over a several week period. This mobilization disrupted some normal refuse and recycling service operations during the emergency response period.
- The curbside and containerized recycling diversion rate, which represents the share of the waste stream that is recycled, decreased from 17.4% to 16.5% from the first four months of FY2021 to the same period for FY2022. Debris collections from Hurricane Ida, as well as ongoing changes to the waste stream resulting from the COVID-19 pandemic, have contributed to this decrease. In addition, this decrease reflects continued suspensions of or reductions in zero waste and recycling programming resulting from budget cuts caused by the COVID-19 pandemic.

### SERVICE 1 Clean streets, sidewalks and vacant lots.

#### Goal 1a Increase street and sidewalk cleanliness.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Streets rated acceptably clean (%)	NA	96.4%	93.7%	92.0%	92.0%	93.5%	93.8%
Streets rated filthy (%)	NA	0.1%	0.6%	*	*	0.4%	1.0%
★ Sidewalks rated acceptably clean (%)	NA	96.8%	97.6%	97.0%	97.0%	97.6%	97.3%
Sidewalks rated filthy (%)	NA	0.1%	0.5%	*	*	0.4%	0.6%
Violations issued for dirty sidewalks	59,904	56,844	42,694	*	*	12,074	15,028
Violations issued for illegal posting	4,706	4,593	2,849	*	*	473	759
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↕ Directional Target	* None			

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Vacant lot cleaning requests	2,937	3,008	3,015	2,500	2,500	1,429	1,288
★ Lots cleaned citywide	3,027	3,098	1,231	3,200	3,200	443	505
Other non-lot locations cleaned	343	200	688	*	*	251	231
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⇅ Directional Target    * None							

**SERVICE 2** Collect and dispose of refuse.

**Goal 2a** Improve efficiency of refuse handling.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Tons of refuse disposed (000)	3,248.1	3,204.4	3,399.1	3,150.0	3,150.0	1,197.8	1,191.6
★ Refuse tons per truck-shift	9.5	9.3	9.9	10.7	10.7	10.3	9.7
★ Trucks dumped on shift (%)	41.7%	45.2%	44.6%	45.6%	45.6%	51.2%	36.9%
Tons per day disposed	10,827	10,610	11,293	*	*	11,629	11,682
Average outage rate for all collection trucks (%)	22%	19%	18%	*	*	18%	21%
Missed refuse collections (%)	0.1%	0.1%	0.8%	*	*	0.4%	1.9%
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⇅ Directional Target    * None							

**SERVICE 3** Recycle refuse.

**Goal 3a** Increase the percentage of waste recycled.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ ● Curbside and containerized recycling diversion rate (%)	18.1%	18.5%	17.6%	23.0%	23.0%	17.4%	16.5%
★ Curbside and containerized recycled tons (000)	681.6	689.7	692.4	848.6	848.6	243.9	223.0
Total annual recycling diversion rate (%)	21.1%	21.6%	20.8%	*	*	NA	NA
Recycled tons per day	2,765	2,802	2,880	2,270	2,270	NA	NA
Annual tons recycled total (000)	868	874	916	*	*	NA	NA
★ Recycling tons per truck-shift	5.8	5.8	5.8	6.2	6.2	5.9	5.4
Missed recycling collections (%)	0.1%	0.3%	0.7%	*	*	0.3%	1.7%
Recycling trucks dumped on shift (%)	23.4%	25.9%	26.5%	*	*	30.5%	20.9%
Recycling summonses issued	76,492	55,610	35,590	*	*	7,916	9,455
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⇅ Directional Target    * None							

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Snowfall (total inches)	21.0	4.0	43.3	*	*	0.0	0.0
Salt used (tons)	366,302	227,352	454,443	*	*	0	0
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⇅ Directional Target    * None							

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Cases commenced against the City in state and federal court	533	378	287	*	*	95	74
Payout (\$000)	\$70,072	\$34,990	\$51,186	*	*	\$11,443	\$22,559
Private transfer station permits	56	60	58	*	*	60	58
Private transfer station inspections performed	5,984	5,321	4,064	*	*	1,498	1,342
Total Office of Administrative Trials and Hearings violations issued	372,818	315,477	263,039	*	*	68,047	73,703
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	84%	86%	88%	*	*	88%	86%
Refuse collection cost per ton (\$)	\$317	\$311	NA	*	*	NA	NA
Refuse cost per ton (fully loaded) (\$)	\$528	\$524	NA	*	*	NA	NA
Disposal cost per ton (\$)	\$211	\$213	NA	*	*	NA	NA
Recycling cost per ton (fully loaded) (\$)	\$749	\$716	NA	*	*	NA	NA
Recycling collection cost per ton (\$)	\$671	\$643	NA	*	*	NA	NA
Paper recycling revenue per ton (\$)	\$12	\$12	\$13	*	*	\$12	\$13
Removal cost per inch of snow (\$000)	\$3,403	\$13,076	\$3,241	*	*	NA	NA
Workplace injuries reported (uniform and civilian)	1,170	1,049	1,035	*	*	333	354
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Customer Experience	NA	253	41	*	*	NA	NA
Completed requests for interpretation	NA	253	41	*	*	NA	NA
Letters responded to in 14 days (%)	58%	72%	88%	*	*	84%	95%
E-mails responded to in 14 days (%)	73%	79%	91%	*	*	94%	92%
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Response to 311 Service Requests (SRs)	93	89	85	*	*	89	82
Percent meeting time to close – Sanitation Condition - Street Cond/Dump-Out/ Drop-Off (5 days)	93	89	85	*	*	89	82
Percent meeting time to close – Literature Request - Blue Recycling Decals (7 days)	100	NA	NA	*	*	NA	NA
Percent meeting time to close – Literature Request - Green Mixed Paper Recycling Decals (7 days)	100	NA	NA	*	*	NA	NA
Percent meeting time to close – Dirty Conditions - Illegal Postering (7 days)	94	87	95	*	*	87	91
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$1,762.4	\$2,103.2	\$2,378.7	\$1,843.6	\$1,919.6	\$1,783.4	\$1,020.2	\$848.2
Revenues (\$000,000)	\$33.0	\$24.9	\$23.3	\$15.3	\$18.6	\$17.4	\$6.2	\$5.5
Personnel (uniformed)	7,893	7,755	7,220	7,483	7,482	7,391	7,523	7,817
Personnel (civilian)	2,457	2,171	2,109	2,481	2,185	2,289	2,142	2,078
Overtime paid (\$000,000)	\$137.9	\$156.2	\$283.0	\$135.6	\$178.7	\$113.5	\$65.7	\$81.1
Capital commitments (\$000,000)	\$285.5	\$266.8	\$242.8	\$209.4	\$213.0	\$362.2	\$4.1	\$13.9
<sup>1</sup> February 2022 Financial Plan. <sup>2</sup> Expenditures include all funds      "NA" - Not Available								

## SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$1,216.4	\$1,138.1	
101 - Executive Administrative	\$75.0	\$56.0	All
102 - Cleaning and Collection	\$916.6	\$897.8	1a, 1b, 2a, 3a
103 - Waste Disposal	\$34.9	\$38.9	2a, 3a
104 - Building Management	\$28.6	\$27.8	*
105 - Bureau of Motor Equipment	\$70.9	\$71.7	All
107 - Snow Budget	\$90.5	\$46.0	4a
Other Than Personal Services - Total	\$1,162.3	\$781.6	
106 - Executive and Administrative	\$84.1	\$109.5	All
109 - Cleaning and Collection	\$17.7	\$40.8	1a, 1b, 2a, 3a
110 - Waste Disposal	\$978.2	\$558.2	2a, 3a
111 - Building Management	\$5.1	\$5.2	*
112 - Motor Equipment	\$25.1	\$25.3	All
113 - Snow Budget	\$52.1	\$42.6	4a
Agency Total	\$2,378.7	\$1,919.6	

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

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The 'Collisions involving City vehicles' indicator has been moved to the Vehicle Fleets and Maintenance Additional Tables.

## ADDITIONAL RESOURCES

For additional information go to:

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

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

# DEPARTMENT OF PARKS & RECREATION



## WHAT WE DO

The Department of Parks and Recreation (DPR) plans, maintains and cares for a more than 30,000 acre municipal parks system that encompasses over 2,000 parks, 1,000 playgrounds, 36 recreation centers, over 650,000 street trees and two million more in parks. DPR's thousands of public programs include free Shape Up NYC fitness classes, Kids in Motion children's programming, swimming lessons and Urban Park Rangers' nature education. Through initiatives like Parks Without Borders, DPR is bringing innovative design to sites across the City. DPR's capital program strengthens the City's infrastructure by developing and improving parks, playgrounds, pools and recreational facilities.

## FOCUS ON EQUITY

In the wake of the 2020 social justice movement sparked by George Floyd's death, DPR is working to further its commitment to equity and inclusion. To support the Department's more than 6,000 staff, DPR launched a series of "Reflections On" listening sessions and is planning programming to help address staff trauma and other effects of systemic racism. The Department is also devising a strategic plan that advances its commitment to ensure a diverse workforce and fairness around recruitment and promotional opportunities within.

Additionally, DPR launched an internal committee to review park names. To date, DPR has named or renamed 28 park spaces for the Black experience in New York City, memorializing that which is locally, nationally, historically relevant. The newly named spaces represent educators, Civil Rights leaders, pioneers in the LGBTQ+ community, novelists, playwrights, abolitionists and more.

After closing in March 2020 as a result of the COVID-19 pandemic, many of DPR's recreation centers reopened in September 2021 with free one-year memberships available to all New Yorkers who sign up before January 1, 2022. Additionally, to ensure equitable access to recreation centers across the five boroughs, DPR expanded free membership eligibility to include everyone 24 years of age and younger. This builds on the agency's 2018 reduction of membership fees for veterans and individuals with disabilities to \$25 annually.

On a parallel path, DPR is ensuring that the benefits of accessible, high-quality open space reach every community in New York City. DPR works toward this goal through its Framework for an Equitable Future, a comprehensive series of immediate steps and long-term initiatives to support equitable park development and sustainable service improvements. In August 2016, DPR announced a \$150 million Mayoral investment at five large parks under the Anchor Parks initiative to upgrade infrastructure and improve heavily used amenities in these bigger parks, such as soccer fields, comfort stations, running tracks and hiking trails. Each park was selected based on three factors: historical underinvestment; a large surrounding population; and potential for park development.

The Framework also supports the ongoing Mayoral-funded Community Parks Initiative (CPI), which brings complete, community-informed reconstruction to historically underserved neighborhood parks. In October 2021, Mayor de Blasio announced a new investment of \$425.5 million in CPI funding over the next decade. This brings the total investment in the Community Parks Initiative to almost \$1 billion and will result in 10 new CPI sites a year for the next 10 years, for a total of 167 sites. As of October 2021, DPR revitalized 62 Community Parks Initiative sites, completed seven Parks Without Borders showcase projects, and fully completed three Anchor Parks projects with one more nearing completion. All of DPR's efforts build on the core principles of good park development: targeted capital investment; strong community and public-private partnerships; innovative programming; and efficient and effective maintenance. Interconnection among each of these areas is essential to the growth of a truly 21st century park system.

# OUR SERVICES AND GOALS

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

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

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

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

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

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

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

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

## HOW WE PERFORMED

- Parks continue to serve as vital public spaces as the City reopens and recovers from the effects of the ongoing COVID-19 pandemic. Parks rated acceptable for overall condition and cleanliness increased by two and four percent, respectively, compared to last year. The percent of total parks rated acceptable for overall condition fell short of the 85 percent target by two percent due to declining greenstreet ratings. Operational adjustments that focused available resources on higher use small and large parks, resulting in increased overall condition and cleanliness acceptability ratings for these park types, contributed to declining greenstreet ratings. Parks rated acceptable for cleanliness met target at 90 percent.
- Play equipment rated acceptable met the aggressive 95 percent target as DPR continues to treat this important park feature with the highest standard of care. Safety surface rated acceptable decreased four percent, missing the 95 percent target. Several severe weather events, which have the potential to undermine rubber surfacing at some of our older sites, increased maintenance needs for this park feature.
- During the first quarter of Fiscal 2022, crimes against persons increased from 119 to 179 and crimes against properties increased from 47 to 175, after historic lows in the first quarter of Fiscal 2021. The New York City Police Department (NYPD) is principally responsible for ensuring public safety throughout the City, including parks. DPR is committed to assisting NYPD in this effort to provide a positive and safe experience for all park visitors.
- The number of summonses issued by Parks Enforcement Patrol fell 11 percent in part due to decreased parking summons issuance.
- DPR pruned 16,312 trees through its Block Pruning program, a 433 percent increase from last year during the same period. Many block pruning contracts suspended or significantly reduced due to COVID-19 related budget shortfalls resumed, resulting in the increase.
- DPR removed 2,409 fewer trees compared to the same Fiscal 2021 period when damage from Tropical Storm Isaias resulted in historic tree work and emergency removals.
- Tree inspections increased by 41 percent. Inspections related to block pruning drove the increase as many contracts for this work type, previously impacted by COVID-19 related budget shortfalls, resumed.
- DPR completed 33 capital projects, meeting targets with 85 percent of project construction completed on time or early and 85 percent within budget. Examples of completed projects include the Olde Towne of Flushing Burial Ground in Queens and the Highbridge Water Tower Reconstruction in Manhattan. At the Olde Towne of Flushing, the \$1.76 million plaza honors the site's past as a burial ground for 500 to 1,000 people, mostly African Americans and Native Americans, with a memorial wall. The center of the new plaza features a butterfly garden to offer a feeling of peace and tranquility. The project design was guided by input from local community members, historians, and the Olde Towne of Flushing Burial Ground Conservancy. At Highbridge Park, a \$5.04 million dollar project reconstructed the historic structure which was originally built to help meet the increasing demands on the City's water system. The recent project restored the roof, handrails, staircase, and masonry as well as installation of new window guards, new flooring on all the landings, and new interior lighting.
- After closing to the public in March 2020 due to COVID-19, recreation centers began reopening to the public on a limited basis starting in June 2021. Coinciding with the introduction of a new membership management system, on September 7, 2021 DPR began offering free year-long memberships to anyone, including existing members, registering before January 1, 2022. Attendance at recreation centers reached 84,683 during the full reporting period, while 26,575 members were registered in the new membership management system in less than two months.
- As COVID-19 restrictions eased, historic house museum attendance returned to pre-pandemic levels.
- Attendance at non-recreation center programming increased by almost 195,000 as safe family, fitness, and Urban Park Ranger programming resumed after disruptions and restrictions related to COVID-19.
- Community partner groups engaged by Partnerships for Parks decreased by 20 percent. During the prior reporting period, inactive community partner groups were documented as engaged unless officially dissolved due to the presence of COVID-19 restrictions. For this reporting period, groups that did not resume normal activities were not deemed engaged, resulting in the decrease.

- Total volunteer turnout more than doubled, from 6,118 to 13,139, as COVID-19 restrictions eased. Volunteers at Partnerships for Parks led events increased 137 percent, returning to pre-pandemic performance.

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

### Goal 1a Ensure that all parks and playgrounds are clean and in good condition.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Parks rated acceptable for overall condition (%)	90%	91%	86%	85%	85%	81%	83%
– Overall condition of small parks and playgrounds (%)	88%	90%	86%	*	*	80%	83%
– Overall condition of large parks (%)	87%	87%	81%	*	*	76%	78%
– Overall condition of greenstreets (%)	97%	97%	94%	*	*	91%	89%
★ Parks rated acceptable for cleanliness (%)	95%	94%	91%	90%	90%	86%	90%
– Cleanliness of small parks and playgrounds (%)	94%	94%	90%	*	*	85%	90%
– Cleanliness of large parks (%)	92%	92%	87%	*	*	81%	85%
– Cleanliness of greenstreets (%)	100%	99%	97%	*	*	97%	96%
★ Play equipment rated acceptable (%)	96%	97%	96%	95%	95%	97%	95%
★ Safety surfaces rated acceptable (%)	94%	95%	95%	95%	95%	95%	91%
★ Comfort stations in service (in season only) (%)	94%	94%	91%	95%	95%	91%	95%
★ Spray showers in service (in season only) (%)	97%	98%	98%	95%	95%	97%	99%
★ Drinking fountains in service (in season only) (%)	96%	96%	95%	95%	95%	95%	96%
★ Recreation centers rated acceptable for cleanliness (%)	100%	100%	NA	95%	95%	NA	NA
★ Recreation centers rated acceptable for overall condition (%)	84%	90%	NA	85%	85%	NA	NA
Monuments receiving annual maintenance (%)	56%	80%	74%	*	*	36%	32%
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⇅ Directional Target    * None							

### Goal 1b Provide an overall quality park experience.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Major felonies reported on Parks' properties (excludes Central Park) - Crimes against persons	641	611	437	↓	↓	119	179
★ – Crimes against properties	567	472	230	↓	↓	47	175
Summons issued	22,875	16,929	20,917	*	*	8,503	7,594
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	81.7%	81.1%	91.7%	*	*	91.9%	93.6%
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⇅ Directional Target    * None							

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

### Goal 2a Maintain and preserve trees under DPR stewardship.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Street trees pruned - Block program	70,997	59,771	18,900	65,000	65,000	3,060	16,312
– Annual pruning goal completed (%)	109%	92%	NA	*	*	NA	25%
– Street trees pruned as a percent of pruning eligible trees	14%	11%	3%	*	*	NA	NA
Trees removed	13,252	11,321	11,818	*	*	5,782	3,373
Tree inspections	82,376	138,671	88,043	*	*	43,178	60,716
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⇅ Directional Target    * None							



**Goal 2b** Resolve high-priority tree work promptly.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Immediate priority tree work resolved within 7 days (%)	93%	97%	92%	*	*	90%	93%
★ High-priority tree work resolved within 28 days (%)	96%	91%	95%	*	*	98%	98%
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Trees planted	30,410	21,799	22,144	↑	↑	4,376	5,075
– Trees planted along city streets	7,650	9,241	9,305	*	*	1,118	1,060
– Trees planted on landscaped areas of parks	1,621	4,337	2,339	*	*	719	424
– Trees planted in natural areas of parks	21,139	8,221	10,500	*	*	2,539	3,591
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Capital projects completed	163	121	143	115	*	65	33
★ Capital projects completed on time or early (%)	86%	78%	85%	80%	80%	88%	85%
Capital projects completed within budget (%)	90%	92%	93%	85%	85%	91%	85%
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

**Goal 3b** Ensure an adequate supply of parkland to meet future needs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ ● New Yorkers living within walking distance of a park (%)	81.7%	81.7%	81.7%	↑	↑	NA	NA
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

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

**Goal 4a** Increase public attendance at educational programs, recreation centers and other venues.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Total recreation center memberships	144,304	142,915	142,915	↑	↑	142,915	26,575
★ Total recreation center attendance	3,003,599	1,947,377	4,227	↑	↑	0	84,683
★ Attendance at outdoor Olympic and intermediate pools (pool season)	1,621,048	204,899	892,306	*	*	NA	NA
Attendance at historic house museums	665,120	510,492	486,836	*	*	272,570	420,941
Attendance at skating rinks	582,978	481,433	308,044	*	*	NA	NA
Total attendance at non-recreation center programs	794,276	695,594	118,350	*	*	18,801	213,697
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

**Goal 4b** Increase volunteer activity at City programs and events.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Community partner groups engaged by Partnerships for Parks	575	589	506	*	*	598	476
Volunteer turnout	48,035	28,194	19,093	*	*	6,118	13,139
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⇅ Directional Target   * None							

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Cases commenced against the City in state and federal court	350	261	259	*	*	63	76
Payout (\$000)	\$18,360	\$25,424	\$18,775	*	*	\$4,610	\$5,759
Workplace injuries reported	463	444	436	*	*	184	161
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⇅ Directional Target   * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Customer Experience							
E-mails routed and responded to in 14 days (%)	72%	68%	68%	60%	60%	69%	70%
Letters routed and responded to in 14 days (%)	81%	83%	81%	60%	60%	79%	84%
Completed customer requests for interpretation	432	263	216	*	*	NA	NA
CORE customer experience rating (0-100)	NA	98	100	85	85	NA	NA
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⇅ Directional Target   * None							

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Response to 311 Service Requests (SRs)							
★ Total public service requests received - Forestry	99,969	85,699	146,105	*	*	96,289	43,033
– Downed Trees, downed limbs, and hanging limbs	29,108	23,578	72,233	*	*	60,476	12,642
Damaged Tree - Branch or Limb Has Fallen Down - % of SRs Meeting Time to First Action (8 days)	97%	94%	78%	95%	95%	80%	76%
Percent meeting time to first action - Dead Tree - Dead/Dying Tree (30 days for trees planted within a 2 year period, 7 days for all other trees)	NA	52%	53%	90%	90%	52%	53%
Percent meeting time to first action - New Tree Request - For One Address (180 days)	91%	100%	84%	90%	90%	99%	34%
Percent meeting time to first action - Overgrown Tree/Branches - Hitting Building (30 days)	45%	74%	84%	95%	95%	85%	72%
Percent meeting time to first action - Root/Sewer/Sidewalk Condition - Trees and Sidewalks Program (30 days)	87%	36%	21%	85%	85%	21%	14%
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⇅ Directional Target   * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$563.6	\$567.2	\$526.6	\$619.9	\$638.4	\$557.1	\$196.6	\$211.5
Revenues (\$000,000)	\$82.0	\$61.8	\$23.4	\$40.1	\$40.5	\$65.2	\$6.8	\$18.0
Personnel (Total FT and FTE)	6,905	6,936	6,026	7,213	8,731	7,309	6,307	6,411
Full-time equivalent (FTE) personnel	2,841	2,700	2,021	4,460	4,504	3,215	2,135	2,507
- Parks Opportunity Program (POP) participants <sup>3</sup>	1,392	1,420	779	1,603	1,029	1,603	720	730
Overtime paid (\$000,000)	\$26.5	\$24.3	\$24.8	\$16.4	\$16.5	\$15.1	\$10.0	\$10.5
Capital commitments (\$000,000)	\$537.1	\$332.9	\$483.5	\$1,205.5	\$888.7	\$577.5	\$22.4	\$77.1

<sup>1</sup>February 2022 Financial Plan.      <sup>2</sup>Expenditures include all funds      "NA" - Not Available      <sup>3</sup>The Parks Opportunity Program participants, reflected as full-time equivalents, are a subtotal of the Department's total Personnel count reported above.

## SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$408.2	\$469.5	
001 - Executive Management and Administrative Services	\$8.5	\$9.1	All
002 - Maintenance and Operations	\$329.0	\$381.2	1a, 1b, 2a, 2b, 2c, 3a, 4a, 4b
003 - Design and Engineering	\$49.3	\$52.5	2c, 3a, 3b
004 - Recreation Services	\$21.3	\$26.7	4a, 4b
Other Than Personal Services - Total	\$118.5	\$168.9	
006 - Maintenance and Operations	\$93.2	\$138.1	1a, 1b, 2a, 2b, 2c, 3a, 4a, 4b
007 - Executive Management and Administrative Services	\$22.1	\$26.1	All
009 - Recreation Services	\$1.1	\$2.3	4a, 4b
010 - Design and Engineering	\$2.1	\$2.5	2c, 3a, 3b
Agency Total	\$526.6	\$638.4	

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

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- 'Summonses issued' during the Fiscal 2021 PMMR period was decreased to 8,503 from 8,526 after annual data reconciliation and validation efforts.
- The Fiscal 2022 target for 'Street trees pruned—Block program' returned to 65,000 after suspension during Fiscal 2021 due to COVID-19.
- 'Trees removed' during the Fiscal 2021 PMMR period was decreased to 5,782 from 5,893 after annual data reconciliation and validation efforts.
- 'Tree inspections' during the Fiscal 2021 PMMR period was increased to 43,178 from 43,132 after annual data reconciliation and validation efforts.
- 'Trees planted' during the Fiscal 2021 PMMR period was increased to 4,376 from 4,296 (trees planted on landscaped areas of parks increased to 719 from 639) after annual data reconciliation and validation efforts.

- Previously published Fiscal 2021 four-month data for capital projects indicators were updated after data reconciliation and validation efforts. 'Capital projects completed' during the Fiscal 2021 PMMR period increased from 62 to 65. The inclusion of three additional projects resulted in 'Capital projects completed on time or early' increasing from 85% to 88% and 'Capital projects completed within budget' decreasing from 92% to 91%, still exceeding targets.
- Recreation centers closed to the public in March 2020 due to COVID-19 and began reopening to the public in a limited capacity at the end of June 2021 for existing members. During this period of closure DPR paused membership expiration as a courtesy to patrons, and reported membership accordingly (142,915 total active members). In tandem with the introduction of a new membership management system, on September 7, 2021 DPR began offering free year-long memberships to everyone (including existing members) registering before January 1, 2022. Reported 'Total recreation center memberships' reflect only memberships registered in the new system starting September 7, 2021 through the end of the reporting period, October 31, 2021.
- At the end of the reporting period, 27 of 36 recreation centers had re-opened to the public. Two centers continue to be closed to the public so they may be utilized as part of the City's COVID-19 relief effort, serving as testing and vaccination sites. Seven centers remained closed for capital improvements or repairs. Indicator performance for 'Total recreation center membership' and 'Total recreation center attendance' was impacted by these closures.
- 'Total public service requests received—Forestry' during the Fiscal 2021 PMMR period was increased to 96,289 from 95,952 after annual data reconciliation and validation efforts.
- The 'Collisions involving City vehicles' indicator has been moved to the Vehicle Fleets and Maintenance Additional Tables.

## ADDITIONAL RESOURCES

For additional information go to:

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

For more information on the agency, please visit: [www.nycgovparks.org](http://www.nycgovparks.org).

# DEPARTMENT OF CULTURAL AFFAIRS



## WHAT WE DO

The Department of Cultural Affairs (DCLA) provides financial support and technical assistance to the City's cultural community, including 34 City-owned institutions that comprise the Cultural Institutions Group (CIG) and over 1,000 cultural nonprofit organizations serving constituencies in all boroughs of the City. DCLA manages a significant portfolio of cultural capital projects; provides donated materials for arts programs to public schools, cultural and social service groups; and also commissions works of public art for City-funded construction projects.

## FOCUS ON EQUITY

DCLA builds equity into all of its work supporting New York City's remarkable cultural community. DCLA strives to equitably distribute public funds and other resources to cultural organizations across the City's five boroughs. Through its Cultural Development Fund (CDF), the DCLA utilizes a democratic, peer panel review process to distribute grants to over 1,000 applicants that represent the extraordinary cultural breadth of New York City and share a commitment to public service and public participation. DCLA also administers several funding initiatives on behalf of the New York City Council that provide support for arts and cultural projects across the City, including Cultural After School Adventures (CASA), the Cultural Immigrant Initiative, Coalition of Theaters of Color, Anti-Gun Violence Initiative, and the SU-CASA creative aging program. DCLA works with the 34 members of the Cultural Institutions Group to ensure funding resources to our partners at these organizations, which encompass all sizes, boroughs, and disciplines. DCLA also continued to fund the City University of New York (CUNY) Cultural Corps, one of DCLA's signature workforce development programs that creates opportunities for CUNY students to work in the City's cultural sector. The agency continued to administer its Language Access and Disability Forward Fund two grant opportunities designed to support more accessible cultural programming citywide.

As part of the cultural sector's recovery from COVID-19, DCLA allocated relief funding to small organizations and organizations located in areas hardest hit by the pandemic. In addition, with American Rescue Plan federal funding, DCLA established City Artists Corps, a far-reaching relief program that provided grants to 3500+ artists in exchange for free cultural programs that enlivened public spaces in every part of NYC during the summer and fall. The program was launched in partnership with the Mayor's Office of Media and Entertainment and other sister agencies, as well as Queens Theater, the New York Foundation for the Arts, and 16 art service organizations, to ensure it reached as diverse a cohort as possible of artists across the five boroughs.

DCLA continued to work with the 34 cultural organizations that make up the Cultural Institutions Group (CIG) to ensure their diversity, equity, and inclusion plans were piloted successfully, including meeting with each CIG leadership team to discuss their plans to foster more diverse, equitable, and inclusive organizations in detail.

# OUR SERVICES AND GOALS

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## **SERVICE 1 Provide financial support to the City's non-profit arts and cultural sector for operations, programs and activities.**

Goal 1a Process grant payments promptly.

Goal 1b Strengthen the infrastructure of cultural facilities by funding capital improvements.

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

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

Goal 2a Increase public awareness of the cultural programming offered throughout the five boroughs.

## HOW WE PERFORMED

- DCLA did not issue any initial grant payments through the Cultural Development Fund (CDF) prior to the end of December 2021. This delay is in part a result of continued challenges due to COVID-19, transitions in unit staffing, limited staff capacity, and temporary loss of the agency's database delaying notification of awards until November 2021.
- Operating support payments made to Cultural Institutions Group by the 5th day of each month was not achieved for all months during the reporting period due to processing delays resultant from the COVID-19 pandemic. However, there was a 33% percent improvement over the prior fiscal year. This is attributable to the removal of an administrative process that required submission of additional documentation regarding headcount for city funded employees working at a CIG prior to approving and processing payments. With full staffing and these administrative improvements, DCLA is on track to significantly improve the percentage of payments made within the timeframe outlined in the metrics.
- Materials for the Arts (MFTA) closed its doors to member groups for in-person shopping on March 19, 2020. In September 2021, MFTA staff returned to the warehouse on a regular schedule and transaction processing resumed, accounting for the increase in MFTA transactions and agencies served in the four-month Fiscal 2022 period compared to Fiscal 2021. Though member groups could not visit the warehouse in-person, MFTA's truck visited the five boroughs to distribute goods to communities and organizations in need. Materials for the Arts returned to in-person shopping on November 11, 2021.

### SERVICE 1 Provide financial support to the City's non-profit arts and cultural sector for operations, programs and activities.

#### Goal 1a Process grant payments promptly.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Operating support payments made to Cultural Institutions Group by the 5th day of each month (%)	82%	27%	0%	100%	100%	0%	33%
★ Average days to issue initial Cultural Development Fund (CDF) payments after complying with all City requirements	8	12	20	7	7	NA	NA
★ Average days to issue final CDF payments	4	13	NA	5	5	NA	NA
Program organizations awarded CDF payments	973	987	1,037	*	*	1,033	1,022
Total financial support provided to qualifying organizations (\$000,000)	\$189.4	\$200.2	\$174.2	*	*	NA	NA
★ Total operational support to CIGs (\$000,000)	NA	NA	\$102.3	*	*	NA	NA
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None							

#### Goal 1b Strengthen the infrastructure of cultural facilities by funding capital improvements.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Capital projects authorized to proceed	55	55	22	*	*	NA	NA
★ Capital projects planned that were initiated (%)	110%	86%	81%	66%	66%	NA	NA
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Schools, non-profits and City/State agencies served by Materials for the Arts (MFTA)	2,091	2,031	484	*	*	158	744
★ MFTA transactions	6,585	4,103	1,029	5,300	5,300	160	1,668
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↕ Directional Target	* None			

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

**Goal 2a** Increase public awareness of the cultural programming offered throughout the five boroughs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Visitors to the Cultural Institutions Group (000)	22,648	14,927	10,956	*	*	NA	NA
– Visitors using free admission and/or tickets (%)	28%	29%	62%	*	*	NA	NA
★ Total number of CDF seminars held	NA	NA	12.0	*	*	NA	NA
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↕ Directional Target	* None			

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Customer Experience							
E-mails responded to in 14 days (%)	91%	90%	94%	88%	88%	0%	86%
Letters responded to in 14 days (%)	100%	100%	NA	90%	90%	NA	NA
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↕ Directional Target	* None			

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$205.1	\$209.9	\$185.1	\$230.1	\$232.1	\$145.5	\$84.4	\$116.9
Personnel	64	67	66	69	68	60	65	62
Overtime paid (\$000)	\$0	\$6	\$0	\$0	\$0	\$0	\$0	\$0
Capital commitments (\$000,000)	\$216.9	\$126.5	\$126.4	\$175.1	\$147.2	\$100.7	\$3.6	\$9.4
<sup>1</sup> February 2022 Financial Plan.		<sup>2</sup> Expenditures include all funds		“NA” - Not Available				



## SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$5.3	\$5.4	
001 - Office of the Commissioner	\$5.3	\$5.4	All
Other Than Personal Services - Total	\$179.8	\$226.7	
002 - Office of the Commissioner	\$2.4	\$3.5	All
003 - Cultural Programs	\$70.2	\$81.9	1a, 1b
004 - Metropolitan Museum of Art	\$15.9	\$23.2	1a, 1b
005 - New York Botanical Garden	\$7.4	\$7.6	1a, 1b
006 - American Museum of Natural History	\$16.5	\$18.3	1a, 1b
007 - The Wildlife Conservation Society	\$15.2	\$19.3	1a, 1b
008 - Brooklyn Museum	\$8.7	\$8.6	1a, 1b
009 - Brooklyn Children's Museum	\$2.2	\$2.5	1a, 1b
010 - Brooklyn Botanical Garden	\$4.3	\$4.6	1a, 1b
011 - Queens Botanical Garden	\$1.7	\$2.0	1a, 1b
012 - New York Hall of Science	\$2.0	\$3.0	1a, 1b
013 - Staten Island Institute of Arts and Sciences	\$1.1	\$1.3	1a, 1b
014 - Staten Island Zoological Society	\$1.9	\$2.3	1a, 1b
015 - Staten Island Historical Society	\$0.9	\$1.0	1a, 1b
016 - Museum of the City of New York	\$1.8	\$2.1	1a, 1b
017 - Wave Hill	\$1.5	\$1.7	1a, 1b
019 - Brooklyn Academy of Music	\$2.7	\$2.9	1a, 1b
020 - Snug Harbor Cultural Center	\$2.2	\$2.4	1a, 1b
021 - Studio Museum in Harlem	\$0.7	\$0.8	1a, 1b
022 - Other Cultural Institutions	\$19.6	\$36.2	1a, 1b
024 - New York Shakespeare Festival	\$1.0	\$1.1	1a, 1b
Agency Total	\$185.1	\$232.1	

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

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

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

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



# DEPARTMENT OF CONSUMER AND WORKER PROTECTION



## WHAT WE DO

The Department of Consumer and Worker Protection (DCWP) protects and enhances the daily economic lives of New Yorkers to help create thriving communities. DCWP licenses more than 50,000 businesses in 50 industries. The agency strives to create a culture of compliance in the marketplace by performing onsite inspections of businesses and enforcing license regulations, weights and measures regulations and the NYC Consumer Protection Law. DCWP also educates street vendors and responds to complaints about general vendors and mobile food vendors by conducting inspections.

Through its Office of Labor Policy & Standards (OLPS), the agency enforces various workplace laws, including Paid Safe and Sick Leave, Fair Workweek, and protections for contract workers under the Freelance Isn't Free law, by investigating complaints, conducting proactive investigations, and recovering restitution for workers.

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

## FOCUS ON EQUITY

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

# OUR SERVICES AND GOALS

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## **SERVICE 1 Protect and advocate for consumers.**

- Goal 1a Mediate consumer complaints with businesses to achieve fair and timely outcomes.
  - Goal 1b Ensure all businesses comply with NYC's Consumer Protection Law and related laws.
  - Goal 1c Promptly negotiate settlements on violations issued to businesses.
- 

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

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

## **SERVICE 3 Educate and empower New Yorkers with low incomes.**

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

## **SERVICE 4 Protect and advocate for workers.**

- Goal 4a Investigate complaints in a timely manner to ensure employers' compliance with the Paid Safe and Sick Leave Law.
- Goal 4b Assist freelancers in exercising their rights under the Freelance Isn't Free Law.

## HOW WE PERFORMED

- The number of docketed complaints decreased, from 836 to 639, and the corresponding number of resolved consumer complaints decreased from 794 to 630, over the first four months of the fiscal year. The amount of consumer restitution awarded increased to \$520,000, a 76 percent increase from the same period last year. DCWP processed 50 percent of docketed complaints within 28 days compared to 47 percent during the same four-month period last year, while all complaints continue to be processed within 90 days. The median time to resolve a complaint decreased to 28 days, from 29 in Fiscal 2021. Due to the long-term financial stress of the pandemic, many businesses cannot satisfy consumers' complaints or, at the very least, businesses are less inclined to engage with DCWP to reach consumer-friendly resolutions. This led to an 11 percentage point decrease in the percent of mediated complaints that were resolved to the satisfaction of both the business and the consumer, from 62 percent in Fiscal 2021 to 51 percent this year.
- The number of inspections conducted during the first four months of Fiscal 2022 increased by 55 percent, to 16,252, while the number of summonses increased by 37 percent, to 3,290. Compared to the first four months of Fiscal 2021, the license requirement compliance rate decreased from 98 percent to 93 percent, in part due to the expiration of the Executive Order that waived the requirement to renew licenses. Compliance with licensing regulations, however, increased by 16 percentage points to 94 percent while consumer protection law compliance decreased by six percentage points, from 94 percent to 88 percent. The compliance rate for out-of-package tobacco sales increased from 92 percent to 97 percent and compliance with sales of flavored tobacco products increased slightly, from 83 percent to 84 percent. The compliance rate for underage tobacco sales was 93 percent in Fiscal 2021. Due to COVID-19, DCWP did not perform any inspections with undercover minors in the prior year reporting period, so a year over year comparison is not available. The compliance rates for gasoline pump inspections remained consistent at more than 99 percent. The compliance rate for fuel trucks increased from 83 percent to 86 percent.
- The total amount of fines collected by DCWP attorneys and settlement officers increased by 137 percent, from \$800,000 in the first four months of Fiscal 2021 to \$1,892,000 in Fiscal 2022. Cases settled by agreement and penalties paid in full before their original hearing date decreased, from 61 percent to 57 percent.
- The average days to process basic license applications increased to 13 days from 7 days during the first four months of Fiscal 2022 as a result of DCWP accepting incomplete applications so that businesses could comply with the deadline to submit their license renewal applications after the Executive Order extending their license expiration date has ended. The percent of license applications received online decreased by 10 percentage points, from 52 percent in the first four months of Fiscal 2021 to 42 percent during the same four months of Fiscal 2022, due in part to the more readily available in-person services at the Licensing Center in Manhattan and the Small Business Services Center in Queens. The average wait time at the licensing centers decreased to five minutes compared to 14 minutes during the same period last year, largely due to a streamlined appointment system that allows DCWP to guide applicants before they appear for their appointment so we can serve them more efficiently when they arrive.
- DCWP's business education and outreach efforts reached 7,020 businesses between July and October, virtually unchanged from the same period last year when education and outreach efforts reached 7,003 businesses.
- DCWP's Office of Financial Empowerment (OFE) saw a six percent increase in the number of clients served by financial counseling programs compared to the first four months of Fiscal 2021, rising from 2,727 to 2,884. Since the last reporting period, OFE clients have reduced their total debt by an additional \$6.5 million and increased their total savings by \$2.6 million.
- DCWP's Office of Labor Policy & Standards (OLPS) closed 100 Paid Safe and Sick Leave investigations during the first four months of Fiscal 2022, assessing \$612,600 in restitution for 976 employees. The average time to resolve these investigations was 322 days. Compared to the same period last year, the number of investigations closed increased by 67 percent and the amount of restitution increased by 229 percent. Fines also more than doubled, from \$41,074 to \$85,821. These positive trends in fines and restitution are due to the increased number of enforcement matters closed during the period and the large number of employees covered by the settlements. The operational challenges presented by the remote work environment under COVID-19 restrictions coupled with the increased caseload and size of the cases contributed to the increased average time to complete cases.

- In the first four months of Fiscal 2022, the number of inquiries received by freelance workers decreased by 20 percent, from 88 to 70, while the number of complaints received and addressed decreased by 30 percent, from 113 to 79. The amount recovered by freelancers registering complaints increased by 425 percent, from \$69,764 to \$366,063. The amount recovered is self-reported by freelancers in follow-up surveys and correspondence conducted by OLPS and does not necessarily reflect the actual amount of all moneys recovered.

## SERVICE 1 Protect and advocate for consumers.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Total docketed complaints	2,720	2,166	2,155	*	*	836	639
Resolved consumer complaints	2,536	2,099	2,092	*	*	794	630
Complaints processed within 0-28 days (%)	66%	54%	52%	50%	50%	47%	50%
– Within 0-50 days (%)	94%	91%	93%	85%	85%	92%	93%
– Within 0-90 days (%)	100%	99%	100%	100%	100%	100%	100%
★ Median complaint processing time (days)	22	27	28	28	28	29	28
Consumer restitution awarded (\$000)	\$1,620	\$1,187	\$1,018	*	*	\$296	\$520
★ Mediated complaints resolved to the satisfaction of the business and consumer (%)	61%	61%	57%	62%	62%	62%	51%

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

### Goal 1b Ensure all businesses comply with NYC's Consumer Protection Law and related laws.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Total inspections	62,793	41,705	36,298	*	*	10,467	16,252
- Proactive inspections	44,691	26,090	27,731	*	*	7,569	7,098
- Tobacco program inspections	15,240	11,161	4,542	*	*	1,222	5,580
- Referred inspections	2,731	4,443	3,593	*	*	1,656	3,572
Total summonses issued	15,576	10,967	7,001	*	*	2,403	3,290
- Proactive inspection summonses issued	11,603	7,343	4,333	*	*	1,456	1,047
- Tobacco program summonses issued	2,821	2,225	1,672	*	*	418	1,678
- Referred inspections summonses issued	1,114	1,397	930	*	*	501	565
License Law – License requirement compliance rate (%)	90%	90%	97%	*	*	98%	93%
License Law – Licensee compliance rate (%)	84%	86%	82%	*	*	78%	94%
Consumer protection law compliance rate (%)	87%	86%	95%	*	*	94%	88%
Weights and Measures Law compliance rate - gasoline pumps (%)	99%	100%	99%	98%	98%	99%	100%
Weights and Measures Law compliance rate - fuel trucks (%)	80%	76%	81%	72%	72%	83%	86%
★ Tobacco Program - Sale to youth compliance rate (%)	90%	89%	99%	⬆️	⬆️	NA	93%
Tobacco Program – Out of package sales compliance rate (%)	96%	97%	93%	*	*	92%	97%
Tobacco Program - Flavored tobacco and e-cigarette compliance rate (%)	96%	97%	80%	*	*	83%	84%

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

### Goal 1c Promptly negotiate settlements on violations issued to businesses.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Total settlements (\$000)	\$6,393	\$4,357	\$3,083	*	*	\$800	\$1,892
Cases settled prior to original hearing date (%)	65%	63%	59%	*	*	61%	57%

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

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

### Goal 2a Ensure that business licensing is efficient.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Basic license application - Average processing time (days)	2	3	8	4	4	7	13
License applications received online (%)	21%	23%	45%	*	*	52%	42%
★ Licensing Centers wait time (minutes)	8	5	10	15	15	14	5
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

### Goal 2b Educate businesses to help them understand their responsibilities toward consumers and their employees.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Businesses educated through direct outreach	19,348	17,089	16,925	*	*	7,003	7,020
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

## SERVICE 3 Educate and empower New Yorkers with low incomes.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Clients served by Office of Financial Empowerment financial counseling programs	8,405	6,899	6,901	*	*	2,727	2,884
– Percent achieving measurable success (%)	25.0%	21.0%	21.0%	*	*	NA	NA
Total debt reduced by clients (\$000) (cumulative)	\$71,953	\$79,837	\$85,057	*	*	\$81,852	\$88,367
Total savings accumulated (\$) (cumulative)	\$6,877,862	\$7,860,236	\$9,978,759	*	*	\$8,636,931	\$11,269,435
Tax returns filed through citywide Tax Credit Campaign	112,616	67,132	73,701	*	*	NA	NA
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

## SERVICE 4 Protect and advocate for workers.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Paid Safe and Sick Leave (PSSL) complaints received	261	263	178	*	*	37	53
PSSL complaints investigated	289	220	184	*	*	60	100
★ Average time to resolve PSSL complaint investigations (days)	247	241	302	↓	↓	234	322
Number of employees entitled to restitution	6,691	3,768	1,086	*	*	582	976
Total amount of employee restitution assessed (\$)	\$1,541,095	\$1,760,558	\$924,011	*	*	\$186,179	\$612,600
Total amount of PSSL fines assessed (\$)	\$400,181	\$240,003	\$192,952	*	*	\$41,074	\$85,821
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

Goal 4b

Assist freelancers in exercising their rights under the Freelance Isn't Free Law.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Freelance Isn't Free inquiries received	349	372	233	*	*	88	70
Freelance Isn't Free complaints received and addressed	602	619	277	*	*	113	79
Amount recovered for Freelance Isn't Free complainants (\$)	\$866,574	\$519,210	\$309,243	*	*	\$69,764	\$366,063
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⬆️⬆️ Directional Target   * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Customer Experience							
Average customer in-person wait time (minutes)	8	4	10	17	17	NA	NA
Completed customer requests for interpretation	3,454	2,429	3,682	*	*	NA	NA
CORE customer experience rating (0-100)	NA	99	100	87	87	NA	NA
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⬆️⬆️ Directional Target   * None							

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - Consumer Complaint - Exchange/Refund/Return (4 days)	94%	100%	98%	85%	85%	NA	NA
Percent meeting time to first action - Consumer Complaint - False Advertising (4 days)	92%	100%	94%	85%	85%	NA	NA
Percent meeting time to first action - Consumer Complaint - Non-Delivery Goods/Services (4 days)	95%	100%	96%	85%	85%	NA	NA
Percent meeting time to first action - Consumer Complaint - Overcharge (4 days)	93%	100%	100%	85%	85%	NA	NA
Percent meeting time to first action - DCA / DOHMH New License Application Request - General Street Vendor License (7 days)	81%	100%	NA	85%	85%	NA	NA
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⬆️⬆️ Directional Target   * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$42.3	\$41.5	\$42.5	\$46.6	\$61.1	\$62.9	\$21.9	\$21.1
Revenues (\$000,000)	\$33.6	\$22.1	\$13.5	\$17.6	\$17.6	\$15.9	\$2.9	\$5.6
Personnel	405	390	366	448	447	447	376	359
Overtime paid (\$000)	\$293	\$147	\$106	\$114	\$114	\$114	\$4	\$10
<sup>1</sup> February 2022 Financial Plan. <sup>2</sup> Expenditures include all funds   "NA" - Not Available								



## SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$26.4	\$27.7	
001 - Administration	\$13.0	\$14.1	All
002 - Licensing and Enforcement	\$13.4	\$13.6	1b, 1c, 2a, 2b, 4a
Other Than Personal Services - Total	\$16.1	\$33.4	
003 - Other than Personal Services	\$16.1	\$33.4	All
Agency Total	\$42.5	\$61.1	

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

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

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

- Licenses  
<https://www1.nyc.gov/site/dca/businesses/licenses.page>
- Worker Rights  
<https://www1.nyc.gov/site/dca/workers/worker-rights.page>
- Third-Party Food Delivery Services  
<https://www1.nyc.gov/site/dca/about/Third-Party-Food-Delivery-Services.page>
- NYC Financial Empowerment Centers  
<https://www1.nyc.gov/site/dca/consumers/get-free-financial-counseling.page>
- NYC Free Tax Prep  
<https://www1.nyc.gov/site/dca/consumers/file-your-taxes.page>
- Street Vendors  
<https://www1.nyc.gov/site/dca/businesses/street-vendors.page>
- The Social Indicators and Equity Report, EquityNYC  
<http://equity.nyc.gov/>

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



# DEPARTMENT OF INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS 311 CUSTOMER SERVICE CENTER



## WHAT WE DO

The 311 Customer Service Center delivers fast and easy access to government services and information to all New Yorkers. NYC 311 can be reached via the call center, 311 Online, 311 Mobile App, 311 Facebook, 311 on Twitter, text messaging at 311-NYC (692) and 311 TTY at (212) 504-4115. Information and assistance are also accessible by Skyping “NYC311” or by using a video relay service at (212) NEW-YORK (212-639-9675). NYC 311’s services are available in more than 180 languages, 24 hours a day, seven days a week, 365 days a year.

## FOCUS ON EQUITY

NYC 311 is committed to equitably serving the public interest of all New York City residents, business owners and visitors. With so many New Yorkers accessing government resources through 311, its work is inherently tied to fair and transparent service delivery, particularly for non-English speakers, who it aims to serve in their preferred language. Historically underserved communities rely on 311 for support and this has never been truer than during the COVID-19 pandemic. COVID-related inquiries to 311 (requesting meals, information on medical care, testing, remote learning devices, and small business loans, etc.) remained top drivers of its call volume during the first four months of Fiscal 2022. To ensure that 311 provided prompt service to underserved communities in a time of crisis, 311 continued its expanded operations, which were done at the start of the pandemic: additional call centers; increased number of surge call takers; prioritized hiring of Spanish-speaking call takers; and express lanes at the call center to prioritize COVID-related requests.

# OUR SERVICES AND GOALS

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## **SERVICE 1** Provide public access to City government.

Goal 1a Increase public access to government services and information.

## HOW WE PERFORMED

- 311 received more than 11 million contacts from New Yorkers across its Customer Service Center, website, and mobile application during the first four months of Fiscal 2022: approximately 6 million calls were made to 311; 4 million contacts came through 311's website; and 800,000 came through the 311 mobile application and text messaging.
- The average wait time to speak with a Tier 1 agent was 1 minute and 33 seconds during peak hours and 30 seconds outside of those hours.
- The increase in average wait time for a Tier 1 call during off-peak hours (4-month actual) was driven by a spike in calls in September 2021 related to Hurricane Ida.
- 311 continued to deliver critical services related to the COVID-19 pandemic, including requests for assistance with meals, access to healthcare (including testing), questions about the Key to NYC policies, and complaints related to fake vaccination records and vaccine mandate non-compliance. 311 also fielded a high volume of calls in early September related to Hurricane Ida and the return to school.

## SERVICE 1 Provide public access to City government.

**Goal 1a** Increase public access to government services and information.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ 311 calls (000)	19,541	21,515	21,715	*	*	8,380	6,087
311 Spanish language calls (000)	714	897	648	*	*	261	199
311 calls in languages other than English or Spanish (000)	60	81	112	*	*	45	32
311 mobile app contacts (000)	2,234	2,201	2,227	*	*	766	680
311-NYC (text) contacts (000)	253	424	356	*	*	142	127
★ 311 Online site visits (000)	20,185	10,553	13,415	↑	↑	5,028	4,424
Completed service requests (000)	3,254	2,913	3,461	*	*	1,334	1,312
Knowledge articles accessed (000)	24,026	12,194	25,371	*	*	7,817	5,557
Average wait time (tier 1 calls) Peak hours (11am-3pm, M-F) (minutes:seconds)	0:30	1:46	1:07	*	*	1:38	1:33
Average wait time (tier 1 calls) Off-peak hours (minutes:seconds)	0:24	0:56	0:20	*	*	0:21	0:30
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Customer Experience							
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	99%	100%
Customer satisfaction index	84	85	83	*	*	NA	NA
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$45.7	\$45.2	\$53.7	\$58.9	\$64.7	\$58.6	\$24.6	\$23.2
Personnel	375	403	387	405	388	388	390	368
Overtime paid (\$000)	\$252	\$400	\$255	\$239	\$239	\$239	\$222	\$30

<sup>1</sup>February 2022 Financial Plan.      <sup>2</sup>Expenditures include all funds      "NA" - Not Available      The figures shown in the table above are subtotals of the Department of Information Technology and Telecommunications totals that appear in the DoITT chapter of this report.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The 4 month actual for mobile contacts in FY21 was corrected to account for an error in counting methodology.
- Average wait time metrics (peak and off-peak) for previous years shown were revised to correct for a computational mistake (as previously reported in the FY21 MMR).

## ADDITIONAL RESOURCES

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

- 311 Online:  
<http://www.nyc.gov/311>
- 311 Facebook:  
<http://www.facebook.com/pages/NYC-311/84372567650>
- 311 on Twitter:  
<https://twitter.com/nyc311>
- 311 Mobile App:  
<http://www1.nyc.gov/connect/applications.page>

# TAXI AND LIMOUSINE COMMISSION



## WHAT WE DO

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

## FOCUS ON EQUITY

Increasing accessible and equitable service is a top priority for TLC. Throughout 2021 TLC expanded new hands-on training course on Passenger Assistance and Wheelchair Accessible Vehicle Training. The course has been a requirement for Yellow Taxi Drivers since 2011 and For-Hire Vehicle (FHV) Drivers since 2015. The new curricula reflect the needs of passengers with disabilities and a revamped application process for education providers holds them to a higher instructional standard.

The new Passenger Assistance and Wheelchair Accessible Vehicle Training course provides drivers with the tools they need to excel at their jobs and serve all New Yorkers. The course includes in-vehicle training where TLC-licensed Drivers can practice before they are expected to perform the process professionally. The course is divided into six different modules, covering in-depth information about the disability community, disability etiquette and the unique role drivers play in providing equitable transit for New York City residents and visitors. TLC also created new resources for Drivers, including an award-winning video and a how-to guide that illustrates the steps Drivers must follow during the wheelchair securement process.

In 2018, TLC adopted rules to protect Driver earnings. As of February 2019, high-volume For-Hire Services (Uber, Lyft, and Via) are required to pay drivers a minimum amount for each trip. The minimum pay standard has significantly increased earnings for drivers working for the high-volume companies. In 2019, Drivers earned on average \$970 weekly. While the COVID-19 pandemic significantly affected the licensed vehicle industry in New York City, high-volume weekly earnings increased by 10 percent from February through the end of Fiscal 2021. During the pandemic, all TLC-Licensed Drivers had an opportunity to supplement income by delivering meals to homebound New Yorkers.

To further protect the industry, the Mayor signed Local Law 147 in August 2018, which paused the issuance of new FHV licenses for one year, with an exception for wheelchair accessible vehicles. When the pause went into effect in August 2019, over 120,000 FHVs held TLC licenses. Licensees expressed concerns about the number of vehicles on the road, as well as increased congestion and lower wages per driver due to the excessive supply. As the vehicle pause has remained in place, the number of licensed vehicles has decreased. As required by rule, TLC will continue to evaluate the pause on licenses and the impact on outer borough service, congestion and driver pay, among other metrics. However, it is apparent that the FHV license pause has resulted in a more balanced and appropriate number of vehicles on the road.

## OUR SERVICES AND GOALS

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

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



## HOW WE PERFORMED

- TLC continues to work toward a more accessible fleet as required by law. A total of 2,710 wheelchair accessible For-Hire Vehicles (FHVs) were available in the first four months of Fiscal 2022. The number of active wheelchair accessible yellow taxis increased by 47 percent to 2,423. This figure has gradually increased as the industry recovered from the impact of the COVID-19 pandemic and more taxis went back into service. Accessible dispatch median wait time increased from 12 minutes to 14 minutes between the Fiscal 2021 and Fiscal 2022 reporting periods. This was also a function of increased volume as the City continues to recover from the pandemic.
- TLC conducted a total of 32,438 safety and emissions inspections in the first four months of Fiscal 2022, a decrease of 14 percent from Fiscal 2021. The decrease was largely the result of nearly 5,000 fewer FHV inspections or 17 percent less than last year. Average times to conduct an inspection decreased across all sectors and remained well below the target time of 1 hour. Initial safety and emissions failure rates remained stable for FHVs at 25.2 percent, while they ticked up for yellow taxis by 3.0 percentage points and for boro taxis by 0.4 percentage points. These rates are still below pre-pandemic levels.
- To maintain public safety, TLC Enforcement concentrated its deployment on illegal street hails and unlicensed operations. Across the City, for-hire activity increased as COVID-19 restrictions were lifted. TLC issued 13,590 patrol summonses in the first four months of Fiscal 2022, including 1,219 for unlicensed operations. During the same period in Fiscal 2021 TLC officers were almost entirely deployed on COVID-related enforcement. TLC officers continued to support the City's response to the COVID-19 pandemic and helped ensure compliance with the "Key to NYC" requirement to show proof of vaccination at indoor locations.
- In Fiscal 2022, the number of visits to the TLC's Long Island City customer service facility increased by about 80 percent as pandemic restrictions were lifted. With New York City employees returning full time to the office along with greater staff capacity, TLC was able to serve more customers more efficiently. Customer wait times at the facility decreased by 9 percent in Fiscal 2022 compared to the same time last year, but at 41 minutes, it is still higher than the 25 minute target due to staffing shortage and high volume of new and renewal applications. Restrictions on driver education schools also ended which allowed for hundreds of new driver applicants to attend in-person education courses required to complete the TLC driver license application process. This accounted for a significant increase in new TLC driver licenses issued in Fiscal 2022, compared to last year when schools were closed through most of the first quarter. The average time to issue a new TLC driver license decreased drastically from 177 days in Fiscal 2021 to 63 days this year. The Agency's processing time averaged 6 days in Fiscal Year 2022 compared to an average of 31 days in Fiscal 2021.
- As the City continues to recover from the COVID-19 pandemic, the number of trips completed by TLC licensees has steadily increased. When there are more trips there is a corresponding rise in the number of consumer complaints filed. TLC's Prosecution Division continues to process a constant flow of complaints per month. TLC received over 2,000 more complaints in the first four months of Fiscal 2022 compared to the previous year, and the average processing time improved to 23 days from 25 days, which is significantly below the processing goal of 50 days.

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

## Goal 1a Increase access to for-hire transportation service.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Active medallion taxis that are accessible	2,767	1,052	1,914	*	*	1,651	2,423
Active Boro Taxis that are accessible	169	43	43	*	*	52	52
Active FHV's that are accessible	579	1,113	2,247	*	*	1,760	2,710
Accessible dispatch median wait time citywide (minutes:seconds)	12:59	12:25	12:22	*	*	12:19	14:21
Accessible dispatch trips fulfilled as a percent of requested trips (%)	84.8%	89.2%	89.7%	*	*	89.6%	85.2%
Active medallion vehicles with hearing induction loops	2,947	3,007	2,967	*	*	2,995	2,921
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

## Goal 1b Ensure that all licensed vehicles meet safety and emissions standards.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Medallion safety and emissions inspections conducted	31,756	27,000	16,226	*	*	8,317	8,252
★ Medallion safety and emissions failure rate - Initial inspection (%)	33.6%	33.1%	27.6%	35.0%	35.0%	25.4%	28.4%
– Re-inspection (%)	6.1%	6.8%	6.7%	*	*	7.2%	7.5%
Medallion safety and emissions inspections completed on schedule (%)	54.7%	59.9%	27.2%	*	*	42.9%	42.4%
For-hire vehicle (FHV) safety and emissions inspections conducted at TLC facility	84,145	69,640	72,717	*	*	27,385	22,679
★ FHV safety and emissions failure rate - Initial inspection (%)	28.7%	30.1%	24.7%	35.0%	35.0%	25.2%	25.2%
– Re-Inspection (%)	8.4%	9.0%	8.6%	*	*	9.3%	8.8%
FHV safety and emissions inspections completed on schedule (%)	96.8%	98.6%	97.7%	*	*	97.7%	97.7%
Boro Taxi safety and emissions inspections conducted	10,374	8,009	5,689	*	*	2,103	1,507
★ Boro Taxi safety and emissions failure rate - Initial inspection (%)	41.3%	38.0%	31.8%	45.0%	45.0%	33.7%	34.1%
– Re-inspection (%)	10.7%	12.0%	10.6%	*	*	12.6%	11.2%
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

## Goal 1c Ensure all vehicles operating for-hire follow TLC rules and regulations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Patrol summonses issued to drivers	43,217	37,887	16,508	*	*	343	12,120
Patrol summonses issued to owners/agents/bases	17,209	12,908	2,067	*	*	27	1,470
★ Patrol summonses issued for illegal street hails (drivers and vehicle owners)	9,694	7,904	1,085	*	*	8	836
★ Patrol summonses issued for unlicensed activity (drivers and vehicle owners)	8,352	7,928	2,091	*	*	302	1,219
Administrative summonses issued to drivers	13,563	19,019	6,447	*	*	2,676	3,142
Administrative summonses issued to owners/agents/bases	14,313	22,225	18,225	*	*	7,218	4,430
Violations admitted to or upheld at the Taxi and Limousine Tribunal at the Office of Administrative Trials and Hearings (%)	90.4%	90.5%	93.9%	*	*	96.6%	94.3%
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

**Goal 1d** Provide excellent customer service to licensees.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Average wait time at Long Island City licensing facility (hours: minutes)	0:23	0:24	0:46	0:25	0:25	0:45	0:41
TLC driver licenses issued	48,551	72,889	55,564	*	*	21,594	11,571
– New licenses issued	21,020	6,769	4,777	*	*	105	5,566
Average time to issue a new driver license from initial application (calendar days)	46.0	50.0	85.3	*	*	177.2	63.1
– Average agency processing time	6.6	6.1	7.5	*	*	31.4	6.4
★ Average time to conduct a safety and emissions inspection of a medallion taxi (hours:minutes)	0:55	0:48	0:31	1:00	1:00	0:30	0:22
★ Average time to conduct a safety and emissions inspection of a FHV (hours:minutes)	1:03	0:35	0:26	1:00	1:00	0:29	0:18
★ Average time to conduct a safety and emissions inspection of a Boro Taxi (hours:minutes)	1:12	0:45	0:32	1:00	1:00	0:32	0:20
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    * None							

**Goal 1e** Promote excellent customer service to passengers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
TLC driver complaints received	26,532	19,739	9,250	*	*	2,543	4,715
– Complaints that were eligible for prosecution	13,865	14,453	5,952	*	*	1,472	2,729
★ Average time to close a consumer complaint (calendar days): TLC driver	94.8	50.5	22.3	50.0	50.0	25.3	22.9
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    * None							

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Medallion vehicles	13,587	13,587	13,587	*	*	13,587	13,587
For-hire vehicles	120,954	110,430	96,437	*	*	104,415	95,578
– Boro Taxis	4,157	3,068	2,508	*	*	2,683	2,481
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Customer Experience							
E-mails responded to in 14 days (%)	100%	NA	99%	85%	85%	NA	97%
Letters responded to in 14 days (%)	88%	81%	40%	90%	90%	51%	69%
Average call wait time (minutes:seconds)	7:32	6:24	8:02	*	*	6:31	5:03
Completed customer requests for interpretation	11,158	11,878	12,061	*	*	NA	NA
CORE customer experience rating (1-100)	NA	96	NA	85	85	NA	NA
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    * None							

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - For-hire Vehicle Complaint (14 days)	71%	NA	97%	90%	90%	96%	99%
Percent meeting time to first action - Lost Property (7 days)	96%	97%	100%	90%	90%	98%	94%
Percent meeting time to first action - Miscellaneous Comments (14 days)	100%	NA	NA	60%	60%	NA	NA
Percent meeting time to first action - Request for Information (14 days)	100%	NA	NA	60%	60%	NA	NA
Percent meeting time to first action - Taxi Complaint (14 days)	75%	NA	98%	90%	90%	97%	100%
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$47.9	\$52.9	\$53.2	\$55.5	\$168.0	\$55.6	\$20.7	\$18.6
Revenues (\$000,000)	\$79.5	\$67.7	\$55.7	\$51.3	\$48.4	\$56.1	\$20.8	\$17.3
Personnel	625	641	566	641	618	618	619	532
Overtime paid (\$000)	\$1,521	\$1,214	\$767	\$807	\$807	\$807	\$222	\$176
<sup>1</sup> February 2022 Financial Plan. <sup>2</sup> Expenditures include all funds      "NA" - Not Available								

## SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$40.9	\$39.6	All
002 - Other Than Personal Services	\$12.3	\$128.4	All
Agency Total	\$53.2	\$168.0	
<sup>1</sup> Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds. <sup>2</sup> Includes all funds. <sup>3</sup> Refer to agency goals listed at front of chapter.    "NA" Not Available    * None			

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

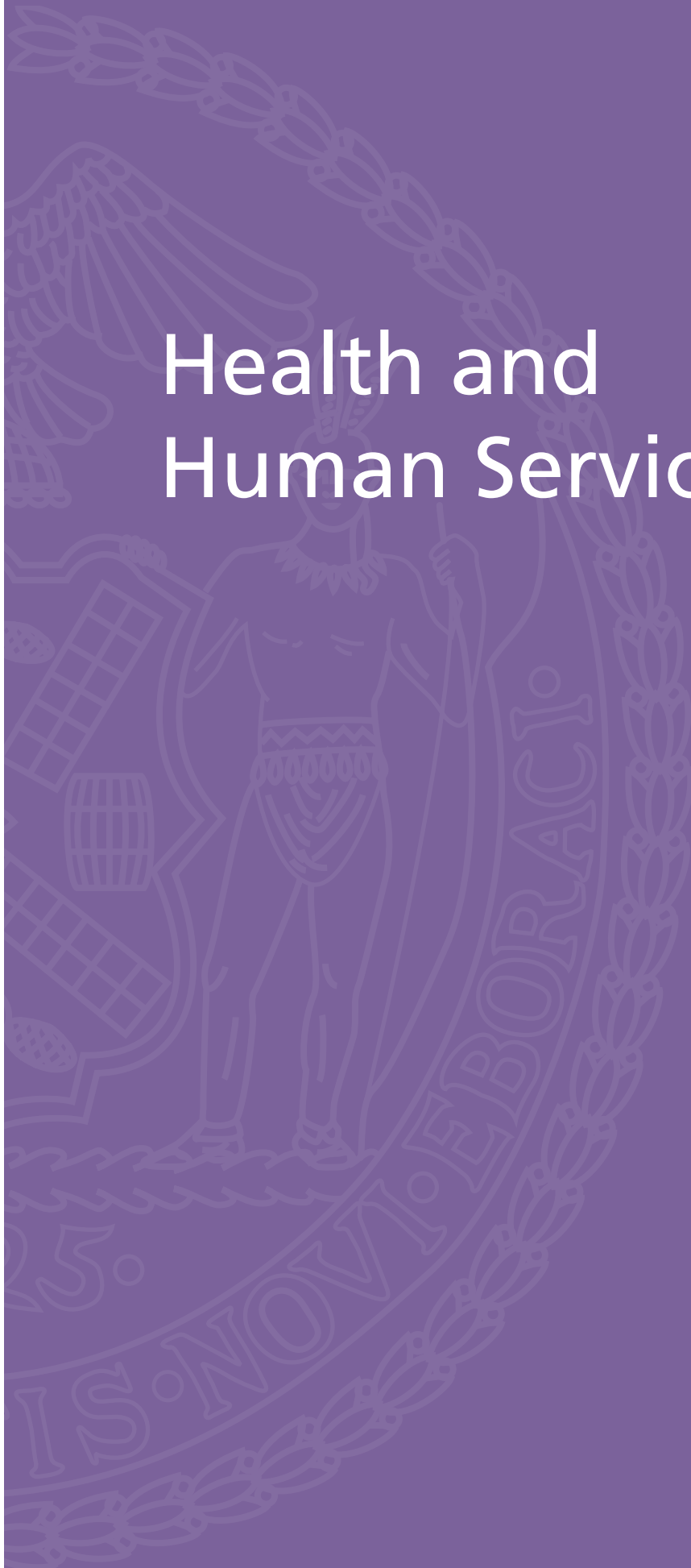
## ADDITIONAL RESOURCES

For additional information go to:

- Industry Reports:  
<https://www1.nyc.gov/site/tlc/about/industry-reports.page>

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

# Health and Human Services



# Health and Human Services



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Administration for Children's Services p 167



Office of Chief Medical Examiner p 145



Department of Homeless Services p 177



NYC Health + Hospitals p 151



Department for the Aging p 185



Human Resources Administration p 157

# DEPARTMENT OF HEALTH AND MENTAL HYGIENE



## WHAT WE DO

The Department of Health and Mental Hygiene (DOHMH) protects and promotes the health and well-being of New Yorkers. DOHMH engages with communities to develop and implement robust public health programming and policy recommendations, enforces health regulations, responds to public health emergencies and provides limited direct health services. Through its core values of science, equity and compassion, DOHMH works toward a city where all New Yorkers can realize their full health potential, regardless of who they are, where they are from or where they live. DOHMH is integral to the city's COVID-19 public health emergency response. DOHMH is prioritizing a just recovery from COVID-19 through data-driven COVID-19 decision making, collaborating with community partners, and ensuring health equity is at the center of the City's recovery.

Beyond COVID-19, DOHMH's core public health work continues. It contracts with community-based organizations to deliver mental health, developmental disability and alcohol and substance use disorder treatment services. It works with health care providers to improve health care delivery and to increase the use of preventive services, such as immunizations and cancer screenings. Direct services are provided at four tuberculosis clinics, eight sexual health clinics, one immunization clinic and more than 1,200 public schools. DOHMH issues birth and death certificates, inspects restaurants and childcare centers and protects public safety through immediate response to emergent public health threats. The Early Intervention Program serves infants and toddlers with developmental delays.

## FOCUS ON EQUITY

To improve health outcomes faster, the City must be deliberate in naming and addressing health inequities rooted in historical and contemporary injustices and discrimination, including structural racism and discriminatory practices. As one of its core values, DOHMH aims to integrate equity into all its work. To advance our anti-racism public health practice and increase institutional accountability, the New York City Board of Health passed a resolution on racism as a public health crisis, requesting that the Health Department commit to actions that would lead to equitable outcomes. In part, this work has been anchored by three strategic priorities focused on the intersecting systems and structures that produce and maintain health inequities, as well as the City at large—Creating Healthy Neighborhoods, Promoting Healthy Childhoods and a Life Course Approach to Wellbeing, and Bridging Public Health and Health Care. These focus areas will make sure the Health Department works to interrupt the vicious cycles that create and maintain inequities—both behavioral and physical health—by neighborhood, address harms that accumulate across the life course, and advance common aims to improve public health and achieve health equity by connecting our public health and health care systems. DOHMH promotes equity by using data and storytelling to highlight injustices, inform policies, systematic and environmental change, and by implementing neighborhood-based programs and strategies to foster health. To increase equitable health outcomes, the Agency must be deliberate in identifying and disrupting structural racism and practices rooted in social inequalities in all areas of its work.

# OUR SERVICES AND GOALS

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## **SERVICE 1 Detect and control infectious diseases.**

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

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

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

## **SERVICE 3 Promote a safe environment.**

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

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

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

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

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



## HOW WE PERFORMED

- The number of reported primary and secondary syphilis (P&S) cases decreased to 653 in the first four months of Fiscal 2022 from 826 cases during the same time period in Fiscal 2021. Decreases were observed across all boroughs, as well as in most age, sex, and race, or ethnic groups. Individuals who reported as male continue to account for the majority of P&S cases (92 percent and 89 percent of P&S cases in Fiscal 2021 and Fiscal 2022, respectively). In Fiscal 2022, the number of cases among transgender New Yorkers increased (5 P&S cases in Fiscal 2021 to 12 in Fiscal 2022). Furthermore, the proportion of cases among people  $\geq 50$  years increased in Fiscal 2022 (8 percent of P&S cases in Fiscal 2021 to 13 percent in Fiscal 2022). Because of standard delays in reporting and classifying syphilis cases, data is preliminary, and trends should be interpreted with caution. The number of syphilis tests reported to DOHMH declined substantially during the first wave of the COVID-19 pandemic, reaching the lowest volume in April 2020 and rebounding to pre-pandemic levels by July 2020. The ongoing impact of the COVID-19 pandemic on health care access and routine sexually transmitted infection screening and diagnosis remains unclear. DOHMH continues to provide syphilis testing and treatment in the NYC Sexual Health Clinics, monitor reports of syphilis, and work to prevent ongoing syphilis transmission by notifying, testing, and treating the partners of individuals diagnosed with syphilis.
- The 45.3 percent increase in the number of male condoms distributed in the first four months of Fiscal 2022 compared to the same period in Fiscal 2021 is likely a result of more businesses, clinical facilities, and community-based organizations reopening and restarting their safer sex product distribution programs following reductions in services and closures related to the COVID-19 pandemic.
- In the first four months of Calendar Year 2021, the number of children under the age of 6 with blood lead levels of 5 or more micrograms per deciliter was 865, and the number of children under the age of 18 with blood lead levels of 5 or more micrograms per deciliter was 1,042. This represents 17.7 percent and 13.8 percent increases, respectively. The COVID-19 public health emergency has led to significant changes in health care utilization—including a drop in blood lead testing among children. For this reason, 2020 and 2021 Calendar Year surveillance data should be interpreted with caution. The Department prioritized outreach to high-risk populations through two media campaigns, targeting neighborhoods with high proportions of people of color. One media campaign focused on getting children tested for lead poisoning and the other increased awareness of lead-contaminated consumer products used in the South Asian community. The Department collaborated with community-based organizations in high-risk South Asian neighborhoods to foster engagement through capacity-building activities such as home safety and lead poisoning prevention workshops conducted in English, Spanish and Bengali. These campaigns sought to reduce disparities in environmental conditions for people of color and residents of higher priority poverty neighborhoods.
- In the first four months of Fiscal 2022, DOHMH conducted 29,000 initial pest control inspections, a 54.6 percent increase from 19,000 inspections conducted in the same period of Fiscal 2021, when inspection resources were diverted to support citywide COVID-19 risk reduction efforts. In addition, the rate of initial inspections found to have active rat signs was 25.4 percent for Fiscal 2022, an increase of 3.7 percentage points from the 21.7 percent rate in the prior year, also due to diverted resources. During the current reporting period, the Department prioritized continuing its NYCHA Rat Reduction Program, performing routine inspections on 103 developments with high rat activity on a monthly basis, even while inspection resources continued to be diverted to the COVID-19 response. The Department's strategy of reducing rat activity in public housing will reduce disparities in neighborhood environmental conditions for people of color and residents of higher priority poverty neighborhoods.
- The 34.3 percent increase in new children receiving Early Intervention services is due to recovery from the impact of the pandemic, which had a significant decrease in referrals during the same time period in Fiscal 2021.
- During January 2021 to March 2021, there were 140 more overdoses compared to January 2020 to March 2020. This is largely due to the increased prevalence of fentanyl in the drug supply. Fentanyl is the most common substance involved in overdose deaths and was involved in 77 percent of overdose deaths in Calendar Year 2020. During the last quarter of 2020, more than 80 percent of the heroin tested by the NYPD laboratories contained fentanyl. Fentanyl has also been found in cocaine, methamphetamine, ketamine, as well as opioid analgesics and benzodiazepines obtained from non-pharmaceutical sources.

- The Co Response program has experienced higher attrition from July 2021 to October 2021 when compared to the same timeframe in 2020. In addition, Co Response’s sister program, HEAT, was not active during the first quarter of Fiscal 2021 which resulted in Co Response deploying to more cases. HEAT has since been reactivated.
- The average response time for birth certificates was above the target of three days. The increased average time is related to a significant increase in the number of customer requests for vital records. This increase in customer orders is consistent with vital records jurisdictions across the United States and represents a long term trend in increasing order volume for birth certificates. Additionally, most customer requests are now submitted online rather than in person. Online orders are much more efficient to process than in person or mailed requests. DOHMH has been able to meet the surge in customer orders by successfully transitioning most customer requests to online orders. However, unlike in-person requests, they are not completed the same day and so lead to a slight overall increase in this indicator.
- The 25 percent four month increase in completed interpretation requests can be attributed not only to the Agency’s ongoing COVID-19 response efforts, but also to the gradual reopening of the Department’s sites and services. The pandemic amplified health inequities in NYC especially within the limited English proficient communities. In response, the Agency has continued its efforts to address these inequities through more intentional outreach and programming thus utilizing our interpretation services more often.
- The improved service level in response to letters in fourteen days can be attributed to handling a greater number of letters related to standard quality of life issues.
- Vital Records call volume is at a higher monthly average leading to longer phone pick up times. Temporary workers were hired in July 2021 to assist with call handling. Service level has been gradually improving each month since July 2021.
- In the first four months of Fiscal 2022, the percent of rodent complaints responded to within fourteen days was 45 percent, a 17 percentage point increase from the same period in the prior year. This improvement can be attributed to the return of inspection staff previously supporting citywide COVID-19 risk reduction efforts.

## SERVICE 1 Detect and control infectious diseases.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ New HIV diagnoses (CY Preliminary)	1,917	1,772	1,396	↓	↓	390	397
★ Patients enrolled in Ryan White Part A with current antiretroviral (ARV) prescription at last assessment (%)	96.1%	96.4%	97.5%	96.0%	96.0%	96.0%	98.6%
★ Syphilis cases	2,026	2,054	2,175	↓	↓	826	653
Male condoms distributed (000)	19,076	18,450	10,662	25,000	25,000	3,238	4,705
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↑↓ Directional Target	* None			

### Goal 1b Prevent the spread of other infectious diseases.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ New tuberculosis cases (CY)	553	559	444	↓	↓	150	143
Seniors, aged 65+, who reported receiving a flu shot in the last 12 months (%) (CY)	62.8%	67.6%	69.8%	70.0%	70.0%	NA	NA
★ Children aged 19-35 months with up-to-date immunizations (%)	72.9%	69.3%	65.4%	75.0%	75.0%	68.0%	64.5%
★ Children in the public schools who are in compliance with required immunizations (%)	98.9%	98.2%	96.9%	99.0%	99.0%	93.6%	92.8%
★ HPV vaccine series completion (%)	46.8%	50.5%	48.9%	53.0%	53.0%	49.7%	49.1%
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↑↓ Directional Target	* None			

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Adults who smoke (%) (CY)	12.8%	11.9%	10.9%	10.0%	9.0%	NA	NA
Adults with obesity (%) (CY)	25.7%	24.8%	25.4%	23.0%	23.0%	NA	NA
Adults who consume an average of one or more sugar-sweetened beverages per day (%) (CY)	23.6%	22.1%	22.3%	19.0%	19.0%	NA	NA
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

### Goal 2b Improve preventive health care.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Adult New Yorkers without health insurance (%) (CY)	11.6%	12.7%	12.6%	10.5%	10.5%	NA	NA
Adults with hypertension meeting blood pressure goal (%) (CY)	67.7%	69.5%	NA	69.2%	69.7%	NA	NA
Adults, aged 45-75, screened for colorectal cancer (%) (CY)	64.1%	NA	NA	64.1%	64.1%	NA	NA
★ Asthma-related emergency department visits among children ages 5-17 (per 10,000 children) (CY) (preliminary)	194.6	154.4	NA	133.1	133.1	NA	NA
★ ● Infant mortality rate (per 1,000 live births) (CY)	3.9	4.2	3.9	4.1	4.1	NA	NA
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

## SERVICE 3 Promote a safe environment.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Childhood blood lead levels - number of children under the age of 18 with blood lead levels of 5 micrograms per deciliter or greater (CY)	4,717	3,739	3,015	↓	↓	916	1,042
★ Childhood blood lead levels - number of children under the age of 6 with blood lead levels of 5 micrograms per deciliter or greater (CY)	3,866	3,050	2,603	↓	↓	735	865
★ Active group child care center full inspections	8,624	6,102	3,687	*	*	NA	1,920
★ Active group child care center initial inspections that do not require a compliance inspection (%)	72.5%	74.0%	89.9%	↑	↑	NA	82.2%
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

### Goal 3b Reduce the threat of foodborne illness.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Restaurants inspected (%)	99.5%	72.3%	3.3%	100.0%	100.0%	NA	21.4%
★ Restaurants scoring an 'A' grade (%)	93.6%	93.5%	92.2%	↑	↑	NA	92.6%
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Initial pest control inspections (000)	178	110	54	*	*	19	29
Initial inspections with active rat signs (ARS) (%)	11.7%	14.7%	26.9%	*	*	21.7%	25.4%
★ Compliance inspections found to be rat free (%)	49.7%	46.3%	30.0%	↑	↑	33.3%	30.8%
Dogs licensed (000)	85.8	83.4	93.2	105.0	105.0	84.0	90.0
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Buprenorphine patients (CY)	15,174	16,383	15,949	16,919	16,919	11,439	10,646
★ Deaths from unintentional drug overdose (CY)	1,452	1,497	2,062	↓	↓	456	596
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↕ Directional Target	* None			

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Individuals in the assisted outpatient mental health treatment program	2,476	2,321	2,292	*	*	1,834	1,761
Units of supportive housing available to persons with or at risk for developing serious mental health and substance use disorders (000)	9.1	9.6	9.9	10.9	11.4	9.6	10.2
New children receiving services from the Early Intervention Program (000)	13.8	12.4	12.8	*	*	3.5	4.7
Supportive connections provided by NYC Well, a behavioral health helpline	274,400	262,200	372,900	335,800	335,800	120,567	158,290
Individuals who received services from long-term mobile community-based treatment providers	4,706	4,477	4,583	4,489	5,169	4,025	4,176
New individuals engaged by a Co-Response Team	605	498	661	500	500	289	218
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↕ Directional Target	* None			

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Average response time for birth certificates by mail/online (days)	5.6	5.1	5.1	3.0	3.0	6.0	6.8
★ Average response time for death certificates by mail/online (days)	2.6	2.5	3.7	3.0	3.0	5.5	5.9
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↕ Directional Target	* None			

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Workplace injuries reported	144	120	97	*	*	35	38
ECB violations received at the Office of Administrative Trials and Hearings	38,339	21,452	16,709	*	*	2,163	NA
ECB violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	54.8%	67.6%	70.9%	*	*	77.4%	NA
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↕ Directional Target	* None			

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Customer Experience							
Completed requests for interpretation	27,528	39,655	59,963	*	*	12,527	15,680
Letters responded to in 14 days (%)	74%	67%	38%	70%	70%	33%	70%
E-mails responded to in 14 days (%)	87%	89%	90%	80%	80%	90%	88%
Average wait time to speak with a customer service agent (minutes)	1	1	0	10	10	NA	NA
CORE facility rating	NA	99	99	85	85	NA	NA
Calls answered in 30 seconds (%)	70%	70%	70%	80%	80%	78%	35%
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - Rodent (14 days)	83%	37%	40%	73%	73%	28%	45%
Percent meeting time to first action - Food Establishment (14 days)	95%	89%	94%	90%	90%	94%	95%
Percent meeting time to first action - Food Poisoning (3 days)	100%	100%	99%	90%	90%	98%	97%
Percent meeting time to first action - Indoor Air Quality (14 days)	98%	98%	97%	95%	95%	97%	96%
Percent meeting time to first action - Smoking Complaint (14 days)	65%	80%	77%	75%	75%	75%	85%
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$1,782.8	\$1,860.3	\$2,181.3	\$2,261.5	\$3,216.3	\$2,067.3	\$1,189.3	\$1,432.6
Revenues (\$000,000)	\$34.1	\$31.9	\$29.3	\$30.4	\$28.4	\$30.4	\$8.4	\$10.7
Personnel	6,935	6,907	6,542	7,344	7,350	7,101	6,687	6,294
Overtime paid (\$000,000)	\$13.3	\$22.8	\$46.5	\$23.3	\$18.6	\$5.7	\$8.4	\$7.4
Capital commitments (\$000,000)	\$67.1	\$50.1	\$59.3	\$323.1	\$335.4	\$435.3	\$49.8	\$53.9
Human services contract budget (\$000,000)	\$720.3	\$732.0	\$713.5	\$830.9	\$877.4	\$817.3	\$247.9	\$256.4
<sup>1</sup> February 2022 Financial Plan. <sup>2</sup> Expenditures include all funds      "NA" - Not Available								

## SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$593.2	\$626.9	
101 - Health Administration	\$58.7	\$63.3	All
102 - Disease Control	\$186.1	\$146.2	1a, 1b
103 - Family and Child Health	\$119.3	\$133.4	1b, 2b
104 - Environmental Health Services	\$65.5	\$83.1	2b, 3a, 3b, 3c
105 - Early Intervention	\$14.5	\$16.8	4b
106 - Office of Chief Medical Examiner	\$73.6	\$76.6	Refer to table in OCME chapter
117 - Center for Health Equity & Community Wellness	\$17.0	\$28.5	2a, 2b
108 - Mental Hygiene Management Services	\$42.4	\$59.6	4a, 4b
109 - Epidemiology	\$16.1	\$19.4	2a, 2b, 5a
Other Than Personal Services - Total	\$1,588.1	\$2,589.3	
111 - Health Administration	\$141.4	\$172.2	All
112 - Disease Control	\$567.4	\$1,198.3	1a, 1b
113 - Family and Child Health	\$52.1	\$88.3	1b, 2b
114 - Environmental Health Services	\$29.7	\$42.1	2b, 3a, 3b, 3c
115 - Early Intervention	\$229.7	\$305.1	4b
116 - Office of Chief Medical Examiner	\$36.0	\$44.1	Refer to table in OCME chapter
117 - Center for Health Equity & Community Wellness	\$63.0	\$120.3	2a, 2b
118 - Mental Hygiene Management Services	\$39.7	\$50.3	4a, 4b
119 - Epidemiology	\$4.8	\$5.6	2a, 2b, 5a
120 - Mental Health Services	\$306.9	\$425.8	4b
121 - Developmental Disability	\$9.4	\$12.5	*
122 - Alcohol & Drug Use Prevention, Care, Treatment	\$108.1	\$124.7	4a
Agency Total	\$2,181.3	\$3,216.3	

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

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Previously published Fiscal 2021 data has been updated for 'New HIV diagnoses (CY Preliminary).'
- The DOHMH recommendation for colorectal cancer screening changed in March 2020 to include both colonoscopy and stool-based testing and begin at age 45. As a result of this change in best practices, the indicator 'Adults, aged 50+, who received a colonoscopy in the past ten years (%) (CY)' has been retired and the indicator 'Adults, aged 45–75, screened for colorectal cancer (%) (CY)' has been added. Data for Fiscal 2020 is not available for this new indicator as this information is collected in the Community Health Survey and was not previously asked on a regular schedule. Moving forward, it will be asked annually.
- Previously published Fiscal 2019 data has been updated for 'New tuberculosis cases (CY).'
- The indicator 'Adult patients with controlled blood pressure (%) (CY)' has been changed to 'Adults with hypertension meeting blood pressure goal (%) (CY).'
- Previously published Fiscal 2019 and Fiscal 2020 data has been updated for 'Asthma-related emergency department visits among children ages 5–17 (per 10,000 children) (CY) (preliminary).'
- The 'Collisions involving City vehicles' indicator has been moved to the Vehicle Fleets and Maintenance Additional Tables.
- The previously reported Fiscal 2022 target for 'Adults who smoke (%) (CY)' has been changed from 12% to 10%.

## ADDITIONAL RESOURCES

For additional information go to:

- Take Care New York 2020  
<https://www1.nyc.gov/assets/doh/downloads/pdf/tcny/tcny-2020.pdf>.

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





# DEPARTMENT OF HEALTH AND MENTAL HYGIENE OFFICE OF CHIEF MEDICAL EXAMINER



## WHAT WE DO

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

## FOCUS ON EQUITY

To best serve all New Yorkers—regardless of economic ability—OCME operates Family Services Centers in all five boroughs so that all communities have equal service access. At these centers, staff interact with family members, medical practitioners, and other advisors to receive and verify information that will assist in determining the identity of deceased persons and aid in final disposition. For families who may need or choose interment of their loved ones in the City Cemetery, OCME provides an opportunity for a final viewing before burial. In addition, OCME also serves as the independent pathologist for families by performing its own impartial death investigations and autopsies, free from undue influence by legal or medical communities or law enforcement. OCME develops and maintains a workplace culture in which employment and advancement decisions are made fairly and employees are treated equitably, regardless of race/ethnicity, age, gender, religion/creed, national origin, disability, or sexual orientation. This is accomplished through agency wide training and continual engagement with managers to ensure familiarity with the city's Equal Employment Opportunity, diversity and inclusion policies, and through incorporating these policies into recruitment, selection, promotion, and workplace activities so that all employees feel welcome and inspired to succeed.

## OUR SERVICES AND GOALS

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

- Goal 1a Respond promptly to scenes of reportable fatalities and conduct related investigations.
  - Goal 1b Complete autopsy reports in a timely manner to best serve families, the criminal justice system and other stakeholders.
  - Goal 1c Provide diligent investigation for all cremation requests.
  - Goal 1d Certify death certificates in a timely manner.
- 

### **SERVICE 2 Provide mortuary services to the City.**

- Goal 2a Recover and transport unclaimed and Medical Examiner decedents to City mortuary facilities in a timely manner.
- 

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

- Goal 3a Provide rapid response and safe fatality management services to the City.
  - Goal 3b Identify victims of disasters and return their remains to families in a timely manner.
- 

### **SERVICE 4 Provide services to the City for forensic purposes.**

- Goal 4a Provide timely and accurate laboratory services for criminal justice purposes.

## HOW WE PERFORMED

- OCME continues to see a sustained increased caseload across all OCME Forensic Operational areas, far exceeding pre-pandemic levels. Significantly elevated numbers of deaths reported, cases where the Medical Examiner takes jurisdiction, number of cremation requests received and investigated, and the number of decedents' remains transported and stored by the OCME in the current reporting period.
- The autopsy report completion time has been impacted by this elevated caseload, and particularly by the workload impact on the Forensic Toxicology lab which has been processing the substantially increased drug related deaths while simultaneously expanding testing capabilities for novel opioids and shifting to a newly mandated, more stringent set of accreditation standards. We have seen a 28 percent improvement in the median time to complete autopsy reports although it still remains elevated as compared to pre-pandemic completion times.
- OCME's Department of Forensic Biology is continuing its work to identify the remains from the September 11, 2001 terrorist attack. During the first four months of Fiscal 2022, 69 remains were identified, including two new victim identifications, which brings the total remains identified to 14,770.
- In response to flooding caused by the remnants of Hurricane Ida, OCME Forensic Operations handled 13 decedents. The figure for the prior fiscal year represents the number of decedents handled by the disaster mortuary operations in response to the COVID-19 pandemic.
- The Forensic Biology Laboratory metrics are better than the target limits for median time to complete all DNA cases and specifically homicide and sexual assault cases. The median time to complete property crime cases exceeds the target metric. This is due to OCME prioritizing the analysis of crimes against persons cases before property crime cases.
- The Department of Forensic Toxicology made great progress in improving its turnaround time which was impacted by the pandemic by having staff in the Department work tirelessly to process cases seven days per week. The 23 percent reduction in turnaround times for postmortem cases in the first four months of Fiscal 2022 compared with Fiscal 2021 has been achieved even though there was an increase of approximately 20 percent in postmortem cases submitted to the Laboratory for testing. OCME continues to see, as reported nationally, increases in drug-related deaths and the ongoing opioid pandemic.
- Median turnaround times for toxicology DUI and toxicology sexual assault cases have decreased by 40 percent and 68 percent respectively, at the start of Fiscal 2022 compared with Fiscal 2021. The turnaround times fluctuate more for toxicology DUI and toxicology sexual assault cases due to the increase in case submission.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Median time for scene arrivals by medicolegal investigators (MLIs) (hours)	1.9	1.8	1.6	*	*	1.6	1.6
Deaths reported	30,964	65,712	42,121	*	*	12,461	12,683
★ Cases where Chief Medical Examiner takes jurisdiction	7,554	7,547	7,735	*	*	2,481	2,722
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

**Goal 1b** Complete autopsy reports in a timely manner to best serve families, the criminal justice system and other stakeholders.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Median time to complete autopsy reports (days)	56.0	67.0	144.0	90.0	90.0	181.0	131.0
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

**Goal 1c** Provide diligent investigation for all cremation requests.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Total cremation requests received and investigated as requirement of processing	17,148	27,863	20,636	*	*	5,749	6,302
★ Cremation requests rejected after investigation and turned over to Medical Examiner jurisdiction	140	159	115	*	*	36	55
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⬆️⬇️ Directional Target    * None							

**Goal 1d** Certify death certificates in a timely manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Median time to certify death certificates after initial receipt of decedents' remains (hours)	16.3	15.6	15.8	72.0	72.0	15.8	15.4
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⬆️⬇️ Directional Target    * None							

**SERVICE 2 Provide mortuary services to the City.**

**Goal 2a** Recover and transport unclaimed and Medical Examiner decedents to City mortuary facilities in a timely manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Decedents' remains transported and stored by OCME	11,281	17,606	14,079	*	*	4,277	4,451
★ Median time from OCME receipt of decedents' remains to "Ready to Release" status (hours)	11.59	0.10	6.54	*	*	7.78	8.87
Median time to clear and release to third party for final disposition, per case (minutes)	35.0	37.0	39.0	*	*	42.0	37.0
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⬆️⬇️ Directional Target    * None							

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

**Goal 3a** Provide rapid response and safe fatality management services to the City.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Remains recovered following the September 11, 2001 attacks (cumulative)	21,905	21,905	21,905	*	*	21,905	21,905
Number of fatalities handled by OCME following a mass fatality event	7	17,606	14,079	*	*	NA	13
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⬆️⬇️ Directional Target    * None							

**Goal 3b** Identify victims of disasters and return their remains to families in a timely manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Remains identified following the September 11, 2001 attacks (cumulative)	14,608	14,701	14,701	*	*	14,701	14,770
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⬆️⬇️ Directional Target    * None							

## SERVICE 4 Provide services to the City for forensic purposes.

**Goal 4a** Provide timely and accurate laboratory services for criminal justice purposes.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Median time to complete analysis of a DNA case (days)	59.0	51.0	63.0	60.0	60.0	74.0	44.0
★ Median time to complete DNA homicide cases, from evidence submission to report (days)	47.0	39.0	49.0	45.0	45.0	53.0	42.0
★ Median time to complete DNA sexual assault cases, from evidence submission to report (days)	32.0	31.0	43.0	45.0	45.0	44.0	39.0
★ Median time to complete DNA property crime cases, from evidence submission to report (days)	149.0	50.0	128.0	120.0	120.0	131.0	225.0
DNA matches with profiles in database	11,042	5,988	6,241	*	*	1,943	1,709
★ Median time to complete toxicology cases (days)	29.0	47.0	115.0	60.0	60.0	131.0	100.0
Median time to complete toxicology DUI (driving under the influence) cases (days)	23.0	42.0	46.0	30.0	30.0	82.0	49.0
Median time to complete toxicology sexual assault cases (days)	28.0	43.0	80.0	30.0	30.0	243.0	76.0
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Customer Experience							
Completed customer requests for interpretation	1,525	1,161	1,544	*	*	NA	NA
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	95%	92%	89%	*	*	72%	100%
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$84.7	\$110.9	\$109.7	\$90.0	\$120.8	\$89.1	\$52.6	\$37.1
Revenues (\$000)	\$2	\$1.5	\$35.0	\$50.0	\$50.0	\$50.0	\$0.0	\$0.2
Personnel	672	716	667	768	767	753	715	676
Overtime paid (\$000,000)	\$6.7	\$9.2	\$9.5	\$2.5	\$4.2	\$2.5	\$2.6	\$2.4
<sup>1</sup> February 2022 Financial Plan. <sup>2</sup> Expenditures include all funds      "NA" - Not Available      The figures shown in the table above are subtotals of the Department of Health and Mental Hygiene totals that appear in the DOHMH chapter of this report.								

## SPENDING AND BUDGET INFORMATION

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
106 - Office of Chief Medical Examiner (Personal Services)	\$73.6	\$76.6	All
116 - Office of Chief Medical Examiner (Other Than Personal Services)	\$36.0	\$44.1	All
Agency Total <sup>1</sup>	\$109.7	\$120.8	

<sup>1</sup>OCME is contained within the Department of Health and Mental Hygiene and appropriations are made through that agency. <sup>2</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter. "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The previously published Fiscal 2022 target for 'Median time to complete toxicology cases (days)' has been changed from 30 to 60 to be consistent with national standards and best practices.
- Goal 2a has been renamed from 'Recover and transport decedents to City mortuary facilities in a timely manner,' to 'Recover and transport unclaimed and Medical Examiner decedents to City mortuary facilities in a timely manner,' to more accurately reflect the work of the agency.
- The previously published Fiscal 2022 directional target for 'Median time from OCME receipt of decedents' remains to "Ready to Release" status (hours)' has been removed, as the ready to release time is contingent on external factors outside of the agency's control.

## ADDITIONAL RESOURCES

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



## WHAT WE DO

NYC Health + Hospitals (the System), the largest municipal public health system in the country, includes eleven acute care hospitals, five post-acute care (skilled nursing) facilities, and over 70 patient care locations of community and school-based health centers (Gotham Health). The System provides comprehensive health care services including preventive and primary care, behavioral health, substance use disorder, trauma, high-risk neonatal and obstetric care, and burn care. The System's acute care hospitals serve as major teaching hospitals. In addition, the System includes a managed care plan called MetroPlus; an Accountable Care Organization that provides Medicare beneficiaries with coordinated care and chronic disease management, avoiding unnecessary duplication of services and preventing medical errors; a Certified Home Health Agency; a Health Home; and Correctional Health Services. NYC Health + Hospitals is New York's single largest provider of care to patients with Medicaid, patients with mental health diagnoses, and the uninsured, serving more than one million New Yorkers within the five boroughs. NYC Health + Hospitals continues to have an important role in caring for the most vulnerable New Yorkers during the COVID-19 pandemic.

## FOCUS ON EQUITY

NYC Health + Hospitals' mission is to deliver high quality health care services to all New Yorkers with compassion, dignity, and respect, regardless of income, gender identity, or immigration status. By the very nature of the System's mission, NYC Health + Hospitals provides high quality care to the most vulnerable New Yorkers within the diverse communities it serves, many of whom are uninsured or underinsured. People in these communities who would typically lack access to health care services are the most impacted, by being able to obtain the quality care that they need and deserve through NYC Health + Hospitals. For instance, the NYC Care Program ensures that New Yorkers in need of health care services are being connected with affordable, high quality primary, preventive, and specialty care. This access has become even more important, in consideration of the impact the COVID-19 pandemic has on New Yorkers who are not eligible for or cannot afford health insurance. NYC Health + Hospitals also continues to expand MetroPlus membership, offering low to no-cost health insurance options to eligible people living within the five boroughs of New York City who otherwise would not be able to attain insurance. The System's Correctional Health Services, in particular, is among the City's strongest advocates for social and racial justice, and is a key partner in the broader efforts to reform the criminal justice system. Finally, to further address equity, an advisory group, called the Equity and Access Council, supports the Human Resources Office of Diversity and Inclusion and develops efforts that promote equity among both staff and patients. This Council optimizes the delivery of care and health outcomes for diverse patient populations, with its primary focus to advance racial and social justice to eliminate barriers, promote institutional and structural equities, identify and reduce health disparities, and continuously improve the health of vulnerable communities.

## OUR SERVICES AND GOALS

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**SERVICE 1** Provide medical, mental health and substance use disorder services to New York City residents regardless of their ability to pay.

Goal 1a Expand access to care.

Goal 1b Enhance the sustainability of the Health + Hospitals system.

Goal 1c Maximize quality of care and patient satisfaction.



## HOW WE PERFORMED

- There was a 191.8 percent increase in NYC Care Program enrollment, to 100,000 in the first four months of Fiscal 2022 from 34,266 during the same time in Fiscal 2021. This essential program connects New Yorkers with access to affordable, high quality primary and preventive health care services who otherwise wouldn't be eligible for or cannot afford health insurance. The primary reason for the increase in enrollment is due to NYC Care's city-wide launch, with expanded access in boroughs having large immigrant populations, specifically in Manhattan and Queens; NYC Care now has 40% of its current active members in the borough of Queens. With the expansion, community-based organizations were also involved to educate potential members and help them enroll in NYC Care.
- Follow-up appointments kept within 30 days after behavioral health treatment decreased to 42.07 percent in the first three months of Fiscal 2022 compared to 45.6 percent during the same time in Fiscal 2021. Most of this decrease continues to be attributed to a modification in the way the data for this metric is collected, through the electronic health record system, rather than a separate database. The data capture method for this metric is still in the process of being refined. The Office of Behavioral Health is working with staff, with focus on training about the appropriate workflow to fully document these follow-up appointments in Epic. Encounters are only considered complete when there is full documentation in the electronic health record. NYC Health + Hospitals' behavioral health services has also been working with the City to provide cell phones and data to this specific patient population to improve access.
- Eligible women receiving mammogram screening stayed essentially the same, at 73.03 percent in the first four months of Fiscal 2022 from 74.4 percent in the same period of Fiscal 2021. Screening rates had originally decreased during pandemic surge periods, primarily due to patients avoiding health care facilities for routine screenings, but have stabilized. The percentage of women enrolled in care in the first trimester of their pregnancy also was not substantially different between Fiscal 2022 and Fiscal 2021, at 58.7 percent currently, from 59.77 percent in the same period of Fiscal 2021. Patients originally limited in-person visits because of their discomfort with coming to health care settings during surge periods, though this metric also has stabilized. It remains an important measure of women's health, and NYC Health + Hospitals is focusing efforts to improve early referral of newly pregnant patients to prenatal clinics for care.
- Individuals who received clinical services from Mental Health Service Corps (MHSC) decreased slightly to 2,619 in the first four months of Fiscal 2022, compared to 2,759 in the prior period. MHSC provides three years of high-quality training in evidence-based practice to early career clinicians. During Fiscal 2022, MHSC clinicians served patients at 51 NYC Health + Hospitals' sites across the city. The program hired 14 new social workers across four boroughs to begin their training with MHSC. A total of 76 percent of service locations included in this program are located in federally designated mental health professional shortage areas. During the pandemic, Corps members continued to deliver these important services, including both in-person and telehealth mental health services, for patients.
- Total correctional health clinical encounters per 100 average daily population declined to 4,410 in Fiscal 2022 from 5,189 during the same period of 2021. This decrease is primarily attributed to disruptions in the provision of clinical services caused by sustained shortages in NYC Department of Correction (DOC) staffing. The delivery of health services requires DOC to escort patients to clinic visits and to maintain safe and secure conditions in all clinical areas for the provision of health care.
- During the first four months of Fiscal 2022, the percentage of patients who left emergency departments (EDs) without being seen increased to 4 percent from a low of 3.3 percent in Fiscal 2021 same period. During the pandemic, there was a decrease in overall ED utilization, with associated declines in the percentage of patients who left the EDs without being seen. At this point in the pandemic, overall ED utilization has continued to increase back to pre-pandemic levels. With this progressive rise, there has been an associated increase in the percentage of patients who left the EDs without being seen.

- Financial sustainability and ability to provide care to all New Yorkers, regardless of their ability to pay, improved over the first four months of Fiscal 2022. The ratio of patient care revenue to expenses improved to 74.1 percent during the first four months of Fiscal 2022, compared to 65.3 percent in the same period of Fiscal 2021. This is attributable to an increase in patient service revenue that has been driven by a rise in patient volume. Similarly, MetroPlus membership continues to increase, at 631,428 during the first four months of Fiscal 2022, from 584,066 in the same period of Fiscal 2021. This increase is a result of the ongoing commitment to identify and connect Medicaid eligible people in the communities we serve to MetroPlus, including a larger proportion of city workers, encouraging them to obtain necessary coverage.
- NYC Health + Hospitals has continued to place great emphasis on care experience and specifically on engaging patients in using MyChart, the electronic patient portal where patients access important information about lab results, appointments, after visit summaries, medical history, medications, immunizations, and other personal health data. MyChart activation increased to 73 percent in the first four months of Fiscal 2022, from 41 percent in the same period of Fiscal 2021. Each facility across NYC Health + Hospitals has encouraged patients to sign up or “activate” their MyChart accounts, to use MyChart to communicate with their care teams, track upcoming appointments, manage medication lists, and request prescription refills. NYC Health + Hospitals has performed above the electronic health record (Epic) customer average of 47 percent consistently over this reporting period. As the pandemic continues, MyChart is a critical tool to provide patients with virtual care via MyChart video visits, to allow patients to communicate with their care teams without having to come to clinic, and to provide patients easy access to their COVID-19 test results and vaccine information as New York City’s reopening continues. Use of MyChart has a direct correlation in improving patients’ experience with their care team, by being able to quickly and efficiently access their health information in a convenient, secure way.
- The percentage of patients diagnosed with diabetes who have controlled blood sugar increased to 65.8 percent in the four-month period of Fiscal 2022 from 61.7 percent during the same time in Fiscal 2021. This improvement is a direct result of having patients come back to their in-person primary care visits more regularly. Throughout the pandemic there was a decline in A1c control due to less face-to-face visits, with this metric reaching a low of 59.9 percent in February 2021. Since then, there has been more steady improvement, and NYC Health + Hospitals has returned to the pre-pandemic baseline in recent months.

## SERVICE 1 Provide medical, mental health and substance use disorder services to New York City residents regardless of their ability to pay.

### Goal 1a Expand access to care.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Unique patients	1,081,156	1,153,089	1,148,019	↑	↑	683,450	622,260
Unique primary care patients (seen in the last 12 months)	NA	445,672	389,505	*	*	NA	NA
★ Uninsured patients served	374,988	378,104	304,174	↓	↓	NA	NA
★ eConsults completed	75,999	171,569	322,229	↑	↑	NA	NA
Telehealth visits	NA	289,238	1,008,900	*	*	NA	NA
★ Eligible women receiving a mammogram screening (%)	74.0%	63.5%	70.5%	80.0%	80.0%	74.4%	73.0%
★ HIV patients retained in care (%) (annual)	84.0%	81.6%	85.0%	85.0%	85.0%	84.6%	81.0%
Calendar days to third next available new appointment - adult medicine	12.0	13.0	10.3	14.0	14.0	13.0	13.0
Calendar days to third next available new appointment - pediatric medicine	6.0	9.0	6.5	5.0	5.0	9.0	13.0
★ NYC Care enrollment	NA	28,151	69,309	↑	↑	34,266	100,000
★ Patients enrolled in care in the 1st trimester of pregnancy	62.0%	62.5%	61.2%	↑	↑	59.8%	58.7%
★ Follow-up appointment kept within 30 days after behavioral health discharge (%)	59.96%	56.68%	44.59%	↑	↑	45.60%	42.07%
Correctional health patients with a substance use diagnosis that received jail-based contact (%)	95%	94%	91%	90%	90%	91%	83%
Total correctional health clinical encounters per 100 average daily population	8,027	15,675	14,999	*	*	5,189	4,140
Individuals who received clinical services from Mental Health Service Corps behavioral health clinicians	NA	2,749	5,874	4,950	4,950	2,759	2,619
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↑↓ Directional Target	* None			

**Goal 1b** Enhance the sustainability of the Health + Hospitals system.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Patients who left Emergency Department without being seen (%)	7.2%	6.9%	3.5%	4.0%	4.0%	3.3%	4.0%
★ Net days of revenue for accounts receivable	42.3	71.3	59.9	42.0	42.0	61.0	59.0
Patient care revenue/expenses (%)	60.8%	61.6%	74.0%	60.0%	60.0%	65.3%	74.1%
★ MetroPlus Health Plan medical spending at Health + Hospitals (%)	39.9%	39.9%	39.3%	↑	↑	42.3%	40.5%
★ MetroPlus membership	518,681	560,212	620,041	↑	↑	584,066	631,428
★ Insurance applications submitted by Health + Hospitals staff (monthly average)	NA	NA	7,895	↑	↑	NA	7,333
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None							

**Goal 1c** Maximize quality of care and patient satisfaction.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Inpatient satisfaction rate (%)	61.1%	63.0%	65.7%	65.8%	65.8%	65.3%	64.1%
Outpatient satisfaction rate (%)	82.0%	83.6%	84.5%	85.4%	85.4%	84.3%	84.5%
MyChart Activations (%)	NA	20%	69%	50%	50%	41%	73%
★ Patients receiving a defined set of medical services to treat sepsis within three hours of presentation (%)	76.8%	NA	NA	↑	↑	NA	NA
★ Patients diagnosed with diabetes who have appropriately controlled blood sugar (%)	64.6%	64.6%	63.7%	↑	↑	61.7%	65.8%
★ Post-acute care satisfaction rate (%)	80.7%	86.7%	81.9%	86.3%	86.3%	NA	NA
Overall safety grade - acute care	NA	64.0%	NA	*	*	NA	NA
Overall safety grade - post-acute care (%)	NA	70.0%	NA	*	*	NA	NA
Overall safety grade - ambulatory care (D & TC)(%)	NA	42.0%	NA	*	*	NA	NA
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$8,222.1	\$8,581.6	\$11,134.0	\$10,412.5	\$10,412.5	\$8,873.6	\$3,576.3	\$3,737.2
Revenues (\$000,000)	\$8,999.3	\$9,373.0	\$11,920.6	\$11,187.7	\$11,187.7	\$9,626.7	\$3,549.5	\$3,581.8
Personnel	37,711	39,765	40,062	37,272	37,272	37,272	39,863	39,731
Overtime paid (\$000,000)	\$178.1	\$198.9	\$192.3	\$153.6	\$164.3	\$164.3	\$62.6	\$73.8
Capital commitments (\$000,000)	\$459.4	\$531.9	\$369.6	\$640.5	\$892.4	\$847.7	\$115.3	\$93.8
<sup>1</sup> February 2022 Financial Plan. <sup>2</sup> Expenditures include all funds      "NA" - Not Available								

## SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Lump Sum Appropriation (OTPS) <sup>1</sup>	\$2,522.7	\$1,981.1	All
<sup>1</sup> These figures are limited to the City's contribution and planned contribution respectively <sup>2</sup> Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds. <sup>3</sup> Includes all funds <sup>4</sup> Refer to goals listed at front of chapter      "NA" Not Available      * None			

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Fiscal 2021 data for 'Patients receiving a defined set of medical services to treat sepsis within three hours of presentation (%)' remains unavailable. Data for this measure is reported by the New York State Department of Health and stopped in March 2020.

## ADDITIONAL RESOURCES

- For more information on NYC Care, please visit:  
[www.nyccare.nyc](http://www.nyccare.nyc)

For more information on the agency, please visit: [www.nychealthandhospitals.org](http://www.nychealthandhospitals.org)

# HUMAN RESOURCES ADMINISTRATION



## WHAT WE DO

The Human Resources Administration (HRA) administers major benefit programs that provide economic support to New Yorkers in need and works to prevent homelessness before it occurs by providing rental assistance, rehousing programs, legal services, and other services for those facing housing instability. HRA also promotes opportunity through employment programs and provides essential resources to vulnerable New Yorkers, including persons with disabilities, immigrants, survivors of domestic violence, New Yorkers living with HIV/AIDS, and seniors. In this role connecting millions of families and individuals with vital lifelines, HRA is at the forefront of addressing poverty citywide, statewide, and nationwide.

## FOCUS ON EQUITY

The Human Resources Administration (HRA), integrated with the Department of Homeless Services (DHS) in 2017 under the management structure of the Department of Social Services (DSS), serves over three million New Yorkers annually through the programs that address poverty and income inequality, including cash assistance, food assistance, and Medicaid public health insurance. HRA also prevents homelessness by providing rental assistance, rehousing programs, and legal services programs to families and individuals. In conjunction with the Mayor's Office of Immigrant Affairs (MOIA), HRA administers the City's municipal identification program (IDNYC) and legal services programs for immigrants.

In New York City, as in the rest of the United States, persistent racial inequities have manifested themselves in higher poverty rates, greater housing insecurity, and diminished access to health care for Black and Latinx residents. HRA provides an array of anti-poverty programs and initiatives that serve low-income New Yorkers, and a high proportion of Agency clients are people of color. HRA has implemented client-centered reforms to reduce barriers to benefits and services that address poverty and inequity. HRA developed technology to modernize and simplify access to benefits; increased anti-eviction and immigration-related legal services; and expanded rental assistance and other affordable housing and social services programs. HRA continues to expand opportunity for New Yorkers, addressing income inequality through economic empowerment services to achieve financial security and conducting outreach to underserved groups who may be eligible for Agency services.

## OUR SERVICES AND GOALS

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

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

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

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

### **SERVICE 3 Reduce homelessness among children and adults.**

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

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

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

## HOW WE PERFORMED

- The number of persons receiving cash assistance (CA) was 368,500 in October 2021, 5.2 percent fewer than in October 2020. The number of individuals receiving recurring assistance was 4.3 percent lower than in the prior period, while the number of individuals receiving one-time emergency assistance was 67.9 percent lower. The decline in emergency assistance was due to the pandemic-related eviction moratorium and prohibition on utility shut-offs for non-payment, as well as the availability of the federal Emergency Rental Assistance Program (ERAP).
- The number of CA cases in the sanction process decreased by 0.1 percentage points and the number in active sanction status decreased by 0.7 percentage points in October 2021 compared to October 2020, due primarily to the suspension of employment-related requirements to combat the spread of COVID-19 and protect the health and safety of clients and staff.
- Applications for CA increased by 17.2 percent in the first four months of Fiscal 2022 compared to the same period in Fiscal 2021. The increase is due to the ending of pandemic-related financial supports, such as enhanced unemployment benefits. The CA application acceptance rate increased 10.2 percentage points compared to the prior period, returning closer to pre-pandemic levels.
- The number of persons receiving Supplemental Nutrition Assistance Program (SNAP) benefits decreased by 1.4 percent in October 2021 compared to October 2020, after reaching a historic five-year high in Fiscal 2021. The change was due to the lower CA-SNAP caseload, as CA cases declined from the height of pandemic levels in Fiscal 2021. Non-cash assistance households receiving SNAP benefits grew by 2.0 percent as applications continued to increase. SNAP application timeliness was 71.2 percent, a decrease of 27 percentage points compared to the same period in the prior year due to continued unprecedented increases in applications and the end of federal waivers that had delayed recertifications during Fiscal 2021.
- As of October 2021, there were 1.56 million New York City residents enrolled in Medicaid administered by HRA, about the same number as the prior period. While the HRA caseload has declined steadily over time as a result of the State takeover of the program, there was a 5.0 percent increase in the HRA caseload compared to the prior period due to a pandemic-related waiver that allowed for the automatic extension of cases. Another approximately 2.50 million residents were enrolled in Medicaid through the New York State Health Exchange, for a total of 4.06 million Medicaid enrollees in NYC.
- HRA helped 2,343 clients obtain jobs during the first four months of Fiscal 2022, 112.7 percent higher than the prior period. While CA employment requirements remained suspended due to the COVID-19 pandemic, HRA continued to support clients in connecting to employment through voluntary virtual and in-person employment services. In addition, the reduction in job opportunities along with the suspension of in-person activities led to a reduction in the Federal Fiscal 2021 work participation rate, which decreased to 10.6 percent as of September 2021, 7.9 percentage points lower than the rate in Federal Fiscal 2020.
- The number of persons participating in the Wellness, Comprehensive Assessment, Rehabilitation and Employment (WeCARE) program was 29,609 in October 2021, 26.3 percent lower than in October 2020. The decrease is the result of a pause in engagement requirements due to COVID-19, which reduced the number of referrals to WeCARE. The suspension of in-person services, in combination with a slowdown in the federal review process for previously submitted applications, significantly reduced WeCARE vendors' ability to complete federal disability benefit applications, leading to an 18.7 percent decline in the number of federal disability awards.
- The COVID-19 pandemic resulted in Family Court suspending filing of new child support and paternity petitions in March 2020. In June 2020, the court started to hear previously scheduled cases again, and in summer 2021, new filings were scheduled. This resulted in a 194.5 percent increase in new child support orders obtained compared to the prior period, although these cases were filed before the pandemic. The amount of child support collected on behalf of custodial parents and their children decreased by 13.3 percent compared to the prior period as a result of the higher collections in Calendar 2020 from stimulus payments and enhanced unemployment benefits, but remains slightly higher than it was prior to the pandemic.

- The HomeBase prevention program has continued to exceed the target of diverting 85 percent of those who receive HomeBase Services from entering shelter. As of October 2021, 97.0 percent of families with children, 97.3 percent of adult family households, and 92.4 percent of single adults who received HomeBase prevention services remained in their communities and avoided shelter entry within 12 months following the service.
- With the eviction moratorium and the availability of ERAP, requests for emergency assistance decreased by 89.5 percent compared to the prior period. The number of low-income households facing eviction and homelessness who were assisted with legal services in Housing Court increased by 35.5 percent during the first four months of Fiscal 2022 compared to the same period in Fiscal 2021, as courts reopened and the end of the eviction moratorium approached.
- As the pandemic continued during the first four months of Fiscal 2022, there was a 7.5 percent decrease in the average number of families served per day in HRA's emergency domestic violence (DV) shelters as a result of fewer entries into DV shelter during the period. The 8.6 percentage point decrease in entries to DV shelter from DHS PATH reflects the overall decline in family shelter applications and entries during the reporting period. The closure of one facility (74 beds) during the last quarter of Fiscal 2021 accounts for the overall reduction in DV emergency beds; however, HRA is working to bring on additional DV emergency and transitional shelter capacity.
- The number of referrals received by Adult Protective Services (APS) decreased by 2.7 percent and the number of APS assessment cases decreased by 9.0 percent, mostly due to fewer eviction-related court referrals because of the pandemic-related eviction moratorium. The APS undercare caseload decreased by 11.6 percent as compared to the same period in Fiscal 2021 due to case closures and fewer referrals.
- The number of home care cases grew by 5.1 percent during the first four months of Fiscal 2022 compared with the same period of Fiscal 2021, driven by an increase of 10,424 Managed Long-Term Care (MLTC) clients, whose enrollment and care are managed exclusively by New York State.
- There were 34,255 clients served by the HIV/AIDS Services Administration (HASA) in October 2021, slightly fewer than in October 2020. The number of new applicants for HASA services increased by 15.4 percent during the first four months of Fiscal 2022, compared to the same period in Fiscal 2021, but are still lower than pre-pandemic levels. The average time to process applications for enhanced housing benefits increased by slightly more than one day this year because the number of applications increased compared to last year, when the number of applications was unusually low.
- During the first four months of Fiscal 2022, HRA generated \$84.75 million in Medicaid recoveries and cost avoidance related to fraud, waste or abuse, 14.6 percent more than the same period of Fiscal 2021, due to an increase in recoveries related to work with New York State on the Health Exchange. In addition, due to the authorized policy modifications because of the continuing public health emergency, HRA generated \$18.69 million in CA recoveries and cost avoidance, 9.4 percent less than the same period of Fiscal 2021, and \$5.98 million in SNAP recoveries and cost avoidance, 23.6 percent less than the same period of Fiscal 2021. In March 2020 at the start of the pandemic, nearly all revenue collection activities were deferred or suspended, significantly reducing the Cash Assistance and SNAP recoveries and cost avoidance savings.
- The number of fair hearing requests during the first four months of Fiscal 2022 was 17.7 percent higher than the same period in Fiscal 2021 due to an increase in application and recertification denials, but the requests are still lower than they were prior to the pandemic due to the suspension of employment-related requirements. Of the hearings that were held where determinations were made during the first four months of Fiscal 2022, 17.8 percent resulted in HRA's decisions being upheld, which was the same as the Fiscal 2021 reporting period.
- During the first four months of Fiscal 2022, the percentage of letters responded to within 14 days was the same as the prior fiscal year. Interpretation services have remained in place since the pandemic, but available data since April 2020 on requests for interpretation and for calls answered in 30 seconds or less do not fully reflect service provided because of technical issues that will be resolved during Fiscal 2022 with the installation of a new call-taking system. The average customer in-person wait time for service at HRA offices decreased by 8.8 percent.



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

## Goal 1a Provide access to cash assistance benefits for all eligible children and adults.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Cash assistance unduplicated number of persons (12-month) (000)	578.6	583.3	556.6	*	*	564.0	551.9
Cash assistance unduplicated number of persons receiving recurring assistance (12-month) (000)	467.0	488.5	482.0	*	*	478.9	489.0
Cash assistance unduplicated number of persons receiving emergency assistance (12-month) (000)	111.6	94.8	74.6	*	*	85.0	62.9
★ ● Persons receiving cash assistance (000)	331.7	378.3	371.4	*	*	388.7	368.5
Persons receiving recurring assistance (000)	324.2	374.3	369.0	*	*	383.4	366.8
Persons receiving emergency assistance (000)	7.4	4.0	2.3	*	*	5.3	1.7
★ Cash assistance caseload (point in time)(000)	181.0	208.3	203.6	*	*	214.5	200.7
Cash assistance applications (000)	310.3	316.6	305.5	*	*	95.9	112.4
Cash assistance application acceptance rate (%)	53.6%	54.5%	36.1%	*	*	36.3%	46.5%
Cash assistance cases in sanction process (%)	5.0%	3.0%	0.4%	*	*	0.4%	0.3%
Cash assistance cases in sanction status (%)	0.9%	2.4%	0.5%	*	*	0.8%	0.1%
★ Cash assistance application timeliness rate (%)	95.3%	91.9%	95.4%	96.0%	96.0%	98.9%	89.6%
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ↑↓ Directional Target   * None							

## Goal 1b Provide access to Supplemental Nutrition Assistance Program benefits for all eligible children and adults.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ ● Persons receiving Supplemental Nutrition Assistance Program (SNAP) benefits (000)	1,523.5	1,642.3	1,734.2	*	*	1,694.0	1,669.7
– Cash assistance persons receiving SNAP benefits (000)	364.4	405.1	406.1	*	*	411.4	390.5
– Non-cash assistance persons receiving SNAP benefits (000)	908.2	987.2	1,084.7	*	*	1,034.7	1,037.2
– SSI persons receiving SNAP benefits (000)	250.9	250.0	243.4	*	*	247.9	242.0
Total SNAP households (000)	887.1	961.9	1,021.4	*	*	992.1	987.2
– Cash assistance households receiving SNAP benefits (000)	182.6	207.2	209.6	*	*	210.6	200.0
– Non-cash assistance households receiving SNAP benefits (000)	472.5	523.2	585.8	*	*	551.4	562.3
– SSI households receiving SNAP benefits (000)	232.1	231.6	226.1	*	*	230.1	224.9
Supplemental Nutritional Assistance Program (SNAP) Payment Error Rate (federal fiscal year) (%)	6.52%	9.81%	NA	6.00%	6.00%	NA	NA
★ SNAP application timeliness rate (%)	92.7%	74.5%	91.9%	90.6%	90.6%	98.2%	71.2%
SNAP applications filed electronically (%)	86.1%	93.9%	95.3%	*	*	97.3%	99.5%
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ↑↓ Directional Target   * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Medicaid enrollees administered by HRA (000)	1,593.5	1,541.2	1,591.1	*	*	1,555.1	1,555.3
– Medicaid-only enrollees administered by HRA (000)	874.9	780.6	867.2	*	*	807.9	848.3
★ Application timeliness rate for Medicaid administered by HRA (%)	93.5%	80.5%	87.4%	99.4%	99.4%	81.3%	97.0%
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ↑↓ Directional Target   * None							

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Clients whom HRA helped obtain employment (000)	39.9	32.1	4.7	↑	↑	1.1	2.3
★ HRA clients who obtained employment, and maintained employment or did not return to CA for 180 days (city fiscal year-to-date average) (%)	74.1%	70.7%	70.2%	80.0%	80.0%	69.0%	73.1%
HRA clients who obtained employment, and maintained employment or did not return to CA for 12 months (city fiscal year-to-date average) (%)	64.7%	61.6%	60.4%	*	*	59.7%	62.0%
★ Safety Net Assistance (SNA) cases engaged in training or education in accordance with New York City guidelines (%)	28.0%	NA	NA	↑	↑	NA	NA
★ Family cases engaged in training or education in accordance with New York City guidelines (%)	29.0%	NA	NA	↑	↑	NA	NA
★ Cash assistance family cases participating in work or work-related activities per federal guidelines (official federal fiscal year-to-date average) (%)	22.1%	18.5%	10.6%	34.0%	34.0%	NA	NA
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↑↓ Directional Target	* None			

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Total WeCARE recipients	39,433	42,608	32,937	*	*	40,180	29,609
★ Number of WeCARE federal disability awards	3,214	2,612	1,519	*	*	563	458
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↑↓ Directional Target	* None			

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Total new child support orders obtained	12,758	8,948	3,610	*	*	418	1,231
Total child support cases with active orders (end of period)	261,073	248,488	225,512	*	*	236,520	219,274
★ Child support cases with orders of support (%)	79.2%	79.0%	82.3%	80.0%	80.0%	81.3%	85.7%
Child support collected (\$000,000)	\$780.8	\$811.1	\$857.5	\$784.4	\$784.4	\$300.5	\$260.4
★ Support cases with active orders receiving current payments (%)	60.5%	61.5%	70.2%	↑	↑	69.6%	66.3%
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↑↓ Directional Target	* None			

## SERVICE 3 Reduce homelessness among children and adults.

### Goal 3a

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Clients successfully diverted at PATH from entering a homeless shelter (%)	13.0%	12.0%	8.3%	*	*	9.4%	7.7%
★ Adults receiving preventive services who did not enter the shelter system (%)	90.8%	89.7%	90.6%	85.0%	85.0%	90.6%	92.4%
★ Adult families receiving preventive services who did not enter the shelter system (%)	95.2%	94.5%	96.2%	85.0%	85.0%	95.9%	97.3%
★ Families with children receiving preventive services who did not enter the shelter system (%)	93.0%	93.4%	96.7%	85.0%	85.0%	94.3%	97.0%
Rent Assistance Unit Emergency Assistance Requests Approved (%)	78.0%	72.2%	62.9%	*	*	63.6%	61.3%
Requests for Emergency Assistance at the Rental Assistance Unit	77,342	65,234	59,790	*	*	18,740	1,964
Low-income cases facing eviction and homelessness who were assisted with legal services in Housing Court	32,171	24,109	15,331	*	*	4,604	6,237
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

### Goal 3b

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Eligible families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered HRA's domestic violence shelters (%)	35.6%	44.9%	56.9%	*	*	58.7%	50.1%
Average number of families served per day in the domestic violence shelter program	828	843	794	*	*	805	745
Number of domestic violence emergency beds (capacity)	2,414	2,514	2,451	*	*	2,514	2,451
Domestic violence non-residential services programs average monthly caseload	2,016	1,685	1,717	*	*	1,890	1,590
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

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

### Goal 4a

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Adult Protective Services (APS) assessment cases	5,241	4,485	3,271	*	*	3,274	2,980
★ Individuals referred to an APS field office visited within three working days (%)	96.2%	97.4%	96.9%	85.0%	85.0%	95.9%	97.8%
APS assessment cases accepted or denied for undercare within State-mandated 60 days (%)	96.5%	98.0%	98.1%	*	*	98.7%	98.2%
★ APS cases eligible for services	6,942	6,630	6,131	*	*	6,365	5,628
Total referrals received for APS	30,974	24,843	18,672	*	*	6,418	6,245
★ Personal care services - average weekly billable hours	52.8	55.2	58.0	*	*	57.6	59.0
★ Serious personal care complaints resolved in 24 hours (%)	93.0%	84.0%	97.0%	100.0%	100.0%	100.0%	100.0%
★ Average days to initiate home attendant and housekeeper services for all cases	20.0	23.5	23.5	30.0	30.0	20.5	28.5
Cases receiving home care services	200,927	222,182	229,280	*	*	220,658	231,919
New applicants for HIV/AIDS Services Administration (HASA) services	5,730	4,948	3,998	*	*	1,352	1,560
★ ● Individuals receiving HASA services	34,063	34,383	34,290	*	*	34,476	34,255
HASA clients receiving housing assistance (%)	83.6%	83.1%	81.6%	*	*	82.4%	80.6%
★ Average number of days from submission of a completed application to approval or denial of enhanced housing benefits to keep HASA clients in stable housing	7.6	6.8	6.2	8.0	8.0	4.8	6.0
★ Average number of days from submission of a completed application to issuance of enhanced housing benefits to HASA clients	19.7	17.1	14.9	15.5	15.5	14.0	15.0
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Medicaid recoveries and cost avoidance for fraud, waste & abuse (\$000,000)	\$267.60	\$257.89	\$232.14	↑	↑	\$73.94	\$84.75
Cash assistance recoveries and cost avoidance for fraud, waste and abuse (\$000,000)	\$207.25	\$158.92	\$60.91	*	*	\$20.63	\$18.69
Supplemental Nutritional Assistance Program (SNAP) cost avoidance for fraud and abuse (\$000,000)	\$37.96	\$27.38	\$20.80	*	*	\$7.83	\$5.98
Fair hearings requested	222,260	197,991	149,697	*	*	47,716	56,149
Fair hearings upheld (%)	23.7%	20.0%	18.4%	*	*	17.8%	17.8%
IDNYC - number of applications processed	132,422	163,350	164,399	*	*	65,494	61,712
IDNYC - total number of cards issued	124,466	155,459	167,070	*	*	64,906	59,506
IDNYC application timeliness (%)	99.6%	90.6%	96.1%	*	*	92.0%	95.8%
Fair Fares NYC enrollment	58,946	193,864	235,583	*	*	214,510	259,264
Billed revenue as a percentage of budgeted revenue (%)	67.6%	57.1%	52.6%	*	*	13.2%	10.6%
Claims filed within 60 days of the close of the expenditure month (%)	100.0%	98.8%	100.0%	*	*	100.0%	100.0%
Calls resolved within 48 hours to the customer service call line for vendors (%)	76.9%	72.2%	68.3%	*	*	66.9%	65.1%
Workplace injuries reported	152	116	55	*	*	13	24
Applications filed with the United States Citizenship and Immigration Services	3,624	3,535	4,665	*	*	NA	NA
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Customer Experience							
Completed requests for interpretation	1,154,534	877,824	592,901	*	*	117,271	187,648
Letters responded to in 14 days (%)	95.4%	97.5%	100%	90%	90%	100%	100%
E-mails responded to in 14 days (%)	96.4%	93.5%	97.5%	90%	90%	96.2%	97.9%
Average customer in-person wait time (minutes)	32.2	27.7	27.0	60.0	60.0	25.1	22.9
CORE facility rating	NA	98	98	80	80	NA	NA
Calls answered in 30 seconds (%)	59.1%	42%	43.1%	80%	80%	NA	29.2%
Customer satisfaction rating for Public Health Insurance Program services "good" or "excellent" (%)	94.0%	94.0%	94.0%	*	*	NA	NA
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$10,243.1	\$10,555.9	\$10,093.5	\$11,237.3	\$11,338.4	\$10,756.0	\$3,641.9	\$4,588.1
Revenues (\$000,000)	\$62.7	\$67.3	\$80.1	\$42.6	\$42.6	\$42.6	\$21.6	\$14.1
Personnel	12,678	12,520	11,913	13,642	13,050	12,938	12,329	11,698
Overtime paid (\$000,000)	\$39.2	\$45.1	\$52.7	\$15.9	\$56.2	\$15.9	\$13.4	\$21.8
Capital commitments (\$000,000)	\$44.5	\$23.0	\$29.8	\$194.6	\$90.0	\$152.1	-\$1.4	\$7.1
Human services contract budget (\$000,000)	\$680.7	\$722.4	\$726.3	\$907.9	\$899.1	\$771.2	\$236.6	\$208.6
<sup>1</sup> February 2022 Financial Plan. <sup>2</sup> Expenditures include all funds    "NA" - Not Available								

## SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$836.5	\$888.8	
201 - Administration	\$317.5	\$315.3	All
203 - Public Assistance	\$292.5	\$301.7	1a, 1b, 2a, 2b, 2c, 3a
204 - Medical Assistance	\$79.1	\$105.5	1c, 2b, 4a
205 - Adult Services	\$114.3	\$124.2	1c, 2a, 2b, 2c, 3a, 3b, 4a
207 - Legal Services	\$1.7	\$3.2	All
208 - Home Energy Assistance	\$0.8	\$1.2	1a
209 - Child Support Services	\$30.6	\$37.7	2c
Other Than Personal Services - Total	\$9,257.0	\$10,449.6	
101 - Administration	\$332.0	\$351.2	All
103 - Public Assistance	\$2,372.0	\$2,686.5	1a, 1b, 2a, 2b, 2c, 3a
104 - Medical Assistance	\$5,842.8	\$6,580.7	1c, 2b, 4a
105 - Adult Services	\$401.1	\$446.7	1c, 2a, 2b, 2c, 3a, 3b, 4a
107 - Legal Services	\$194.3	\$231.2	All
108 - Home Energy Assistance	\$49.2	\$40.1	1a
109 - Child Support Services	\$16.7	\$21.6	2c
110 - Emergency Food	\$48.9	\$91.6	1b
Agency Total	\$10,093.5	\$11,338.4	

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

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- HRA is not reporting data for the two employment indicators "Safety Net Assistance (SNA) cases engaged in training or education in accordance with New York City guidelines (%)" and "Family cases engaged in training or education in accordance with New York City guidelines (%)" because HRA is working on improving the process for accurately assessing and engaging clients in training and education activities. Moreover, since March 2020, due to COVID-19, the HRA has not been engaging clients in training and education programs.
- Reporting for the customer services indicator "Requests for interpretation" includes partial data for completed requests by phone for interpretation for Fiscal 2022. This service continued to be provided but some data were not available from all sources due to technical reasons that should be resolved in Fiscal 2022. No data can be provided for "Calls answered in 30 seconds" from IREA due to the same reason.
- The "Collisions involving City vehicles" indicator has been moved to the Vehicle Fleets and Maintenance Additional Tables.

## ADDITIONAL RESOURCES

For additional agency performance statistics, please visit:

- HRA/DSS Facts (Links to multiple reports updated several times a year):  
<http://www.nyc.gov/html/hra/html/facts/facts.shtml>
- Supplemental Nutrition Assistance Program (SNAP):  
<https://www.fns.usda.gov/snap/supplemental-nutrition-assistance-program>
- Prevention Assistance and Temporary Housing intake center (PATH):  
<https://www1.nyc.gov/site/dhs/shelter/families/families-with-children-applying.page>

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



# ADMINISTRATION FOR CHILDREN'S SERVICES

## WHAT WE DO

The Administration for Children's Services (ACS) is responsible for protecting the safety and promoting the well-being of New York City's children and strengthening their families by providing child welfare, juvenile justice, child care and early education services. In child welfare, ACS contracts with nonprofit organizations to support and stabilize families at risk of a crisis through prevention services and with foster care agencies for children not able to remain safely at home. In a typical year, the agency's Division of Child Protection conducts more than 50,000 investigations of suspected child abuse or neglect. In youth and family justice, ACS manages and funds services including detention and Close to Home placement, intensive community-based alternatives for youth and support services for families. In the Division of Child and Family Well-Being, created in September 2017, ACS issues child care vouchers for more than 50,000 children eligible for subsidized child care and promotes a two-generation approach to child and family wellbeing, family stability and equity through public education campaigns and a place-based approach including Family Enrichment Centers and the Community Partnership Program.

## FOCUS ON EQUITY

ACS seeks to establish equitable child welfare and juvenile justice systems in which a child or family's race, gender, sexual orientation or other identities does not predict how they fare. In New York City, Black and Latinx families are overrepresented at key points along child welfare and juvenile justice pathways. To address racial disproportionality, ACS has implemented approaches such as Collaborative Assessment, Response, Engagement & Support (CARES) which diverts families from a traditional child welfare investigation and instead connects them directly with supportive resources. ACS also restructured its prevention and family support system through new contracts that improve the availability of and access to the most appropriate services; reduce reliance wherever possible on court-ordered interventions and prevent the need for foster care placements whenever children can remain safely at home. ACS is establishing a new workforce of parent advocates with lived experience of the child welfare system to help parents toward the goal of reunification and improved race equity outcomes. Empowerment of parents is an essential part of ACS' work to dismantle systemic racism and bias within the child welfare system. ACS is developing restorative justice interventions as part of a long-term behavior management program in secure juvenile detention and in Close to Home. ACS is building the capacity of Children's Services staff at all levels to respond effectively to structural racism and individual bias and promote culturally competent policy and practice. To meet the needs of LGBTQ+ youth in foster care, based on assessment of youth experiences, ACS is strengthening staff training and foster parent recruitment and training; updating policies and pursuing data collection and research that informs this critical work.

# OUR SERVICES AND GOALS

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## **SERVICE 1 Protect children from child abuse.**

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

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

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

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

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



## HOW WE PERFORMED

- The number of investigations conducted in response to reports of suspected child abuse and/or neglect rose four percent from 12,707 in the first four months of Fiscal 2021 to 13,196 in the first four months of Fiscal 2022. This increase can be attributed to changes in the COVID-19 pandemic and the return of children to in-person learning in schools and day care centers. The percent of children in complete investigations with repeat substantiated investigations in a year rose slightly from 15.2 percent to 15.9 percent.
- The average child protection specialist caseload rose to 6.6 cases per caseworker in the first four months of Fiscal 2022 from 5.0 during the same period in Fiscal 2021. Caseloads continued to remain lower than before the COVID-19 pandemic. Although caseloads began to increase significantly in September and October 2021, they remained below the targeted maximum of 12 per caseworker.
- The number of children and families receiving child welfare prevention services rose 20 percent during the first four months of Fiscal Year 2022 as compared with the same period of Fiscal 2021, from 16,192 to 19,438. The number of families entering child welfare prevention services fell six percent from 2,571 in Fiscal 2021 to 2,406 in Fiscal 2022. The number of families entering specialized teen child welfare prevention services decreased 39 percent from 249 to 152 as these services were integrated into the broader prevention continuum. In the months preceding July 2021, the prevention service system experienced a high volume of new prevention cases compared to the same time period in 2020. This influx explains why, in July through October, more children were being served. However, beginning in July 2021, there was a decline in new families entering services. Generally, the spread of new COVID-19 variants in the city caused many families to become hesitant about having prevention service providers in their homes. The start of the decline in new cases in July coincides with the start of the spread of the Delta variant in NYC. ACS will continue to work closely with prevention service providers to expand access to their services, including establishing new connections with schools, healthcare clinics, foster care agencies, and other community-based organizations.
- The number of children entering foster care during the first four months of the fiscal year rose 12 percent from 876 in Fiscal 2021 to 983 in Fiscal 2022. This increase was driven in large part by the recent increase of child abuse and neglect reports; new entries to care nonetheless remained well below historic levels. The average number of children in foster care declined eight percent from 7,797 to 7,184 during this period. The number of days children spent in foster care declined seven percent.
- The percent of foster children initially placed with relatives declined from 43 percent during July through October Fiscal 2021 to 41 percent during the same period in Fiscal 2022; however, the proportion of all children in foster care who are living in kinship care remained stable at 42 percent. The number of children moved from one foster care placement to another per 1,000 care days increased from 1.2 per 1,000 care days in Fiscal 2021 to 1.4 per 1,000 care days in Fiscal 2022. ACS is continuing to implement strategies to increase kinship care and foster home recruitment, including investing additional resources in these critical efforts.
- ACS continues to have more than 90 percent of foster children and youth in family-based rather than congregate placements. The average number of children in congregate, residential care dropped by four percent from 671 in the first four months of Fiscal 2021 to 647 in Fiscal 2022 and comprises only nine percent of the children in care.
- Reunifications rose three percent at 532 in Fiscal 2021 and 549 in Fiscal 2022. Given concerns about the limited operations of the Family Court during the pandemic, ACS took significant steps to move permanency forward for children and families that could be pursued with the agreement of all parties. ACS implemented proactive case reviews for thousands of children with the goal of reunification in order to identify cases that could safely progress to increased family time, trial discharge or final family reunification, with court approval when necessary. ACS has implemented new requirements for foster care providers to codify these practices moving forward.
- ACS and its foster care providers worked throughout the pandemic to ensure that KinGAP and adoption paperwork was prepared and updated so that these cases could proceed in Family Court as soon as the court began hearing these matters. The number of KinGAP finalizations increased by 60 percent from 68 in Fiscal 2021 to 110 in Fiscal 2022. As a result of this work, the number of adoptions more than tripled from 40 to 137.

- Children's safety is ACS' top priority. The number of children maltreated in family foster care per 100,000 care days declined 38 percent from 10.1 during July through October Fiscal 2021 to 6.2 during Fiscal 2022.
- Child care voucher enrollment declined 12 percent during the first four months of the fiscal year from 53,448 in Fiscal 2021 to 47,173 in Fiscal 2022. Voucher enrollment for center-based care fell three percent to 25,141, vouchers for family-based child care went down 14 percent to 20,506 and vouchers for informal (home-based) child care decreased 63 percent to 1,527. Mandated voucher enrollment declined 31 percent to 21,236. Vouchers for other eligible children rose 13 percent to 25,938, a result of ACS issuing vouchers to families on the voucher waitlist in addition to providers re-opening and families returning to work. The decrease in vouchers was driven by a decline in the HRA cash assistance population with vouchers and by COVID-19 impacts such as program closures and parents' decisions not to send children to child care. ACS expects an increase in voucher usage as the pandemic subsidies and HRA reengages families on cash assistance later this year.
- The number of reports of suspected abuse and/or neglect for children in child care programs rose 90 percent from 52 during the first four months of Fiscal 2021 to 99 during the same period in Fiscal 2022, in part reflecting that a larger number of children were participating in child care programs during the first months of Fiscal 2022 compared to the early months of the pandemic in Fiscal 2021. Child Care investigations include alleged abuse or maltreatment of children perpetrated by someone who cares for children in a setting that is not the child's familial home and that requires state or local government approval and is subject to state laws, regulations and oversight. This includes, but is not limited to, NYC Early Care and Education programs. Following a sharp decline during the first four months of Fiscal 2021, the percent of investigations for children in child care that found some credible evidence of abuse or neglect rose to a typical level of 21.2 percent.
- During the first four months of Fiscal 2022 there was a six percent increase in admissions to juvenile detention from 333 in Fiscal 2021 to 354 in Fiscal 2022. The average daily population in juvenile detention rose 46 percent to 152.8 in Fiscal 2022 from 104.9 in Fiscal 2021. There was a 16 percent decrease in length of stay from 38 to 32 days among youth released from detention, however lengths of stay have been growing for youth remaining in detention. These increases are largely the result of the increased proportion of the population that are Adolescent Offenders, whose court processes often take much longer than Juvenile Delinquents. Adolescent Offenders now make up a majority of the youth in detention following the full implementation of Raise the Age.
- Assaults and altercations with injury in detention declined during the first four months of Fiscal 2022. The youth-on-youth assault and altercation with injury rate per 100 average daily population fell three percent from 0.33 in Fiscal 2021 to 0.32 in Fiscal 2022. The youth-on-staff assault with injury rate per 100 average daily population declined 22 percent from 0.27 to 0.21. The rate of cases in detention where credible evidence of abuse and/or neglect was found increased from 0.09 to 0.10 per 100 average daily population. ACS continues to refine its behavior management system (STRIVE+), enhance training through embedded coaching techniques focusing on effective methods of deescalating and engaging youth, work with community providers such as violence interrupters and work with oversight agencies to explore additional improvement strategies in the new context of a substantially older youth population.
- The weapon recovery rate per 100 daily population in detention during July through October increased from 0.27 in Fiscal 2021 to 0.29 in Fiscal 2022. The illegal substance/ prescription or over-the-counter medication recovery rate declined from 0.18 to 0.12. ACS continues to work closely with its state oversight agencies on the development and deployment of practices to better identify and remove contraband from secure detention facilities. ACS is also working closely with the Department of Investigation to conduct canine searches in detention and continues to work towards building its own internal capacity in this area.
- All youth in detention receive a mental health screening for acute psychiatric needs within one hour of their admission, so that the highest needs youth are identified and referred to urgent mental health services. Youth who remain in detention for longer than 48 hours are provided with a comprehensive mental health psychosocial assessment. Failure to engage in this comprehensive assessment is most often due to refusal to complete the assessment, or because the youth is discharged from detention. The percent of youth who received general mental health screening or services while in detention rose from 77 percent in Fiscal 2021 to 88 percent in Fiscal 2022. This improvement is due to the consolidation of mental health services under NYU/Bellevue, allowing for more streamlined and efficient service provision and data collection.

- The number of young people entering Close to Home placement during the first four months of the fiscal year decreased 18 percent from 17 in Fiscal 2021 to 14 in Fiscal 2022. The average number in Close to Home placement declined 38 percent from 73.5 in Fiscal 2021 to 45.5 in Fiscal 2022. These decreases were largely due to the COVID-19 pandemic and a dramatic slowdown in processing within Family Court. The average number of youth in aftercare fell 39 percent from 26 to 16. Discharges from Close to Home with complete disposition orders declined from 33 to 20 as a result of having fewer youth in the continuum.
- During July to October, the Close to Home youth-on-youth assaults and altercations with injury per 100 care days rose from 0.10 in Fiscal 2021 to 0.12 in Fiscal 2022 and youth-on-staff assaults with injury per 100 care days increased from 0.08 to 0.13. All critical incidents are routinely debriefed with ACS staff, youth and providers to identify any gaps in practice or policy and to identify any additional supports or safety planning needs of youth. The absent without consent (AWOC) rate increased from 0.15 in Fiscal 2021 to 0.23 in Fiscal 2022. Collaboration with ACS and the Close to Home provider agencies remains a high priority with an emphasis on ensuring the safety and security of youth and staff.

## SERVICE 1 Protect children from child abuse.

### Goal 1a

Respond quickly to every allegation of abuse and neglect and perform thorough assessments of safety and risk.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Number of State Central Register consolidated investigations	56,336	46,403	42,783	*	*	12,707	13,196
★ Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Register (%)	97.8%	98.5%	98.8%	100.0%	100.0%	98.6%	98.9%
Investigations that found credible evidence of abuse or neglect (%)	37.7%	36.4%	35.2%	*	*	37.6%	36.1%
Children in complete investigations with repeat investigations within a year (%)	25.3%	25.2%	23.5%	*	*	23.8%	26.9%
★ Children in investigations that found credible evidence of abuse or neglect with repeat investigations that also found credible evidence within a year (%) (preliminary)	17.9%	17.2%	14.9%	14.0%	14.0%	15.2%	15.9%
★ Average child protective specialist caseload	10.5	7.5	6.3	12.0	12.0	5.0	6.6
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⬆️⬆️ Directional Target      * None							

### Goal 1b

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Families entering child welfare prevention services	9,965	7,699	8,317	10,000	10,000	2,571	2,406
Families entering child welfare specialized teen prevention services	1,099	838	663	*	*	249	152
Children receiving child welfare prevention services (daily average)	25,296	22,860	18,330	*	*	16,192	19,438
Children who received child welfare prevention services during the year (annual total)	45,468	41,176	32,945	*	*	NA	NA
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⬆️⬆️ Directional Target      * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
All children entering foster care (preliminary)	3,798	3,105	2,609	*	*	876	983
★ Children placed in foster care in their community	28.7%	29.9%	25.2%	36.0%	36.0%	23.1%	21.9%
★ ● Children in foster care (average)	8,341	7,827	7,639	↕	↕	7,797	7,184
– Children in foster kinship homes (average)	3,177	3,115	3,225	*	*	3,251	3,017
– Children in nonrelative foster boarding homes (average)	4,400	4,001	3,755	*	*	3,875	3,520
– Children in residential care (average)	764	711	659	*	*	671	647
★ Children who re-enter foster care within a year of discharge to family (%) (preliminary)	9.8%	8.0%	7.4%	6.0%	6.0%	6.3%	7.4%
School Attendance Rate - Children in Foster Care (%)	81.9%	82.4%	78.7%	*	*	74.2%	80.5%
Total days all children spent in foster care	3,686,234	3,538,806	3,403,672	*	*	1,171,907	1,091,552
★ Number of moves in foster care per 1,000 care days	1.7	1.4	1.2	1.4	1.4	1.2	1.4
★ Children maltreated during family foster care placement per 100,000 care days	9.7	7.3	7.0	5.0	5.0	10.1	6.2
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ↕ Directional Target   * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Siblings placed simultaneously in the same foster home %(preliminary)	93.8%	93.6%	95.4%	*	*	94.5%	94.1%
★ Children entering foster care who are placed with relatives %(preliminary)	40.8%	41.0%	41.5%	44.0%	44.0%	42.8%	41.3%
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ↕ Directional Target   * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Children discharged to permanency within a year of placement (%)	32.5%	29.6%	26.5%	35.0%	35.0%	NA	NA
★ Children in care 12-23 months discharged to permanency (%)	24.7%	20.4%	23.0%	27.0%	27.0%	NA	NA
★ Children in care 24 or more months discharged to permanency (%)	25.3%	18.6%	19.9%	27.0%	27.0%	NA	NA
Children adopted	748	404	344	*	*	40	137
Children eligible for adoption (average)	973	800	735	*	*	789	671
Kinship Guardianship Assistance discharges	379	267	414	*	*	68	110
Children returned to parents (reunifications)	2,309	1,834	1,702	*	*	532	549
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ↕ Directional Target   * None							

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

### Goal 2a

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Average child care voucher enrollment	65,607	64,324	50,266	*	*	53,448	47,173
★ Average mandated children voucher enrollment	45,569	39,039	26,251	*	*	30,587	21,236
★ Average other eligible children voucher enrollment	20,038	25,286	24,015	*	*	22,861	25,938
★ Average center-based child care voucher enrollment	29,576	31,045	25,496	*	*	25,860	25,141
★ Average family child care voucher enrollment	26,607	26,065	22,108	*	*	23,519	20,506
★ Average informal (home-based) child care voucher enrollment	9,424	7,215	2,663	*	*	4,069	1,527
Fiscal year spending per child - Center-based child care vouchers	\$8,726	\$8,997	\$9,869	*	*	NA	NA
Fiscal year spending per child - Family child care vouchers	\$7,823	\$7,860	\$8,513	*	*	NA	NA
Fiscal year spending per child - Legally exempt (informal child care) vouchers	\$4,379	\$4,362	\$5,495	*	*	NA	NA
Abuse and/or neglect reports for children in child care	709	442	224	*	*	52	99
Investigations for children in care that found credible evidence of abuse or neglect (%)	16.4%	19.5%	20.1%	*	*	9.6%	21.2%
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None							

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

### Goal 3a

Assure that detention facilities are safe and secure.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Total admissions to detention	1,449	1,442	987	↓	↓	333	354
★ Average daily population (ADP), detention	70.8	128.7	118.9	↓	↓	104.9	152.8
Secure detention - ADP	45.3	100.9	100.5	*	*	86.7	132.7
Non-secure detention - ADP	25.5	27.8	18.4	*	*	18.3	20.1
★ Average length of stay, detention (days)	17	29	38	↓	↓	38	32
★ Escapes from secure detention	0	0	0	0	0	0	0
★ Abscond rate in non-secure detention (average per 100 total ADP in non-secure)	0.02	0.10	0.10	0.05	0.05	0.09	0.08
★ Youth on youth assaults and altercations with injury rate (per 100 total ADP), detention	0.29	0.35	0.34	0.35	0.35	0.33	0.32
★ Youth on staff assault w/injury rate (per 100 total ADP), detention	0.30	0.30	0.27	0.15	0.15	0.27	0.21
★ Weapon recovery rate (average per 100 total ADP), detention	0.09	0.22	0.25	↓	↓	0.27	0.29
★ Illegal substance/prescription or OTC medication recovery rate (average per 100 total ADP), detention	0.09	0.07	0.14	↓	↓	0.18	0.12
★ Average daily cost per youth per day, detention (\$)	\$1,651	\$2,064	\$2,084	*	*	NA	NA
Admissions to Close to Home placement	82	110	71	*	*	17	14
★ Number in Close to Home placement	97	87	65	↓	↓	74	46
★ Number in Close to Home aftercare (average)	54	41	21	*	*	26	16
Absent without consent (AWOC) rate, Close to Home placement	0.20	0.27	0.22	0.40	0.40	0.15	0.23
Discharges from Close to Home placement (dispositional order complete)	115	83	77	*	*	33	20
Releases from Close to Home placement to aftercare	122	80	48	*	*	15	16
Youth on staff assault with injury rate, Close to Home placement	0.09	0.09	0.07	0.05	0.05	0.08	0.13
Youth on youth assault with injury rate, Close to Home placement	0.13	0.11	0.07	0.09	0.09	0.10	0.12
★ Child abuse and/or neglect allegation cases with credible evidence of abuse and/or neglect, rate (average per 100 total ADP), detention	0.04	0.13	0.10	↓	↓	0.09	0.06
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None							

**Goal 3b** Provide youth in detention and placement with appropriate health and mental health services.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Youth who received mental health screening or services while in detention (%)	73.8%	71.0%	78.0%	↑	↑	77.0%	88.0%
★ Residents seen within 24 hours of sick call report (%)	100%	100%	100%	100%	100%	100%	100%
★ General health care cost per youth per day, detention (\$)	\$171	\$152	\$236	*	*	NA	NA
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

**Goal 3c** Provide services to prevent youth from returning to the juvenile justice system.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ ● Youth admitted to detention with previous admission(s) to detention (%)	58.7%	58.0%	49.0%	*	*	NA	NA
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Workplace injuries reported	288	444	380	*	*	89	179
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Customer Experience							
Completed requests for interpretation	113,959	111,137	110,307	*	*	NA	NA
Letters responded to in 14 days (%)	75.0%	NA	94.4%	*	*	100.0%	56.3%
E-mails responded to in 14 days (%)	80.4%	84.4%	86.5%	*	*	89.2%	77.3%
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$3,149.2	\$2,646.4	\$2,534.1	\$2,731.6	\$2,742.0	\$2,724.2	\$1,116.3	\$1,238.8
Revenues (\$000,000)	\$10.7	\$8.0	\$2.4	\$3.4	\$3.4	\$3.4	\$1.2	\$1.8
Personnel	7,148	7,059	6,863	7,351	7,126	7,126	6,943	6,759
Overtime paid (\$000,000)	\$60.3	\$39.4	\$24.9	\$47.9	\$39.2	\$39.2	\$5.4	\$9.1
Capital commitments (\$000,000)	\$33.4	\$30.8	\$9.7	\$72.0	\$119.6	\$41.8	-\$8.7	\$1.1
Human services contract budget (\$000,000)	\$1,832.7	\$1,407.5	\$1,328.3	\$1,391.1	\$1,424.3	\$1,431.0	\$396.8	\$437.4
<sup>1</sup> February 2022 Financial Plan. <sup>2</sup> Expenditures include all funds    "NA" - Not Available								

## SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$536.4	\$515.0	
001 - Child Welfare	\$360.0	\$356.1	1a, 1b, 1c, 1d, 1e, 2a
003 - Head Start/Day Care	\$9.5	\$15.4	2a
005 - Administration	\$101.7	\$73.5	All
007 - Juvenile Justice	\$62.8	\$68.1	3a, 3b, 3c
009 - Adoption Subsidy	\$2.4	\$2.0	1e
Other Than Personal Services - Total	\$1,997.8	\$2,227.0	
002 - Other Than Personal Services	\$111.0	\$127.6	All
004 - Head Start/Day Care	\$472.5	\$497.9	2a
006 - Child Welfare	\$1,059.9	\$1,180.6	1a, 1b, 1c, 1d, 1e
008 - Juvenile Justice	\$140.5	\$164.0	3a, 3b, 3c
010 - Adoption Subsidy	\$200.8	\$234.2	1e
11 - Juvenile Justice - OCFS Payments	\$13.1	\$22.6	3a
Agency Total	\$2,534.1	\$2,742.0	

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

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The 'Collisions involving City vehicles' indicator has been moved to the Vehicle Fleets and Maintenance Additional Tables.

## ADDITIONAL RESOURCES

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





# DEPARTMENT OF HOMELESS SERVICES



## WHAT WE DO

The Department of Homeless Services (DHS) works to prevent homelessness before it occurs, address unsheltered homelessness, and assist New Yorkers experiencing homelessness in transitioning from shelter and the street to permanent housing. DHS collaborates with not-for-profit partners to provide temporary shelter and services that New Yorkers experiencing homelessness need to achieve and maintain housing permanency. In February 2017, DHS released a comprehensive plan to turn the tide on homelessness, neighborhood by neighborhood; followed by “The Journey Home” in December 2019, an action plan to end long-term street homelessness.

## FOCUS ON EQUITY

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

In Fiscal 2016 DHS announced a comprehensive plan to reform the delivery of homeless services in New York City. “Turning the Tide,” a report issued in February 2017, laid out a blueprint for moving forward with the reforms, providing borough-based services and shrinking the footprint of the shelter system by closing 360 facilities, including eliminating the 21-year-old “cluster” apartment program, a goal that was achieved in October 2021.

In December 2019, the Agency published “The Journey Home,” an action plan to end long-term street homelessness with enhanced efforts around new permanent housing, safe havens, outreach, and cross-agency collaborative interventions to bring these solutions to those New Yorkers who have been the hardest to reach.

People of color, particularly African Americans, are over-represented among those who are experiencing homelessness, both in New York City and throughout the country. Poverty is a strong predictor of homelessness; and Black families and individuals are more likely to experience poverty, especially deep poverty, than their White counterparts. Higher incarceration rates, especially for Black men, are also linked to increased risk of homelessness. Investment in services that strengthen communities, services in shelter that provide people with tools to move out of poverty, and the development of stable permanent housing and rental assistance programs provide a foundation to counteract these historic inequities.

## OUR SERVICES AND GOALS

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

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

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

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

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

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

## HOW WE PERFORMED

- During the first four months of Fiscal 2022, the average number of families with children, adult families, and single adults in shelter per day all declined compared to the same period in Fiscal 2021. The number of families with children in shelter was declining before the COVID-19 pandemic due to investments in prevention and rehousing programs, including rental assistance. The pandemic eviction moratorium also contributed to further declines in entrants to shelter for Adult Families and Families with Children. Single adult entrants to shelter increased 5.6 percent but remain below pre-pandemic levels.
- Families initially placed in shelter in the borough of their youngest school-aged child's school address increased 5.7 percent compared to the same period of Fiscal 2021. DHS continues to ensure that most families in shelter reside in the borough of their youngest child's school, consistent with same period last year. The average school attendance rate for children in the DHS shelter system increased to 82.1 percent compared to 71.4 percent during the same period last year, reflecting the impact of the return to in-person schooling.
- The rate of serious and violent incidents per 1,000 residents increased across all populations. COVID-19 related incidents, including quarantining of both staff and clients for contagious diseases, impacted all populations and accounted for the increase in serious incidents in the families with children population. The Agency's Serious Incident Unit (SIU), a centralized unit for all incident reporting that operates 24 hours a day, year-round, continued improving its quality assurance review process and recategorized certain incidents. By changing the methodology, more types of incidents were counted in the violent incident category in the single adult system than in the previous period. An increase in drug related incidents, including overdoses, consistent with city and national trends, also increased among single adults.
- Single adults exiting to permanent housing increased by 1.5 percent compared to the same period last year, with the largest increase coming in the subsidized exits category. Exits to permanent housing decreased for adult families by 25.1 percent. Exits to permanent housing declined by 32.9 percent for families with children, in part, because there are fewer families in shelter. While DHS remains committed to finding permanent housing for shelter residents, the housing placement process has been challenging for both providers and shelter residents during the pandemic. Additionally, while higher CityFHEPS rates went into effect in September of 2021, they had been announced several months previously, which caused a temporary slowdown in new leases during the interim period. This has since started to abate.
- During the first four months of Fiscal 2022, returns to shelter within one year declined 2.3 percentage points for single adults and increased by 1.1 percentage points for adult families and 0.3 percentage points for families with children. Due to the small size of the adult family system, this variation is due to the return of three families compared to the return of one family in the prior period. DHS's success in minimizing re-entries reflects the City's investment in subsidized housing that generates sustained and permanent placements within communities.
- The average length of stay increased across all systems, 10.0 percent for single adults, 19.1 percent for adult families, and 11.3 percent for families with children. This change is the result of the decline in shelter entries; there were fewer new entrants, who have a shorter length of stay, during the reporting period. The average in the first four months of Fiscal 2022 includes a larger proportion of the population with long-term stays in shelter. DHS continues to focus on addressing the housing and service needs of those longest in shelter, including targeted interventions for elderly clients and clients with disabilities.
- The number of HOME-STAT clients referred to placement into permanent housing, transitional housing, and other settings was 1,336 clients in the first four months of Fiscal 2022, a decrease of 34.9 percent compared to the number placed in the prior period, but similar to the number of clients placed in Fiscal 2020. The decrease was, in part, due to the prior year's success in bringing unprecedented numbers of people in from the streets during the nightly subway closures via the End of Line initiative. Before and during the COVID-19 pandemic, 24/7 outreach efforts have continued—with outreach teams extending a helping hand to New Yorkers experiencing unsheltered homelessness on the streets and in the subways around the clock.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ ● Average number of adult families in shelters per day	2,510	2,455	1,983	↓	↓	2,155	1,610
★ ● Average number of families with children in shelters per day	12,415	11,719	9,823	↓	↓	10,347	8,395
★ ● Average number of single adults in shelters per day	16,094	16,866	18,012	↓	↓	17,741	16,341
★ Adult families entering the DHS shelter services system	1,433	1,118	528	↓	↓	188	184
★ Families with children entering the DHS shelter services system	11,965	10,087	6,107	↓	↓	2,302	2,011
★ Single adults entering the DHS shelter services system	21,122	20,296	18,127	↓	↓	5,881	6,210
Families with children receiving public assistance (average) (%)	80.3%	80.9%	84.7%	85.0%	85.0%	87.1%	78.8%
Average school attendance rate for children in the DHS shelter services system (%)	83.9%	85.0%	77.9%	*	*	71.4%	82.1%
Families initially placed in shelter in the borough of their youngest school-aged child's school address (%)	52.9%	55.4%	57.6%	85.0%	85.0%	53.9%	59.6%
Families living in shelter who received biopsychosocial screenings from mental health clinicians (%)	66%	79%	80%	*	*	79%	78%
Families in shelter living in the borough of their youngest child's school (%)	73.1%	76.1%	75.4%	*	*	77.3%	77.3%
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Adult shelter inspections with safety, maintenance or cleanliness deficiencies per 1,000 beds	0.00	0.00	0.00	*	*	NA	NA
★ Serious incidents in the adult shelter system, per 1,000 residents	20.6	26.6	38.1	↓	↓	32.4	43.0
Serious violent incidents in the adult shelter system, per 1,000 residents	2.0	2.2	2.5	*	*	2.3	4.5
★ Serious incidents in the adult family shelter system, per 1,000 residents	10.5	13.8	16.3	↓	↓	13.1	16.6
Serious violent incidents in the adult family shelter system, per 1,000 residents	1.4	1.4	1.0	*	*	1.2	1.8
★ Serious incidents in the families with children shelter system, per 1,000 residents	5.6	7.6	11.5	↓	↓	8.9	12.1
Serious violent incidents in the families with children shelter system, per 1,000 residents	0.8	0.9	1.0	*	*	0.9	1.2
Cost per day for shelter facilities - Single adult facilities (\$) (annual)	\$124.38	\$130.63	\$137.74	*	*	NA	NA
Cost per day for shelter facilities - Family facilities (\$) (annual)	\$196.23	\$198.67	\$191.36	*	*	NA	NA
– Adult families	\$158.71	\$171.40	\$172.99	*	*	NA	NA
– Families with children	\$201.60	\$202.69	\$193.76	*	*	NA	NA
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None							

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Single adults exiting to permanent housing	8,912	7,890	6,539	*	*	2,000	2,030
– subsidized	5,001	4,824	4,603	*	*	1,300	1,366
– unsubsidized	3,911	3,066	1,936	*	*	700	666
Adult families exiting to permanent housing	543	465	496	*	*	183	137
– subsidized	439	379	393	*	*	137	114
– unsubsidized	104	86	103	*	*	46	23
Families with children exiting to permanent housing	9,137	7,992	7,191	*	*	2,389	1,603
– subsidized	6,872	6,142	4,647	*	*	1,756	1,211
– unsubsidized	2,265	1,850	1,544	*	*	633	392
★ Average length of stay for single adults in shelter (days)	418	437	483	↓	↓	470	517
★ Average length of stay for adult families in shelter (days)	580	630	773	↓	↓	724	862
★ Average length of stay for families with children in shelter (days)	446	443	520	↓	↓	495	551
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Single adults who exited to permanent housing and returned to the DHS shelter services system within one year (%)	17.3%	14.2%	11.8%	20.0%	20.0%	12.4%	10.1%
★ – subsidized exits (%)	6.5%	5.8%	5.6%	↓	↓	5.9%	4.7%
★ – unsubsidized exits (%)	27.2%	24.8%	21.7%	↓	↓	22.9%	20.0%
★ Adult families who exited to permanent housing and returned to the DHS shelter services system within one year (%)	5.6%	1.7%	1.3%	12.5%	12.5%	0.5%	1.6%
★ – subsidized exits (%)	1.0%	0.0%	0.7%	↓	↓	0.6%	0.0%
★ – unsubsidized exits (%)	13.2%	7.7%	3.6%	↓	↓	0.0%	6.7%
★ Families with children who exited to permanent housing and returned to the DHS shelter services system within one year (%)	7.0%	5.6%	4.1%	12.5%	12.5%	4.1%	4.4%
★ – subsidized exits (%)	1.3%	1.0%	0.5%	↓	↓	0.6%	0.3%
★ – unsubsidized exits (%)	21.6%	19.5%	15.6%	↓	↓	15.9%	15.7%
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None							

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Unsheltered individuals who are estimated to be living on the streets, in parks, under highways, on subways, and in the public transportation stations in New York City	3,588	3,857	2,376	↓	↓	NA	NA
★ HOME-STAT clients referred to placement into permanent housing, transitional housing and other settings	2,753	5,909	5,454	↑	↑	2,053	1,336
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None							

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Workplace injuries reported	210	149	104	*	*	28	29
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⇅ Directional Target    * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Customer Experience							
Completed requests for interpretation	15,957	18,660	26,123	*	*	5,614	12,716
Letters responded to in 14 days (%)	88%	98%	100%	*	*	100%	98%
E-mails responded to in 14 days (%)	99%	99%	99%	*	*	96%	100%
Average wait time to speak with a customer service agent (minutes)	4	50	55	*	*	37	76
CORE facility rating	NA	94	100	*	*	NA	NA
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⇅ Directional Target    * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$2,184.1	\$2,369.2	\$3,044.5	\$2,211.0	\$2,766.1	\$2,151.4	\$1,904.5	\$1,701.4
Personnel	2,319	2,119	2,005	2,417	2,374	1,993	2,083	1,981
Overtime paid (\$000,000)	\$17.8	\$19.9	\$19.8	\$3.9	\$17.3	\$3.8	\$5.1	\$5.4
Capital commitments (\$000,000)	\$47.0	\$11.0	\$20.1	\$54.6	\$64.7	\$69.6	\$2.3	\$2.2
Human services contract budget (\$000,000)	\$1,851.5	\$2,029.8	\$2,709.5	\$1,880.1	\$2,447.1	\$1,854.7	\$818.0	\$715.9
<sup>1</sup> February 2022 Financial Plan. <sup>2</sup> Expenditures include all funds    "NA" - Not Available								

## SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$161.4	\$170.5	
100 - Shelter Intake and Program	\$126.0	\$114.4	All
101 - Administration	\$31.4	\$35.2	All
102 - Street Programs	\$4.0	\$20.8	3a
Other Than Personal Services - Total	\$2,707.0	\$2,595.7	All
200 - Shelter Intake and Program	\$2,707.0	\$2,348.8	All
201 - Administration	NA	\$26.9	All
202 - Street Programs	NA	\$219.9	3a
Agency Total	\$2,868.4	\$2,766.1	

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

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The SA Length-of-Stay (LOS) calculations have been updated to capture when a client has a bed start and bed end date on the same day as one day of use. The previous LOS didn't count that as a usage as the calculation was based on the difference in the bed start and bed end dates. The LOS now accounts for these types of clients stays as one day of use versus no use.
- A change was made to the methodology of counting serious incidents to address situations in which a resident is in possession of a knife, but the knife is not involved in the incident. Beginning in January 2021, any incident where there was a knife present was automatically characterized in the most serious category regardless of whether the knife was used during the incident.
- DHS updated the methodology for capturing the "Average customer in-person wait time (minutes)" and adjusted previously reported figures from Fiscal 2019 through Fiscal 2021. Previously, this indicator measured only the time that it took for a client's case to get transferred to the proper service queue after arriving at PATH. However, once the client's case is transferred to that service queue there is an additional wait time before the client speaks to a customer service agent. This additional time was not captured in the previous methodology. The methodology for fiscal years 2019, 2020, and 2021, the years for which data is available, has been updated to reflect total client wait time from when they arrive at PATH to when they speak to a customer service agent.
- The data for exits to permanent housing have been updated to reflect the number of placements more accurately. There was a technical issue which caused the Agency to undercount Calendar Year 2021 placements. The issue has been corrected.
- The "Collisions involving City vehicles" indicator has been moved to the Vehicle Fleets and Maintenance Additional Tables.

## ADDITIONAL RESOURCES

For additional information go to:

- Stats & Reports:  
<http://www1.nyc.gov/site/dhs/about/stats-and-reports.page>
- DHS daily report, including census & intake statistics:  
<http://www1.nyc.gov/assets/dhs/downloads/pdf/dailyreport.pdf>
- Fiscal Year 2016 Comprehensive Homeless Services Plan:  
<https://www1.nyc.gov/assets/home/downloads/pdf/reports/2016/90-day-homeless-services-review.pdf>
- Turning the Tide on Homelessness in New York City:  
<http://www1.nyc.gov/site/dhs/about/tide.page>
- The Journey Home Action Plan to End Long-Term Street Homelessness  
<https://www1.nyc.gov/assets/dhs/downloads/pdf/the-journey-home-2019-print-web.pdf>

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





# DEPARTMENT FOR THE AGING



## WHAT WE DO

The Department for the Aging (DFTA) promotes, administers, and coordinates the development and provision of services for older New Yorkers to help them maintain their independence and participation in their communities. In the first 4 months of Fiscal 2022, DFTA served approximately 139,562 older New Yorkers through its in-house and contracted programs. The Department supports a broad range of services, both directly and through over 400 direct service contracts, which includes discretionary funds with community-based organizations.

## FOCUS ON EQUITY

DFTA and its providers are committed to ensuring that all older New Yorkers, especially the historically under-served, obtain the services they need. The historically underserved among older New Yorkers include people of color (especially Black/African Americans and Native Americans/Alaskan Natives), immigrants and other individuals with limited English proficiency, and those who are low income (particularly minorities). Always seeking to increase equity, DFTA aims to connect with the full range of older people in the City based on demographics, immigrant status and other factors, in order to link interested seniors from all backgrounds and with varied demographic characteristics with services and activities that promote their health and well-being.

Procurements are an important vehicle that DFTA uses to promote equity. Through solicitations, DFTA emphasizes the need for provider candidates to demonstrate how they will: achieve cultural competence among staff related to the population groups in their catchment areas; conduct outreach and marketing efforts to attract the full range of groups to their programs; and offer the types of programming that will meet the needs of these groups.

This year, DFTA released an Older Adult Center (OAC) and Naturally Occurring Retirement Community (NORC) Supportive Service Programs Request for Proposals (RFP). A centerpiece of the vision for this RFP is the establishment of new OACs and NORCs in over 25 community districts, many of which are among those neighborhoods identified by the City as needing an infusion of resources to promote greater equity for low income, ethnically diverse, immigrant and other groups with particularly great needs. This year, \$5.5 million was dedicated to the purchase of devices, connectivity, training, and technical assistance for 10,000 low income, older New Yorkers. This investment includes a service finder to ease access among older people throughout New York City from all backgrounds to virtual programming.

## OUR SERVICES AND GOALS

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

Goal 1a Increase utilization of senior centers.

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### **SERVICE 2 Provide supportive services for seniors.**

Goal 2a Increase supportive services to the homebound.

Goal 2b Increase supportive services to caregivers.

## HOW WE PERFORMED

- DFTA’s OACs provide opportunities for older New Yorkers to access nutrition and health services, recreation, socialization, volunteerism, and education. In June 2021 congregate sites began reopening for onsite activities and meals with the continued option for seniors to attend virtually continuing. In the first 4 months of Fiscal 2022 DFTA funded older adult centers provided services to over 92,600 older New Yorkers. During this period OACs began to reopen for onsite services, including congregate and Grab and Go meals.
- DFTA continues to support homebound older New Yorkers through its case management, home care, and home delivered meal programs. During Fiscal 2022, 174,077 hours of case management services were provided by case management providers to 25,301 older New Yorkers. There was an increase in case management services at the height of the COVID-19 pandemic. The decrease in hours of case management services from Fiscal 2021 to Fiscal 2022 represents a return towards pre-pandemic service levels.
- DFTA funded home care services help functionally impaired older New Yorkers live safely at home. Home care services include assistance with personal care, housekeeping and chores. During Fiscal 2022 2,610 homebound older New Yorkers received 385,701 hours of home care services. This is a decline of 9.6% from the prior year, which is likely the result of the reluctance on the part of some home care workers and clients to engage in in-home services during the pandemic.
- Eligible homebound older New Yorkers continue to have a choice of daily delivery of hot meals, or twice-weekly delivery of frozen meals. During this period 1,261,928 home delivered meals were served to 20,762 homebound older New Yorkers. Due to invoicing delays home delivered meal service appears lower in Fiscal 2022 than the same period in Fiscal 2021.
- DFTA’s direct and contracted caregiver programs assist and support New Yorkers who are caring for an older person, as well as grandparents or other older adults who are caring for children. During this period, 3,494 persons received information and/or supportive services through DFTA’s in-house and contracted caregiver programs.
- ‘Completed requests for interpretation’ decreased by 54 percent. The Fiscal 2021 PMMR period reflected an unusual increase in requests due to callers seeking support during the pandemic shutdown, particularly around the GetFood program. This year shows a return to pre-pandemic request levels.
- Elder abuse service requests meeting time to first action (5 days) increased from 75 percent in Fiscal 2021 to 99 percent in Fiscal 2022. DFTA increased staff training on how to use the agency-facing 311 system.

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

#### Goal 1a Increase utilization of senior centers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Congregate meals served	7,175,638	7,616,106	NA	*	*	0	623,974
Average daily attendance at senior centers	29,726	24,249	NA	26,342	26,342	8,229	17,213
★ Senior center services utilization (%)	97%	92%	NA	↑	↑	NA	NA
● Persons who participated in senior center meals	131,146	118,673	NA	*	*	NA	NA
Individuals at DFTA senior centers receiving mental health services	NA	3,213	2,509	*	*	NA	NA
★ Critical Indicator      ● Equity Indicator      “NA” Not Available      ↑↓ Directional Target      * None							

## SERVICE 2 Provide supportive services for seniors.

### Goal 2a Increase supportive services to the homebound.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Persons who received information and/or supportive services through DFTA's in-house and contracted caregiver programs	11,399	8,548	6,368	*	*	3,529	3,494
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

### Goal 2b Increase supportive services to caregivers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Home delivered meals served	4,554,828	4,663,561	4,245,149	4,390,494	4,390,494	1,610,468	1,261,928
Recipients of home delivered meals	27,065	24,508	26,275	*	*	23,290	20,762
★ Hours of home care services provided	1,396,234	1,260,142	1,146,986	1,100,000	1,100,000	426,695	385,701
★ ● Total recipients of home care services	3,877	3,780	3,386	3,500	3,500	2,761	2,610
Hours of case management services provided	545,695	570,809	562,899	530,000	530,000	198,165	174,077
● Total recipients of case management services	34,937	40,347	35,153	*	*	27,898	25,301
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Customer Experience							
Completed requests for interpretation	1,473	1,647	2,032	*	*	1,096	501
Letters responded to in 14 days (%)	71.0%	95.0%	99.0%	*	*	100.0%	100.0%
E-mails responded to in 14 days (%)	96.0%	97.0%	99.0%	*	*	99.0%	99.6%
CORE facility rating	NA	100	NA	*	*	NA	NA
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - Home Delivered Meals for Seniors - Missed Delivery (14 days)	94%	NA	100%	*	*	100%	100%
Percent meeting time to first action - Elder Abuse (5 days)	92%	NA	79%	*	*	75%	99%
Percent meeting time to first action - Housing (14 days)	NA	NA	100%	*	*	NA	NA
Percent meeting time to first action - General Aging Information (14 days)	NA	NA	100%	*	*	NA	NA
Percent meeting time to first action - Benefits and Entitlements (14 days)	NA	NA	100%	*	*	NA	NA
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$388.2	\$424.0	\$355.6	\$487.2	\$564.8	\$459.7	\$221.8	\$235.6
Revenues (\$000,000)	\$0.3	\$1.5	\$1.3	\$1.0	\$1.7	\$1.0	\$0.8	\$0.4
Personnel <sup>3</sup>	647	636	628	689	512	383	642	429
Overtime paid (\$000)	\$31	\$41	\$75	\$0	\$17	\$0	\$3	\$8
Capital commitments (\$000,000)	\$0.4	\$7.2	\$2.3	\$5.8	\$14.1	\$4.6	\$0.0	\$0.1
Human services contract budget (\$000,000)	\$338.1	\$364.2	\$304.6	\$289.3	\$460.8	\$288.8	\$140.9	\$126.7

<sup>1</sup>February 2022 Financial Plan. <sup>2</sup>Expenditures include all funds. "NA" - Not Available <sup>3</sup>Personnel<sup>1</sup> includes the full-time equivalent of non-DFTA employees who are older New Yorkers participating in DFTA's Senior Employment (Title V) program.

## SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$31.4	\$30.3	
001 - Executive and Administrative Management	\$15.5	\$15.6	All
002 - Community Programs	\$15.9	\$12.9	All
006 - In-Home Services <sup>4</sup>	NA	\$1.8	2a
Other Than Personal Services - Total	\$324.2	\$534.5	
003 - Out-of-Home Services	\$322.5	\$435.4	All
004 - Executive and Administrative Management	\$1.8	\$3.8	All
005 - In-Home Services <sup>4</sup>	NA	\$95.4	2a
Agency Total	\$355.6	\$564.8	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds. <sup>2</sup>Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter. <sup>4</sup>This UA originated in Fiscal 2022. "NA" Not Available \*None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

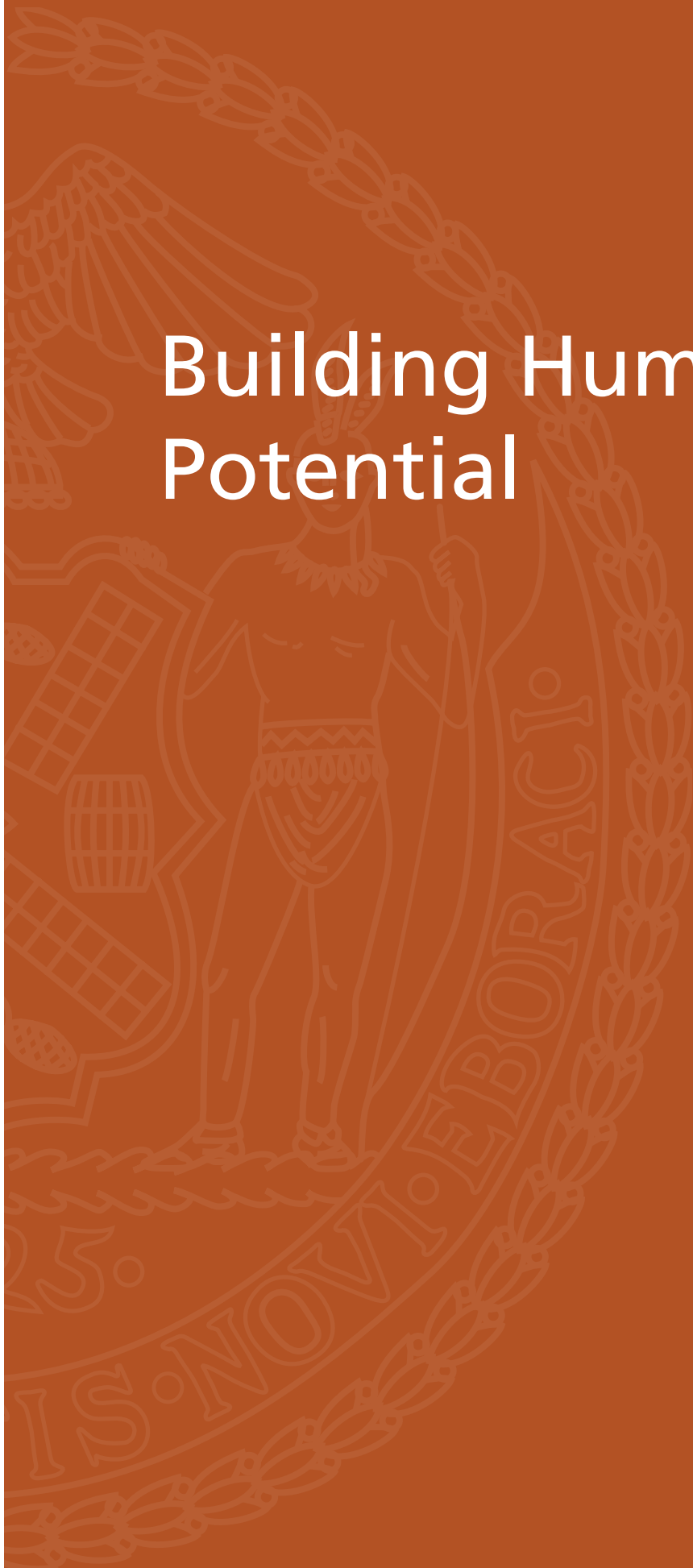
None.

## ADDITIONAL RESOURCES

For more information on the agency, please visit: [www.nyc.gov/aging](http://www.nyc.gov/aging), or call DFTA's AgingConnect call center at (212) AGING NYC.



# Building Human Potential



# Building Human Potential



Department of Education

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City University of New York

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School Construction Authority

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Department of Small Business Services

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Department of Youth and Community Development

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Department of Veterans' Services

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Public Libraries

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# DEPARTMENT OF EDUCATION



## WHAT WE DO

The Department of Education is committed to ensuring that each and every student graduates with a plan and a pathway to a rewarding career, long-term economic security, and equipped to be a positive force for change in our communities and our city. To reach this North Star goal, we are working to provide all students with bright starts leading to bold futures. This includes ensuring a strong foundation for students through its EarlyLearn, 3–K, Pre-K, and literacy programs; increasing student access to the advanced courses and engaging experiences they need to succeed in the 21st century, including computer science and college preparatory courses; and focusing on whole-child wellness through social-emotional and mental health supports.

## FOCUS ON EQUITY

DOE is committed to putting every student on a path to college and a meaningful career. Equity and Excellence for All is an ambitious agenda and set of goals for New York City schools: by 2026, 86 percent of students will graduate high school on time, and three-fourths of graduates will be college ready. To reach these goals, DOE is focusing on: ensuring a strong foundation for students through its EarlyLearn, 3–K for All, Pre-K for All, and Universal Literacy programs; increasing student access to the courses they need to succeed, including Computer Science for All and AP for All; engaging students and families; and giving students and families additional support through College Access for All, Single Shepherd, and investment in Community Schools. Efforts to create more diverse and inclusive classrooms are also central to this work. Together, the Equity and Excellence for All initiatives are creating a pathway for every student to receive a world-class education and have the opportunity to reach their full potential.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Educate New York City's children.**

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

### **SERVICE 2 Support children with special needs.**

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

### **SERVICE 3 Prepare children to become productive, engaged adults.**

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

### **SERVICE 4 Deliver early childhood education services.**

- Goal 4a Ensure access to quality early child care services in communities of need and achieve maximum capacity enrollment at all participating centers.
- 

### **SERVICE 5 Maintain and enhance the City's educational facilities.**

- Goal 5a Work with SCA to design, construct, modernize and repair durable, functional and attractive educational facilities, on schedule and within budget.

## HOW WE PERFORMED

- During the first four months of the 2021–2022 school year, parent engagement indicators continued to show high levels of parent engagement. However, a year-to-year comparison shows some variation because of the circumstances caused by the COVID-19 pandemic and changes in the technology that schools and parent coordinators use to connect with families. Phone calls responded to by parent coordinators or parent engagement declined by 29 percent, which can be attributed to more in-person interaction between schools and parents due to the reopening of school buildings. The number of in-person consultations between parents and parent coordinators increased by 179 percent, from 103,000 to 287,000 and the number of school-based workshops for parents increased from 8,000 to 16,000. Parent coordinators have mobilized during this pandemic to make frequent outreach to families both virtually and in-person.
- Indicators such as ‘Parents attending school-based workshops (000)’ declined because most families did not enter the school’s premises due to COVID-19 restrictions. The increased use of other parental engagement options is not captured by standard activity reports. In-person consultation increased because parents used these sessions to express caution about returning to in-person learning, and concerns and questions about the reopening of school buildings. Mobile engagement apps and online meeting platforms provided ongoing news and support, and allowed parents to participate virtually and in multiple languages.
- The Department continues to promote parent engagement during the pandemic. Parent Coordinators are trained to use technology and coach and support families in remote learning. Additionally, DOE held several virtual Family and Student Information Sessions to provide up-to-date information about back to school, testing and tracing, safety and cleaning protocols and mental health supports. Schools and districts continue to provide back-to-school orientations, curriculum nights and ongoing support and training so that families can become actively engaged, involved and empowered to effectively support and advocate for the educational success of their children. In fall 2020, the Department launched Parent University, a new online platform that offers a centralized catalog of courses, live events, and activities to help connect with families and support students. The platform offers all New York City parents and guardians access to live and on-demand courses and resources across multiple discipline areas and grade bands.
- The increase for ‘Hazardous building violations total backlog’ is a result of two compounding circumstances—a pause in remedial work because of COVID-19 restrictions followed by ongoing supply chain issues, and a disproportionate increase of inspections as regulatory agencies returned to work post-pandemic.
- The Department has a long-established collaborative partnership with NYPD’s School Safety Division, which works to provide a safe and secure learning environment in every school building. DOE’s work with the School Safety Division includes establishing safety protocols and procedures in schools, developing school safety and emergency preparedness plans and maintaining a safe environment for students and staff. In addition, the Department’s Office of Safety and Youth Development works closely with schools to provide a safe, supportive and inclusive environment by investing in and expanding successful school climate programs—including restorative trainings, mental health programs and social-emotional supports. NYPD reported more school safety incidents as felony incidents increased from 36 to 72. Incidents in other criminal categories increased from 45 to 320. Non-criminal incidents increased from 84 to 926. The increase in school safety incidents close to pre-pandemic levels coincides with a return to in-person learning in fall 2021.
- The 3.3 percent decline in the number of school-aged students receiving special education services is in line with national and local enrollment trends following the COVID-19 pandemic. After decreases in the number of students initially recommended for special education services beginning in 2019–2020, the 2021–2022 school has seen a rise in students classified for special education services, due to the return to full-time, in-person instruction. DOE has issued guidance to teachers and clinicians to ensure that students continue to be referred for special education evaluation and identified as in need of special education services when appropriate, without delay. The substantial year-over-year decrease in preschool special education enrollment is attributable to the decrease in children initially referred and recommended for special education services, along with families opting for extension of Early Intervention services.

# SERVICE 1 Educate New York City's children.

## Goal 1a Improve academic achievement.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Student enrollment as of October 31 in grades pre-kindergarten to 12 (000)	1,126.5	1,132.0	1,094.1	*	*	1,098.0	1,081.0
Student Enrollment as of October 31 in full day pre-kindergarten	67,886	67,589	58,469	*	*	NA	NA
★ Average daily attendance (%)	91.5%	91.8%	89.5%	92.8%	92.8%	86.9%	89.5%
– Elementary/middle (%)	93.3%	93.5%	91.7%	95.2%	94.5%	88.5%	91.1%
– High school (%)	87.7%	88.3%	85.2%	89.3%	89.3%	83.6%	86.2%
● Students with 90% or better attendance rate (%)	73.5%	75.4%	70.3%	76.4%	76.4%	68.1%	70.4%
★ ● Students in grades 3 to 8 meeting or exceeding standards - English language arts (%)	47.4%	NA	NA	52.8%	54.6%	NA	NA
★ ● – Math (%)	45.6%	NA	NA	51.7%	53.8%	NA	NA
Students in grades 3 to 8 scoring below standards progressing into a higher level - English language arts (%)	32.2%	NA	NA	*	*	NA	NA
– Math (%)	27.0%	NA	NA	*	*	NA	NA
Students in grades 3 to 8 progressing from below standards to meeting standards - English language arts (%)	19.2%	NA	NA	*	*	NA	NA
– Math (%)	15.0%	NA	NA	*	*	NA	NA
Students in grades 1 to 9 promoted (%)	97.2%	97.5%	98.1%	98.0%	98.0%	NA	NA
Students in the graduating class taking required Regents examinations (%)	79.1%	NA	NA	81.1%	81.1%	NA	NA
Students passing required Regents examinations (%)	71.3%	NA	NA	73.3%	73.3%	NA	NA
Students in graduating class with a 65 to 100 passing score on the Regents Examination - English (%)	83.4%	NA	NA	85.4%	85.4%	NA	NA
– Math (%)	79.8%	NA	NA	81.8%	81.8%	NA	NA
– United States history and government (%)	71.5%	NA	NA	73.5%	73.5%	NA	NA
– Global history (%)	70.1%	NA	NA	72.1%	72.1%	NA	NA
– Science (%)	76.3%	NA	NA	78.3%	78.3%	NA	NA
★ ● Students in cohort graduating from high school in 4 years (%) (NYSED)	77.3%	78.8%	NA	81.2%	81.4%	NA	NA
★ Students in cohort graduating from high school in 6 years (%) (NYSED)	NA	NA	NA	↑	↑	NA	NA
★ Students in cohort dropping out from high school in 4 years (%) (NYSED)	7.8%	5.8%	NA	5.3%	5.3%	NA	NA
Students in cohort dropping out from high school in 6 years (%) (NYSED)	NA	NA	NA	*	*	NA	NA
★ Average class size - Kindergarten	21.6	21.7	16.9	21.2	21.2	17.6	20.1
★ – Grade 1	24.3	24.0	18.3	23.5	23.5	18.9	21.2
★ – Grade 2	24.7	24.7	18.6	24.2	24.2	19.0	21.5
★ – Grade 3	25.1	24.9	19.1	24.4	24.4	19.5	22.0
★ – Grade 4	25.6	25.5	19.5	25.0	25.0	19.9	22.2
★ – Grade 5	25.7	25.6	19.9	25.1	25.1	20.2	22.6
★ – Grade 6	26.9	26.6	19.9	26.1	26.1	19.8	24.0
★ – Grade 7	27.2	27.3	20.6	26.8	26.8	20.4	25.1
★ – Grade 8	27.5	27.5	21.0	27.0	27.0	20.7	25.5
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↑↓ Directional Target	* None			

**Goal 1b** Promote parental involvement in education.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Phone calls responded to by parent coordinator or parent engagement designee (000)	9,077	8,863	12,800	5,000	5,000	3,868	2,757
In-person consultations with parents by PC or parent engagement designee (000)	1,803	1,204	523	1,400	1,400	103	287
School-based workshops offered to parents (000)	42	35	58	37	37	8	16
Parents attending school-based workshops (000)	1,182	864	819	1,037	1,037	275	207
Parents attending Fall and Spring Parent-Teacher Conferences (000)	1,698	1,384	814	1,984	1,984	60	95
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

**SERVICE 2** Support children with special needs.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Students enrolled as English Language Learners (000)	154	142	147	*	*	NA	NA
English Language Learners testing out of ELL Programs (%)	20.7%	NA	NA	19.1%	21.7%	NA	NA
★ English Language Learners testing out of ELL status who did so within 3 years (%)	48.9%	NA	NA	51.9%	49.9%	NA	NA
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

**Goal 2b** Improve the ability of students with disabilities to progress academically and socially.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Students with disabilities in cohort graduating from high school in 4 years (%) (NYSED)	52.6%	52.8%	NA	53.8%	53.8%	NA	NA
★ Students with disabilities in cohort graduating from high school in 6 years (%) (NYSED)	NA	NA	NA	↑	↑	NA	NA
★ Students with disabilities in cohort dropping out from high school in 4 years (%) (NYSED)	13.2%	8.5%	NA	8.0%	8.0%	NA	NA
Students with disabilities in cohort dropping out from high school in 6 years (%) (NYSED)	NA	NA	NA	*	*	NA	NA
Students receiving special education services (preliminary unaudited)	301,860	305,429	295,623	*	*	292,030	281,671
Special education enrollment - School-age	270,358	273,966	269,820	*	*	271,632	262,681
– Public school	218,384	220,956	217,239	*	*	217,854	207,035
– Non-public school	51,974	53,010	52,581	*	*	53,778	55,646
Special education enrollment - Pre-school	31,502	31,463	25,803	*	*	20,398	18,990
– Public school	3,699	4,434	3,195	*	*	2,753	2,605
– Non-public school	27,803	27,029	22,608	*	*	17,645	16,385
Students recommended for special education services	29,284	23,117	18,699	*	*	2,713	3,656
Students no longer in need of special education services	7,303	6,914	4,128	*	*	1,651	1,599
★ Students in special education scoring below standards progressing into a higher level - English Language Arts (%)	22.5%	NA	NA	23.5%	23.5%	NA	NA
★ – Math (%)	17.2%	NA	NA	18.2%	18.2%	NA	NA
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

## SERVICE 3 Prepare children to become productive, engaged adults.

**Goal 3a** Increase the percentage of high school graduates enrolling in postsecondary education or training.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Percent of high school cohort taking the SAT at least once in 4 years of high school	78.4%	NA	NA	80.0%	80.0%	NA	NA
● Percent of high school cohort who graduate ready for college and careers	54.9%	57.7%	NA	58.8%	58.8%	NA	NA
Percent of high school cohort who graduated from high school and enrolled in a college or other post-secondary program within 6 months	62.8%	61.1%	NA	66.6%	66.6%	NA	NA
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⇅ Directional Target   * None							

**Goal 3b** Increase the percentage of elementary, middle and high school students taking coursework that prepares them for future success.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Percent of high school cohort taking at least 1 AP exam in 4 years of high school	38.9%	41.0%	NA	39.9%	39.9%	NA	NA
Percent of high school cohort passing at least 1 AP exam in 4 years of high school	21.1%	24.4%	NA	22.1%	22.1%	NA	NA
Percent of students who successfully completed approved rigorous courses or assessments	51.5%	62.0%	69.1%	63.0%	63.0%	NA	NA
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⇅ Directional Target   * None							

## SERVICE 4 Deliver early childhood education services.

**Goal 4a** Ensure access to quality early child care services in communities of need and achieve maximum capacity enrollment at all participating centers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Average EarlyLearn contract enrollment	27,781	23,841	18,199	31,300	31,300	20,608	NA
EarlyLearn - Fiscal Year Spending per Child based on Average Enrollment in Contract Centers	\$21,282	\$19,190	\$25,734	*	*	NA	NA
Average EarlyLearn Utilization - Family child care (%)	83.0%	79.0%	40.2%	85.0%	85.0%	54.0%	NA
★ Average EarlyLearn Utilization - Center-based (%)	73.3%	72.0%	58.2%	85.0%	85.0%	69.0%	NA
Average EarlyLearn Utilization (%)	75.6%	71.1%	51.6%	85.0%	85.0%	64.0%	NA
★ EarlyLearn - Average family child care enrollment	7,137	6,798	5,175	7,500	7,500	6,085	NA
EarlyLearn - Budget per slot in contract family child care	\$10,107	\$9,772	\$10,948	*	*	NA	NA
EarlyLearn - Fiscal year spending per child based on average enrollment in Contract Family Child Care	\$9,006	\$10,309	\$13,734	*	*	NA	NA
EarlyLearn - Average center-based enrollment	20,644	17,043	13,024	23,800	23,800	15,522	NA
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⇅ Directional Target   * None							

## SERVICE 5 Maintain and enhance the City's educational facilities.

### Goal 5a

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Schools that exceed capacity - Elementary schools (%)	49.0%	46.0%	46.0%	*	*	NA	NA
– Middle schools (%)	28.0%	27.0%	27.0%	*	*	NA	NA
– High schools (%)	35.0%	32.0%	32.0%	*	*	NA	NA
Students in schools that exceed capacity - Elementary/middle schools (%)	48.0%	46.0%	46.0%	*	*	NA	NA
– High schools (%)	46.0%	45.0%	45.0%	*	*	NA	NA
Total new seats created	4,045	6,961	4,003	8,620	4,081	0	0
Hazardous building violations total backlog	155	110	160	*	*	96	191
School building ratings - Good condition (%)	2.1%	2.3%	2.5%	*	*	NA	NA
★ – Fair to good condition (%)	42.2%	33.2%	28.8%	↑	↑	NA	NA
– Fair condition (%)	55.6%	64.4%	68.6%	*	*	NA	NA
★ – Fair to poor condition (%)	0.1%	0.1%	0.1%	↓	↓	NA	NA
– Poor condition (%)	0.0%	0.0%	0.0%	*	*	NA	NA
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Customer Experience							
★ School safety - Seven major felony crimes	444	288	85	↓	↓	36	72
★ – Other criminal categories	1,537	976	169	↓	↓	45	320
★ – Other incidents	4,202	2,912	461	↓	↓	84	926
Average lunches served daily	604,577	618,789	217,448	*	*	NA	NA
Average breakfasts served daily	269,459	274,354	171,354	*	*	NA	NA
Average expenditure per student (\$)	\$25,399	\$25,809	NA	*	*	NA	NA
– Elementary school (\$)	\$25,034	\$25,599	NA	*	*	NA	NA
– Middle school (\$)	\$23,797	\$24,171	NA	*	*	NA	NA
– High school (\$)	\$22,464	\$22,573	NA	*	*	NA	NA
– Full-time special education (District 75) (\$)	\$82,659	\$82,487	NA	*	*	NA	NA
Teachers	78,761	78,732	77,609	*	*	77,609	78,229
Teachers with 5 or more years teaching experience (%)	67.3%	69.3%	73.4%	*	*	73.4%	73.2%
Teachers hired to fill projected vacancies (%)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Principals with 4 or more years experience as principal (%)	68.8%	70.1%	73.2%	*	*	NA	NA
Teachers absent 11 or more days (%)	13.1%	7.3%	5.5%	*	*	NA	NA
Workplace injuries reported	3,271	2,195	709	*	*	209	591
Accidents in schools - students	44,245	33,144	5,463	*	*	379	9,001
Accidents in schools - public	735	500	165	*	*	24	184
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Customer Experience							
Completed requests for interpretation	144,962	232,538	350,518	*	*	NA	NA
Letters responded to in 14 days (%)	69%	72.7%	77.4%	72.3%	72.3%	NA	NA
E-mails responded to in 14 days (%)	63.4%	61.7%	82.5%	61.1%	61.1%	NA	NA
CORE facility rating	NA	96	NA	90	90	NA	NA
Parents completing the NYC School Survey	509,298	302,713	269,357	*	*	NA	NA
Customers rating service good or better (%) (as applicable)	96%	96%	92%	90%	90%	NA	NA
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$27,066.8	\$28,066.5	\$28,545.1	\$31,565.4	\$32,050.0	\$30,739.2	\$11,013.6	\$12,694.1
Revenues (\$000,000)	\$91.2	\$88.1	\$26.0	\$52.7	\$52.7	\$52.7	\$3.7	\$19.6
Personnel	146,776	147,792	144,323	155,062	154,939	154,078	145,151	138,980
Overtime paid (\$000,000)	\$29.0	\$22.6	\$18.0	\$15.3	\$32.3	\$15.3	\$2.7	\$4.7
Human services contract budget (\$000,000)	\$875.3	\$1,377.6	\$1,298.4	\$1,352.0	\$1,455.8	\$1,358.4	\$333.6	\$521.3
<sup>1</sup> February 2022 Financial Plan. <sup>2</sup> Expenditures include all funds      "NA" - Not Available								



# SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	January 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$17,044.1	\$18,775.9	
401 - General Ed. Instruction and School Leadership	\$6,950.6	\$7,329.7	1a, 1b, 2a, 2b, 3a, 3b
403 - Special Ed. Instruction and School Leadership	\$2,199.5	\$2,428.7	1a, 1b, 2a, 2b, 3a, 3b
407 - Universal Pre-K	\$641.1	\$700.7	1a, 1b, 2a, 2b
409 - Early Childhood Programs	\$78.6	\$80.6	1a, 1b, 2a, 2b
415 - School Support Organization	\$320.3	\$258.5	1a, 1b, 2b
421 - Citywide Special Ed. Instr. and School Leadership	\$1,260.9	\$1,349.4	1a, 2b
423 - Special Education Instructional Support	\$387.3	\$394.8	1a, 2b
435 - School Facilities	\$185.4	\$183.2	1a, 2b, 4a
439 - School Food Services	\$226.5	\$235.0	1a, 2b
453 - Central Administration	\$248.1	\$180.3	All
461 - Fringe Benefits	\$3,627.3	\$3,834.6	All
481 - Categorical Programs	\$918.6	\$1,800.6	All
Other Than Personal Services - Total	\$11,501.0	\$13,274.0	
402 - General Ed. Instruction and School Leadership	\$811.9	\$719.9	1a, 1b, 2a, 2b, 3a, 3b
404 - Special Ed. Instruction and School Leadership	\$6.1	\$6.6	1a, 1b, 2a, 2b, 3a, 3b
406 - Charter Schools	\$2,639.8	\$2,874.9	All
408 - Universal Pre-K	\$443.5	\$785.7	1a, 1b, 2a, 2b
410 - Early Childhood Programs	\$477.4	\$504.5	1a, 1b, 2a, 2b
416 - School Support Organization	\$17.6	\$23.3	1a, 1b, 2b
422 - Citywide Special Ed. Instr. and School Leadership	\$15.3	\$23.5	1a, 2b
424 - Special Education Instructional Support	\$215.3	\$303.1	1a, 2b
436 - School Facilities	\$1,117.1	\$1,122.3	1a, 2b, 4a
438 - Pupil Transportation	\$1,544.9	\$1,517.2	1a, 2b
440 - School Food Services	\$154.3	\$303.6	1a, 2b
442 - School Safety	\$364.2	\$385.8	1a, 2b
444 - Energy and Leases	\$605.4	\$707.0	All
454 - Central Administration	\$169.8	\$161.2	All
470 - Special Education Pre-K Contract Payments	\$729.6	\$882.7	1a, 2b
472 - Charter & Contract Schools and Foster Care Placements	\$1,215.6	\$1,129.9	All
474 - NPS and FIT Payments	\$84.2	\$119.8	All
482 - Categorical Programs	\$888.9	\$1,703.0	All
Agency Total	\$28,545.1	\$32,050.0	

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

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Four-month Fiscal 2022 data is unavailable for EarlyLearn enrollment and utilization indicators due to the procurement of and transition to a new data system and reporting process for providers. Data will be available in the Fiscal 2022 Mayor's Management Report.
- Fiscal 2021 data is now available for capacity utilization and building condition indicators.
- Previously published Fiscal 2020 and Fiscal 2021 data for 'Total seats created' were revised to reflect corrected data. Previously published Fiscal 2022 target for 'Total seats created' was adjusted by SCA based on the Capital Plan.
- Fiscal 2021 data is now available for 'Families completing the NYC School Survey'.
- Four-month Fiscal 2021 data is now available for 'Average daily attendance (%)' in all categories, and for 'Students with 90% or better attendance (%)'.
- Four-month Fiscal 2021 data is now available for 'Average class size' in all categories.
- Fiscal 2020 data is now available for 'Percent of high school cohort who graduated from high school and enrolled in a college or other postsecondary program within 6 months'.
- Fiscal 2021 data is now available for 'Percentage of students who successfully completed approved rigorous courses and assessments'.
- The 'Collisions involving City vehicles' indicator has been moved to the Vehicle Fleets and Maintenance Additional Tables.

## ADDITIONAL RESOURCES

For additional information, go to:

- Performance data:  
<https://www.schools.nyc.gov/about-us/reports>
- School Quality report data:  
<https://www.schools.nyc.gov/about-us/reports/school-quality>
- School survey information and results:  
<https://www.schools.nyc.gov/about-us/reports/school-quality/nyc-school-survey>
- School quality review information and reports:  
<https://www.schools.nyc.gov/about-us/reports/school-quality/quality-review>

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

# DEPARTMENT OF EDUCATION

## SCHOOL CONSTRUCTION AUTHORITY



### WHAT WE DO

The School Construction Authority (SCA) is the agency accountable for new school construction and major renovations to existing schools. SCA is responsible for all capital planning, budgeting, designing, and construction. SCA manages the development and implementation of the Department of Education's Five-Year Capital Plan, identifies and acquires sites for new schools, leases buildings for schools, designs and constructs new facilities, as well as performing repairs and enhancement of the existing portfolio.

### FOCUS ON EQUITY

SCA is committed to designing and constructing safe, attractive, and environmentally sound public schools for children throughout all of the City's communities. SCA has set its priorities, including reducing overcrowding, upgrading schools, and improving access to technology to reflect this commitment. The Fiscal 2020–2024 Five Year Capital Plan provides funding for tens of thousands of new seats in areas with current over-utilization and projected enrollment growth, as well as additional high-quality, full-day pre-kindergarten and 3–K seats for neighborhoods throughout the City. Furthermore, the Capital Plan calls for much-needed improvements for aging infrastructure as well as enhancements to ensure more equitable access by all children throughout the five boroughs.

## OUR SERVICES AND GOALS

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

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

# HOW WE PERFORMED

- During the first four months of Fiscal 2022, the percentage of capital improvement projects constructed within budget decreased by 22 percentage points to 56 percent and the percentage of projects constructed on-time increased by 24 percentage points to 37 percent. The on-budget performance decreased due to additional project costs as a result of COVID-19 related schedule delays. Non-essential construction was paused in March 2020 due to the COVID-19 pandemic. The on-time performance is below target due to project schedule delays related to COVID-19.

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

**Goal 1a** Produce the number of new school seats authorized by the Department of Education’s Five-Year Capital Plan.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Total new seats created	4,045	6,961	4,003	8,620	4,081	0	0
★ New schools and additions constructed	18	21	11	29	12	NA	NA
★ Critical Indicator    ● Equity Indicator    “NA” Not Available    ⇅ Directional Target    * None							

**Goal 1b** Achieve cost efficiencies in construction.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Construction bid price for school capacity projects per square foot (\$)	\$792	\$817	\$710	\$800	\$800	NA	NA
Average new school construction cost per square foot - Early childhood (\$)	NA	NA	NA	*	*	NA	NA
- Elementary (\$)	\$825	\$724	\$787	*	*	NA	NA
- Intermediate (\$)	NA	NA	NA	*	*	NA	NA
- High school (\$)	NA	\$1,063	\$779	*	*	NA	NA
★ Critical Indicator    ● Equity Indicator    “NA” Not Available    ⇅ Directional Target    * None							

**Goal 1c** Increase the number of capital improvement projects completed on schedule and within budget.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
New schools and additions - construction funds committed as a percent of initial authorized budget (%)	91.8%	91.9%	94.9%	100.0%	100.0%	NA	NA
★ Scheduled new seats constructed on time (%)	100%	99%	100%	100%	100%	NA	NA
★ Capital improvement projects constructed on time or early (%)	54%	47%	23%	80%	80%	13%	37%
★ Capital improvement projects constructed within budget (%)	89%	80%	62%	80%	80%	77%	56%
★ Critical Indicator    ● Equity Indicator    “NA” Not Available    ⇅ Directional Target    * None							

**Goal 1d** Ensure project safety and quality.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Ultimate cost of insurance losses as % of construction value (per calendar year)	6.76%	9.38%	NA	*	*	NA	NA
★ Critical Indicator    ● Equity Indicator    “NA” Not Available    ⇅ Directional Target    * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21 <sup>1</sup>	FY22	FY22 <sup>2</sup>	FY23 <sup>2</sup>	FY21 <sup>1</sup>	FY22 <sup>1</sup>
Personnel	848	859	860	1,059	1,059	1,059	855	849
Capital commitments (\$000,000)	\$3,925.7	\$1,791.0	\$3,302.5	\$7,034.8	\$5,079.3	\$5,797.4	\$302.3	\$579.5
<sup>1</sup> SCA Actual Commitments. <sup>2</sup> February 2022 Financial Plan.      "NA" - Not Available								

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Previously published Fiscal 2022 targets were adjusted for 'New schools and additions constructed' and 'Total new seats created'.

## ADDITIONAL RESOURCES

For more information on the agency, please visit: [www.nycsca.org](http://www.nycsca.org).

# DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT



## WHAT WE DO

The Department of Youth and Community Development (DYCD) funds a network of community-based programs to alleviate the effects of poverty and provide opportunities for New Yorkers and communities to flourish. DYCD's diverse range of programs includes services to help low income individuals and families become more self-sufficient, literacy programs that help adults and adolescents further their education and advance their careers and programs that assist immigrants. DYCD's afterschool programs, known as COMPASS NYC (Comprehensive After-School System of NYC), offer school-age youth a mix of recreational activities, arts and cultural experiences, academic support and physical fitness programs when school is out. As part of the City's broader commitment to provide free afterschool programs to all middle school students, SONYC (School's Out NYC), a component of COMPASS, provides opportunities for more than 70,000 young people in grades six to eight, including justice involved youth and young people living in Department of Homeless Services' family shelters. DYCD also oversees the City's portfolio of services for runaway and homeless youth and the City's youth workforce development system, known as Workforce Connect, which provides summer employment and year-round services to introduce youth and young adults to the job market and help them develop the skills to succeed. The Department supports 190 community centers, including Beacon community centers in public schools and Cornerstone community centers in New York City Housing Authority (NYCHA) developments which serve youth, adults and families.

## FOCUS ON EQUITY

DYCD prioritizes investments in programs that aim to eliminate disparities in economic opportunity and well-being among New Yorkers and improve quality of life for all residents. During recent years, DYCD's achievements include a significant expansion in programs for young people, NYCHA residents, and runaway and homeless youth, including those who identify as transgender or nonbinary. To continue to broaden access and heighten awareness of DYCD's services, the Department is improving protocols and systems used to assess community needs, enroll participants and track results, as well as supporting the expansion of provider networks and partnerships with City agencies to offer individuals and families pathways to holistic services. Most recently, DYCD incorporated an intersectional focus on equity into all its work, joining in the City's efforts to identify and remove barriers to opportunity based upon race, gender and sexual orientation.

To continue to elevate this work, DYCD is committed to being a proactive antiracist city agency. This commitment has led to the adoption of goals that include an increase in professional development for internal staff, increased support for consultants of color, strengthening of the DYCD Equity Statement by increasing its accessibility and applicability, and assessments of how agency investments can greater serve historically marginalized New York City neighborhoods.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Support youth development throughout New York City through the implementation, funding and management of contracts with nonprofit service providers.**

- Goal 1a Engage young people in programs that support and strengthen their overall development.
  - Goal 1b Engage runaway and homeless youth and young adults in services that connect them with family or independent living opportunities.
- 

### **SERVICE 2 Increase youth capacity for economic independence through programs that provide work-related education, skills training and employment opportunities.**

- Goal 2a Engage young people in training and employment programs to support career readiness.
- 

### **SERVICE 3 Support programs that provide participants with the services needed to increase and tap their capacity to strengthen and revitalize the communities of New York City.**

- Goal 3a Engage young people and adults in lower income neighborhoods in community anti-poverty initiatives to support and expand their capacity.
- Goal 3b Engage adolescents and adults in programs to increase English literacy skills and basic education participation.
- Goal 3c Engage immigrants in programs to support their integration into New York City through education, job readiness and social services programs.



## HOW WE PERFORMED

- Fiscal 2022 represents a recovery year from impacts of the height of the COVID-19 pandemic, during which DYCD and its providers have sought to prioritize the health and safety of participants and staff while putting forward high-quality programming to meet both ongoing needs and those emerging as a result of the COVID-19 pandemic. Participation has increased dramatically over Fiscal 2021 levels in all program areas except runaway and homeless youth (RHY), which continued as an in-person essential program throughout the pandemic.
- DYCD provided summer enrichment for a record high of 97,124 young people through COMPASS NYC programs, an increase of 696 percent over Fiscal 2021 and 39 percent higher than the previous record of 69,978 participants in Fiscal 2020. Additional funding was made available through Summer Rising, an initiative administered in conjunction with the Department of Education for students in grades K through 8 to get outside, learn, and engage with peers and caring adults in safe, supervised, and enriching ways. COMPASS NYC programs endeavored to link summer participants to school-year programming. As a result, 96,894 participants enrolled in COMPASS NYC programs in the months of September and October, compared with 69,484 during the same period in Fiscal 2021.
- DYCD’s runaway and homeless youth (RHY) programs amplified efforts toward continuity of service and positive placements, resulting in 73 percent of discharged youth and young adults being reunited with family or placed in a suitable environment from Crisis Services Programs, an increase of 17 percentage points from the same period in Fiscal 2021.
- The Summer Youth Employment Program (SYEP) model during summer 2021 offered a wide variety of employment and educational experiences that took place in-person, virtually and through a hybrid of the two. Participation in SYEP reached a new high of 74,884 in the summer of Fiscal 2022, representing a 113 percent increase over Fiscal 2021 and a one percent increase over the previous record of 74,453 participants. The resulting program engaged the largest ever number of SYEP partners and employers and offered innovative professional internships, educational opportunities, and civic engagement experiences. SYEP prioritized low-income, justice-involved, foster care, runaway and homeless youth and New York City Housing Authority (NYCHA) residents. Ninety-one percent of participants were from high-need neighborhoods, including those that have been most severely impacted by COVID-19, ensuring that youth most affected by the pandemic and its economic effects gained the work readiness skills they need to be successful in their educational and career pathways.

### SERVICE 1 Support youth development throughout New York City through the implementation, funding and management of contracts with nonprofit service providers.

**Goal 1a** Engage young people in programs that support and strengthen their overall development.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Number of young people involved in DYCD-funded programs	337,599	339,963	209,955	*	*	NA	NA
★ Participants in Comprehensive After School System of NYC (COMPASS NYC) programs	122,390	122,575	90,148	110,000	110,000	69,484	96,894
Participants in COMPASS NYC SONYC/middle school programs (school year)	67,604	66,324	50,030	49,901	49,901	39,422	52,023
Participants in COMPASS NYC elementary school programs (school year)	50,700	52,495	36,892	42,372	42,372	28,188	42,362
Participants in COMPASS NYC programs (summer)	67,476	69,828	12,198	*	*	12,198	97,124
Youth attendance at Beacon programs	74,142	92,692	32,261	54,900	55,200	6,714	25,488
Adult attendance at Beacon programs	46,708	85,927	31,848	9,150	9,200	1,421	2,044
Youth participants in Cornerstone programs	25,831	19,976	13,488	15,704	15,704	6,991	14,213
Adult participants in Cornerstone programs	4,426	5,594	5,304	3,565	3,565	1,140	2,538
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↕ Directional Target	* None			

**Goal 1b** Engage runaway and homeless youth and young adults in services that connect them with family or independent living opportunities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Runaway and homeless youth and homeless young adults served - Crisis Services Programs	2,084	2,191	2,124	2,400	2,400	935	870
Runaway and homeless youth and homeless young adults served - Transitional Independent Living (TIL) Support Programs	986	1,247	1,183	800	800	699	639
Residential beds for runaway or homeless youth and homeless young adults	674	778	813	*	*	778	813
Utilization rate for Crisis Services Programs (%)	92%	84%	69%	90%	90%	67%	71%
Utilization rate for Transitional Independent Living (TIL) Support Programs (%)	91%	84%	77%	90%	90%	76%	72%
Youth and young adults reunited with family or placed in a suitable environment from Crisis Services Programs (%)	75%	65%	62%	75%	75%	56%	73%
Youth and young adults reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) Support Programs (%)	83%	88%	88%	85%	85%	89%	86%
Youth and young adults served through case management - Drop-In Centers	1,635	1,471	1,330	1,400	1,400	625	974
Youth and young adults who received mental health support in a city-funded residential program or drop-in center serving runaway and homeless youth	2,569	2,648	2,794	*	*	1,575	1,986
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

**SERVICE 2** Increase youth capacity for economic independence through programs that provide work-related education, skills training and employment opportunities.

**Goal 2a** Engage young people in training and employment programs to support career readiness.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
● Participants in Summer Youth Employment Program (SYEP)	74,354	74,453	35,198	75,000	90,000	35,198	74,884
Participants in Train & Earn (Out-of-School Youth) programs	1,562	1,197	1,270	1,378	1,378	NA	NA
Train & Earn participants who are placed in post-secondary education, employment, or advanced training in the 2nd quarter after exiting the program (%)	66%	62%	NA	57%	57%	NA	NA
Train & Earn participants who attain a recognized postsecondary credential or high school equivalency diploma during participation in or within one year after exiting from the program (%)	80%	83%	NA	49%	49%	NA	NA
Participants in Learn & Earn (In-School Youth) programs	1,583	1,565	1,460	1,056	1,056	NA	NA
Learn & Earn participants who are placed in post-secondary education, employment, or advanced training during the 2nd quarter after exiting the program (%)	86%	83%	NA	57%	57%	NA	NA
Learn & Earn participants who attain a recognized post-secondary credential or a secondary school diploma during participation in or within one year after exiting the program (%)	76%	67%	NA	49%	49%	NA	NA
Participants in Advance & Earn training and internship programs	NA	477	957	980	900	NA	NA
Advance & Earn participants who are placed in education, employment, or advanced training within 90 days of cohort end (%)	NA	45%	52%	*	*	NA	NA
Advance & Earn participants who attain a credential or High School Equivalency within 1 year of program enrollment (%)	NA	49%	44%	*	*	NA	NA
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

## SERVICE 3 Support programs that provide participants with the services needed to increase and tap their capacity to strengthen and revitalize the communities of New York City.

**Goal 3a** Engage young people and adults in lower income neighborhoods in community anti-poverty initiatives to support and expand their capacity.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
● Participants in community anti-poverty programs	13,122	12,579	12,480	*	*	5,478	5,678
★ Community anti-poverty program participants achieving target outcomes (%)	70%	75%	67%	65%	65%	33%	NA
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ↑↓ Directional Target   * None							

**Goal 3b** Engage adolescents and adults in programs to increase English literacy skills and basic education participation.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Participants in DYCD-funded English literacy programs	14,033	15,631	13,308	16,062	*	3,540	4,820
★ Participants in DYCD-funded English literacy programs meeting standards of improvement in their ability to read, write, and speak English (%)	56%	42%	54%	55%	55%	NA	NA
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ↑↓ Directional Target   * None							

**Goal 3c** Engage immigrants in programs to support their integration into New York City through education, job readiness and social services programs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Participants in immigrant services programs	3,081	1,403	1,401	1,563	1,563	539	783
Participants in immigrant services programs achieving positive outcomes (%)	61%	63%	66%	60%	60%	NA	NA
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ↑↓ Directional Target   * None							

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Contracts funded	3,346	3,293	2,855	*	*	NA	NA
Value of agency contracts (\$000)	\$690,623	\$726,876	\$763,859	*	*	NA	NA
Value of intracity agreements (\$000)	\$8,651	\$8,586	\$8,490	*	*	NA	NA
Fiscal audits conducted	318	308	300	234	234	0	141
Expenditure report reviews	29,658	30,283	25,369	*	*	NA	NA
★ Programmatic reviews/contract monitoring	20,656	16,698	7,534	*	*	NA	NA
Agency assessments completed	NA	NA	NA	*	*	NA	NA
★ Agency assessments completed as a percent of total agency contracts (%)	NA	NA	NA	70%	70%	NA	NA
Contracts terminated	23	16	0	0	0	8	0
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ↑↓ Directional Target   * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Customer Experience							
Calls to Community Connect	52,309	NA	NA	50,000	50,000	NA	NA
Calls answered in 30 seconds (%)	50%	NA	NA	*	*	NA	NA
Completed customer requests for interpretation	884	NA	NA	*	*	8	NA
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%

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

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$872.0	\$955.2	\$859.4	\$1,016.2	\$1,046.5	\$862.9	\$488.9	\$604.8
Personnel	544	573	518	537	530	510	547	497
Overtime paid (\$000)	\$60	\$45	\$314	\$154	\$307	\$154	\$11	\$73
Human services contract budget (\$000,000)	\$659.6	\$700.9	\$743.3	\$778.5	\$781.7	\$591.8	\$156.2	\$234.4

<sup>1</sup>February 2022 Financial Plan.   <sup>2</sup>Expenditures include all funds   "NA" - Not Available

## SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$46.8	\$43.9	
002 - Executive and Administrative	\$23.2	\$20.8	All
105 - Youth Workforce and Career Training	\$2.6	\$3.0	2a, 2b
311 - Program Services	\$21.0	\$20.1	All
Other Than Personal Services - Total	\$812.6	\$1,002.6	
005 - Community Development	\$99.8	\$123.1	3a, 3b, 3c
106 - Youth Workforce and Career Training	\$61.3	\$201.9	2a, 2b
312 - Other than Personal Services	\$651.5	\$677.7	All
Agency Total	\$859.4	\$1,046.5	

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

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The text for all goals has been updated to align across services and with the DYCD mission.
- The order of indicators has been aligned across goals.
- The text for the following indicators has been updated to align across goals and provide more precision in indicator text:
  - ‘Comprehensive After School System of NYC (COMPASS NYC enrollment’ to ‘Participants in Comprehensive After School System of NYC (COMPASS NYC) programs’
  - ‘Youth served in Cornerstone programs’ to ‘Youth participants in Cornerstone programs’
  - ‘Adults served in Cornerstone programs’ to ‘Adult participants in Cornerstone programs’
  - ‘Young people who received mental health support in a city-funded residential program or drop-in center serving runaway and homeless youth’ to ‘Youth and young adults who received mental health support in a city-funded residential program or drop-in center serving runaway and homeless youth’
  - ‘Summer Youth Employment Program (SYEP) participants’ to ‘Participants in Summer Youth Employment Program (SYEP)’
  - ‘Participants in Workforce Innovation and Opportunity Act (WIOA) funded Train & Earn (Out-of-School Youth) program’ to ‘Participants in Train & Earn (Out-of-School Youth) programs’
  - ‘Youth who are out-of-school, attend a DYCD-funded training or employment program, and are placed in post-secondary education, employment, or advanced training in the 2nd quarter after exiting the program (%)’ to ‘Train & Earn participants who are placed in post-secondary education, employment, or advanced training in the 2nd quarter after exiting the program (%)’
  - ‘Youth who are out-of-school, attend a DYCD-funded training or employment program, and attain a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year after exiting from the program (%)’ to ‘Train & Earn participants who attain a recognized postsecondary credential or high school equivalency diploma, during participation in or within one year after exiting from the program (%)’
  - ‘Participants in WIOA-funded Learn & Earn (In-School Youth) program’ to ‘Participants in Learn & Earn (In-School Youth) programs’
  - ‘Youth who attend a training program while in school and are placed in post-secondary education, employment, or advanced training during the 2nd quarter after exiting the program (%)’ to ‘Learn & Earn participants who are placed in post-secondary education, employment, or advanced training during the 2nd quarter after exiting the program (%)’
  - ‘Youth who attend a DYCD-funded training program while in school, and attain a recognized post-secondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year after exiting the program (%)’ to ‘Learn & Earn participants who attain a recognized post-secondary credential or a secondary school diploma during participation in or within one year after exiting the program (%)’
  - ‘Participants in Advance & Earn training and internship programs who are placed in post-secondary education, employment, or advanced training within 90 days after exiting the program (%)’ to ‘Advance & Earn participants who are placed in post-secondary education, employment, or advanced training within 90 days after exiting the program (%)’

- ‘Participants in Advance & Earn training and internship programs who are placed in post-secondary education, employment, or advanced training within 90 days after exiting the program (%)’ to ‘Advance & Earn participants who are placed in post-secondary education, employment, or advanced training within 90 days after exiting the program (%)’
- ‘Community anti-poverty program participants achieving target outcomes designated for clients in each program area (%)’ to ‘Community anti-poverty program participants achieving target outcomes (%)’
- ‘Participants achieving positive outcomes in immigrant services programs (%)’ to ‘Participants in immigrant services programs achieving positive outcomes (%)’
- ‘Youth served in Beacon programs’ to ‘Youth attendance at Beacon programs’
- ‘Adults served in Beacon programs’ to ‘Adult attendance at Beacon programs’
- Four new indicators have been added:
  - ‘Participants in COMPASS NYC SONYC/middle school programs (school year)’
  - ‘Participants in COMPASS NYC elementary school programs (school year)’
  - ‘Participants in COMPASS NYC programs (summer)’
  - ‘Youth and young adults served through case management - Drop-In Centers’
- The following indicators have been removed in order to focus more on service delivery than on contract management:
  - ‘COMPASS NYC programs meeting target enrollment (school year) (%)’
  - ‘COMPASS NYC programs meeting target enrollment - SONYC/middle school (school year) (%)’
  - ‘COMPASS NYC programs meeting target enrollment - elementary (school year) (%)’
  - ‘COMPASS NYC programs meeting target enrollment (summer) (%)’
  - ‘Beacon programs active’
  - ‘Beacon programs enrollment as a percentage of the annual target (%)’
  - ‘Cornerstone programs active’
  - ‘Cornerstone programs enrollment as a percentage of the annual target (%)’
  - ‘Number of Summer Youth Employment Program contracts’
  - ‘Value of Summer Youth Employment Program contracts (\$000)’

- The following indicators have been added to the Preliminary MMR:
  - ‘Youth attendance at Beacon programs’
  - ‘Adult attendance at Beacon programs’
  - ‘Youth participants in Cornerstone programs’
  - ‘Adult participants in Cornerstone programs’
  - ‘Participants in community anti-poverty programs’
  - ‘Participants in immigrant services programs’
- The following indicator will now be published only in the annual MMR:
  - ‘Community anti-poverty program participants achieving target outcomes (%)’
- Previously published Fiscal 2022 targets for the following indicators were decreased to reflect updated targets set by the New York State Department of Labor.
  - ‘Train and Earn participants who are placed in post-secondary education, employment, or advanced training in the 2nd quarter after exiting the program’
  - ‘Train and Earn participants who attain a recognized post-secondary credential or high school equivalency diploma during participation in or within one year after exiting from the program (%)’
  - ‘Learn and Earn participants who are placed in post-secondary education, employment, or advanced training during the 2nd quarter after exiting the program (%)’
  - ‘Learn and Earn participants who attain a recognized post-secondary credential or a secondary school diploma during participation in or within one year after exiting the program (%)’
- Previously published Fiscal 2022 targets for the following indicator was increased based on the expansion funding.
  - ‘Participants in DYCD-funded English literacy programs’

## ADDITIONAL RESOURCES

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





# PUBLIC LIBRARIES



## WHAT WE DO

Library services are provided through three independent systems: the Brooklyn Public Library (BPL), the New York Public Library (NYPL), and the Queens Public Library (QPL). These systems operate 217 local library branches throughout the city and four research library centers in Manhattan. The Libraries offer free and open access to books, periodicals, electronic resources, mobile and streaming technology, and non-print materials. Reference and career services, internet access, educational, cultural and recreational programming for adults, young adults and children are also provided. The Libraries' collections include 377 electronic databases and more than 65 million books, periodicals, and other circulating and reference items. During the throes of the COVID-19 pandemic, New York City's libraries offered these programs, services, and resources virtually as the systems quickly shifted to an expanded online presence. Since full-service restoration in July 2021, the Libraries have resumed providing many of these services in person while maintaining aspects of their digital and remote services.

## FOCUS ON EQUITY

Whether amid system-wide physical closure during the pandemic, or the city's current, early recovery stage, the Brooklyn Public Library, New York Public Library, and Queens Public Library prioritize equitable service delivery to patrons. During the COVID-19 pandemic the Libraries expanded their online presence to ensure access to information, resources, and programs for all New Yorkers through webinars, classes, book clubs, live tutoring, and career and financial counseling that supported schools, job-seekers, and students, among others. But Brooklyn Public Library, New York Public Library, and Queens Public Library know that many of our patrons on the wrong side of the digital divide can only access our services in person. This is why the Libraries supplemented these offerings with limited in-person services, maintenance of WiFi networks, and the distribution of thousands of reading materials as part of the 2020 summer reading programs. The high volume of patrons who exclusively engage with their libraries in person is the primary reason full-service restoration was prioritized as soon as it was safely possible. All of the City's library systems reopened at full capacity in July 2021 (following a phased reopening that began in July 2020), which included the full complement of services such as general space use, programs, and classes incrementally reinstated as quickly as circumstances allowed.

In the fall 2021, the Libraries took another critical step by eliminating late fines on books and other circulating materials, removing a barrier to access and ensuring that all New Yorkers could freely take advantage of the services and resources libraries have to offer. Looking ahead, the Libraries will maintain our focus on equity in all aspects of programming and services because of the integral role this plays in the City's recovery. Maintaining a commitment to equity during this critical stage of recovery and beyond means adjusting to a "new normal", applying the lessons learned during the pandemic to new initiatives like outdoor programming, the continued offering of digital and remote services, and additional activation of outdoor spaces. The Libraries are balancing these lessons learned with the priority to reconnect with those New Yorkers we lost touch with during closure. Many of these patrons were adversely impacted by COVID-19. The Brooklyn, New York, and Queens public library systems are committed to restoring these citizens to a place of security with the space to learn and find opportunities.

## BROOKLYN PUBLIC LIBRARY

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Average weekly scheduled hours	49.3	49.3	48.0	*	*	34.5	48.0
Libraries open seven days per week (%)	8%	8%	0%	*	*	0%	8%
★ Libraries open six days per week (%)	100%	100%	55%	*	*	60%	100%
★ Circulation (000)	12,911	8,745	5,002	6,200	6,200	1,265	3,052
Reference queries (000)	4,242	2,081	17	*	*	5	4
Electronic visits to website (000)	10,972	9,046	3,274	6,600	6,600	2,385	2,260
Computers for public use	2,911	2,911	2,911	*	*	NA	2,602
Computer sessions (000)	1,598	2,037	12	*	*	0	96
Wireless sessions	1,539,252	1,280,827	431,804	*	*	164,271	328,631
Program sessions	72,840	49,339	16,879	*	*	3,292	6,309
★ Program attendance	1,124,229	1,184,160	762,187	*	*	351,510	123,825
★ Library card holders (000)	1,905	1,310	1,364	1,500	1,500	NA	NA
Active library cards (000)	784	802	879	*	*	825	911
New library card registrations	134,257	115,908	70,391	*	*	22,706	42,262
★ Total library attendance (000)	7,874	5,290	892	*	*	206	972
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

## NEW YORK PUBLIC LIBRARY — BRANCH

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Average weekly scheduled hours	49.0	49.9	48.0	*	*	40.1	48.5
Libraries open seven days per week (%)	8%	8%	0%	*	*	0%	7%
★ Libraries open six days per week (%)	100%	100%	64%	*	*	60%	90%
★ Circulation (000)	21,330	15,333	9,958	12,000	12,000	3,016	4,576
Reference queries (000)	8,024	5,577	1,023	*	*	0	1,067
Electronic visits to website (000)	29,158	27,300	20,212	22,000	22,000	6,527	8,161
Computers for public use	5,027	4,796	4,173	*	*	4,340	4,173
Computer sessions (000)	2,619	1,653	2	*	*	0	257
Wireless sessions	3,048,042	2,043,409	232,185	*	*	89,152	263,032
Program sessions	103,402	73,564	24,745	*	*	4,863	10,798
★ Program attendance	1,901,180	1,354,537	445,185	*	*	88,440	116,998
★ Library card holders (000)	2,458	2,430	2,420	2,100	2,100	NA	NA
Active library cards (000)	912	730	522	*	*	1,020	586
New library card registrations	357,107	273,175	157,253	*	*	58,730	142,671
★ Total library attendance (000)	11,799	7,843	1,439	*	*	395	1,502
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

## NEW YORK PUBLIC LIBRARY — RESEARCH

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Average weekly scheduled hours	52.3	52.3	48.0	*	*	0.0	47.7
Libraries open seven days per week (%)	25%	25%	0%	*	*	0%	33%
★ Libraries open six days per week (%)	100%	100%	100%	*	*	0%	100%
Reference queries (000)	521	298	67	*	*	19	62
★ Program attendance	127,131	184,897	291,539	*	*	98,453	26,357
★ Total library attendance (000)	4,594	3,338	4	*	*	0	637
Program sessions	3,037	2,128	3,775	*	*	1,422	975
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None							

## QUEENS BOROUGH PUBLIC LIBRARY

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Average weekly scheduled hours	45.1	45.1	33.5	*	*	32.3	38.3
Libraries open seven days per week (%)	3%	3%	0%	*	*	0%	1%
★ Libraries open six days per week (%)	100%	100%	55%	*	*	35%	58%
★ Circulation (000)	11,545	8,351	3,685	6,500	6,500	926	2,215
Reference queries (000)	2,923	2,085	199	*	*	54	226
Electronic visits to website (000)	6,144	4,441	2,787	3,500	3,500	822	1,203
Computers for public use	6,879	6,522	4,054	*	*	NA	4,198
Computer sessions (000)	2,730	1,873	15	*	*	0	138
Wireless sessions	459,014	509,978	378,799	*	*	152,603	102,951
Program sessions	87,599	58,156	14,183	*	*	3,433	6,825
★ Program attendance	1,650,644	1,140,041	807,055	*	*	254,258	165,667
★ Library card holders (000)	1,573	1,475	1,491	1,500	1,500	NA	NA
Active library cards (000)	778	929	948	*	*	934	968
New library card registrations	90,052	64,555	16,107	*	*	4,578	17,408
★ Total library attendance (000)	10,875	7,414	1,563	*	*	278	1,203
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$402.0	\$431.4	\$429.9	\$431.9	\$427.5	\$418.1	\$269.6	\$256.6
Personnel	3,888	3,900	3,721	4,092	3,972	4,105	3,875	3,751
Capital commitments (\$000,000)	\$146.5	\$33.6	\$45.8	\$219.1	\$205.2	\$212.6	\$7.6	\$41.4
<sup>1</sup> February 2022 Financial Plan. <sup>2</sup> Expenditures include all funds      "NA" - Not Available								

## SPENDING AND BUDGET INFORMATION

Agency expenditures and planned resources by budgetary unit of appropriation.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)
Brooklyn Public Library, 001 - Lump Sum Appropriation (OTPS) <sup>1</sup>	\$118.2	\$116.6
New York Public Library - Branch, Agency Total <sup>1</sup>	\$158.5	\$159.1
003 - Lump Sum - Borough of Manhattan (OTPS)	\$25.2	\$25.7
004 - Lump Sum - Borough of the Bronx (OTPS)	\$23.9	\$24.2
005 - Lump Sum - Borough of Staten Island (OTPS)	\$10.0	\$10.8
006 - Systemwide Services (OTPS)	\$98.1	\$97.0
007 - Consultant and Advisory Services (OTPS)	\$1.4	\$1.4
New York Public Library - Research, 001 - Lump Sum Appropriation (OTPS) <sup>1</sup>	\$30.7	\$30.6
Queens Public Library, 001 - Lump Sum Appropriation (OTPS) <sup>1</sup>	\$122.4	\$121.2

<sup>1</sup>These figures are limited to the City's contribution and planned contribution respectively. <sup>2</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds. "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The change in 'Libraries open seven days a week (%)' for NYPL-Research from 25 percent in Fiscal 2020 to 33 percent in the Fiscal 2022 PMMR period, is in part due to the movement of staff and resources from the Science, Industry, Business Library (SIBL) to the Thomas Yoseloff Business Center at the Stavros Niarchos Foundation Library (SNFL).
- NYPL—Branch increased previously published Fiscal 2022 targets for 'Circulation (000)', 'Electronic visits to website (000)' due to reopening of branches and services after COVID-19 restrictions. Previously published Fiscal 2022 target for 'Library card holders (000)' was decreased due to a scheduled removal of inactive patrons from the database.
- BPL increased previously published Fiscal 2022 targets for 'Circulation (000)' and 'Electronic visits to website (000)', due to the reopening of branches after COVID-19 restrictions.

## ADDITIONAL RESOURCES

For more information on these libraries, please visit:

- Brooklyn Public Library: [www.bklynlibrary.org](http://www.bklynlibrary.org).
- New York Public Library: [www.nypl.org](http://www.nypl.org).
- Queens Borough Public Library: [www.queenslibrary.org](http://www.queenslibrary.org).

# CITY UNIVERSITY OF NEW YORK



## WHAT WE DO

The City University of New York (CUNY) provides higher education to more than 261,000 degree and nondegree seeking students and offers adult and continuing education with over 185,000 course registrations. CUNY consists of 25 institutions: 11 senior colleges, seven community colleges, and seven graduate, honors and professional schools offering close to 60 doctoral programs. CUNY enrolls students in 1,900 academic programs and has approximately 7,000 full-time faculty and 11,300 part-time faculty. In the academic year 2020–2021, CUNY granted 10,600 graduate and professional degrees, 29,600 baccalaureate degrees, 17,600 associate degrees, 300 certificates and 1,100 advanced certificates.

## FOCUS ON EQUITY

The City University of New York is of vital importance for the upward mobility of the people of New York City. Six of CUNY's senior colleges and six community colleges are among the top 10 nationwide in promoting social mobility, moving lower-income students into the middle class and beyond with excellent jobs. CUNY offers all levels of training, from certificate programs to doctoral degrees, and an unprecedented number of students currently take advantage of this opportunity to obtain an excellent and affordable education. CUNY serves the diverse people of New York City; 35 percent of CUNY students were born outside the US mainland, over 50 percent report an annual household income of less than \$30,000 and two in three undergraduate students attend tuition-free. Last spring, over 56,500 new CUNY graduates entered the workforce or began work on more advanced degrees. In the key areas of Science, Technology, Engineering and Mathematics (STEM), the Mayor's critical multi-year investment in CUNY's community colleges continues to enable thousands of students to earn STEM degrees and enter New York City's vibrant high-tech sector.

With funding from the City, CUNY has expanded its highly successful Accelerated Study in Associate Programs (ASAP) initiative from 4,000 students in 2014–15, to 25,000 students each academic year. ASAP has more than doubled associate degree completion rates for participating students, aiming to graduate at least 50 percent of students in three years. ASAP is now considered a national model, having received the distinguished 2020 Innovations in American Government Award from the Center for Democratic Governance and Innovation at Harvard University's John F. Kennedy School of Government. In the academic year 2020–2021, CUNY ASAP enrolled 23,118 (9,664 new) students and has served over 70,000 students since inception in 2007. Consistent with the Mayor's investment in STEM success, ASAP expansion has an explicit focus on serving more STEM majors and a campus-wide expansion at Bronx Community College that guides all eligible incoming first-time, full-time freshmen into the program.

ASAP students are diverse and representative of the larger population of CUNY associate degree seeking students with 44 percent Hispanic, 33 percent Black, 13 percent Asian/Pacific Islander and 10 percent White. Over 85 percent of ASAP students receive federal Pell and/or New York State Tuition Assistance Program grants. ASAP students in all of these groups have three-year graduation rates of close to or above 50 percent. In addition, ASAP serves as an important entry point to CUNY's senior colleges with close to 60 percent of students transferring to a baccalaureate program within six years of entering ASAP.

# HOW WE PERFORMED

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ CUNY courses offered partly or totally online (%)	10.7%	12.1%	99.9%	8.0%	8.0%	NA	NA
Instructional full-time equivalents (FTEs) taught by full-time faculty (%) - Senior Colleges	39.0%	38.2%	36.5%	*	*	NA	NA
Instructional full-time equivalents (FTEs) taught by full-time faculty (%) - Community Colleges	51.8%	50.8%	50.1%	*	*	NA	NA
Student/faculty ratio - Overall	29:1	27:1	27:1	*	*	NA	NA
Student/faculty ratio - Community Colleges	32:1	31:1	28:1	*	*	NA	NA
Student/faculty ratio - Senior Colleges	28:1	26:1	27:1	*	*	NA	NA
Number of full-time faculty employed by CUNY community colleges	2,309	2,143	2,071	*	*	NA	NA
Number of associate degrees awarded at community colleges	15,390	15,927	15,835	*	*	NA	NA
Students earning Grade C or better in Freshman Composition Courses (%)	83.6%	82.6%	77.7%	*	*	NA	NA
Students earning Grade C or better in Math Gateway Courses (%)	69.0%	66.3%	78.5%	*	*	NA	NA
★ One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY associate degree programs	62.6%	62.6%	63.8%	68.0%	68.0%	NA	NA
★ One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY baccalaureate degree programs	85.1%	84.4%	84.1%	88.0%	88.0%	NA	NA
★ ● Three-year systemwide graduation rate (%) - CUNY Accelerated Study in Associate Programs (ASAP) students	52.5%	46.7%	47.0%	50.0%	50.0%	NA	NA
Six-year systemwide graduation rate (%) - community college students in STEM disciplines	35.5%	35.1%	36.1%	36.0%	36.0%	NA	NA
★ ● Six-year systemwide graduation rate (%) - CUNY associate degree students	36.1%	37.2%	37.6%	37.0%	37.0%	NA	NA
★ ● Six-year systemwide graduation rate (%) - CUNY baccalaureate students	58.9%	60.4%	60.2%	60.0%	60.0%	NA	NA
Students passing the National Council Licensure Examination for Registered Nurse (%)	90.1%	90.2%	89.5%	*	*	NA	NA
★ CUNY associate degree recipients who transfer to a CUNY baccalaureate program within one year (%)	54.9%	54.8%	53.6%	56.0%	56.0%	NA	NA
CUNY community college certificate and associate graduates from career and technical education programs who are employed six months after graduation (%)	80.3%	74.6%	63.2%	*	*	NA	NA
CUNY community college certificate and associate graduates from career and technical education programs who are employed or continuing their education six months after graduation (%)	93.8%	94.4%	90.6%	*	*	NA	NA
High school students participating in college preparation program (College Now)	33,181	33,904	30,852	*	*	NA	NA
Total headcount enrollment	274,906	271,242	261,134	*	*	NA	NA
Total full-time equivalent enrollment (FTEs)	206,950	204,395	198,483	*	*	NA	NA
Total headcount enrollment at CUNY community colleges	95,073	91,715	82,515	*	*	NA	NA
★ Enrollment in STEM disciplines at CUNY community colleges	14,811	14,216	13,008	15,000	15,000	NA	NA
Total students served in CUNY Accelerated Study in Associate Programs (ASAP)	25,507	25,345	23,118	*	*	NA	NA
Enrollment of first-time freshmen in CUNY community colleges	18,512	18,615	15,788	*	*	NA	NA
Enrollment of first-time freshmen in CUNY senior colleges	21,148	21,907	21,214	*	*	NA	NA
Enrollment of first-time freshmen in CUNY community colleges who are recent graduates of NYC public high schools	12,916	13,350	12,038	*	*	NA	NA
Annual tuition at CUNY community colleges (full-time NYS resident)	\$4,800	\$4,800	\$4,800	*	*	NA	NA
Annual tuition at CUNY senior colleges (full-time NYS resident)	\$6,930	\$6,930	\$6,930	*	*	NA	NA
Expenditures per student (full-time equivalent) at CUNY community colleges	\$15,620	\$16,664	\$18,703	*	*	NA	NA
Percentage of CUNY community college students receiving federal financial aid (Pell) (%)	61.4%	61.7%	54.7%	*	*	NA	NA
Percentage of community college students receiving Tuition Assistance Program (TAP) grants (%)	34.8%	33.5%	27.1%	*	*	NA	NA

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

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$1,252.1	\$1,255.1	\$1,159.4	\$1,413.3	\$1,487.4	\$1,352.4	\$314.2	\$362.7
Revenues (\$000,000)	\$379.0	\$365.5	\$304.1	\$415.3	\$415.3	\$415.3	\$48.1	\$53.7
Personnel	9,385	8,314	7,646	10,111	9,983	10,158	8,776	8,413
Overtime paid (\$000,000)	\$7.8	\$5.2	\$2.8	\$3.6	\$4.3	\$3.6	\$0.5	\$1.7
<sup>1</sup> February 2022 Financial Plan. <sup>2</sup> Expenditures include all funds      "NA" - Not Available								

## SPENDING AND BUDGET INFORMATION

Agency expenditures and planned resources by budgetary unit of appropriation.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)
Personal Services - Total	\$836.5	\$872.1
002 - Community College	\$814.0	\$850.7
004 - Hunter Schools	\$22.5	\$21.4
Other Than Personal Services - Total	\$322.9	\$615.3
001 - Community College	\$322.1	\$578.9
003 - Hunter Schools	\$0.9	\$1.4
012 - Senior College	\$0.0	\$35.0
Agency Total <sup>3</sup>	\$1,159.4	\$1,487.4
<sup>1</sup> Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds. <sup>2</sup> Includes all funds. <sup>3</sup> Refer to agency goals listed at front of chapter.    "NA" Not Available    * None		

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

For additional information, go to:

- Office of Institutional Research  
<https://www.cuny.edu/about/administration/offices/oira/institutional/>
- The Social Indicators and Equity Report, EquityNYC  
<http://equity.nyc.gov/>





# DEPARTMENT OF SMALL BUSINESS SERVICES



## WHAT WE DO

The Department of Small Business Services (SBS) makes it easier for businesses in New York City to start, operate and grow by providing direct assistance to business owners, fostering neighborhood development in commercial districts and linking employers to a skilled and qualified workforce. SBS runs the City's NYC Business Solutions Centers, Industrial Business Solutions Providers and Workforce1 Career Centers; provides grants and services to support the growth of local community and economic development organizations throughout the City; oversees the largest network of Business Improvements Districts (BIDs) in the country; and administers the Minority and Women-owned Business Enterprise (M/WBE) Program.

## FOCUS ON EQUITY

Equitable economic development and economic mobility are at the core of SBS' work. We collaborate with New Yorkers to design programs and services that directly address their needs—focusing on neighborhoods and communities that have been historically underserved. This work is the foundation for the Department's three pillars—good jobs, stronger businesses and thriving neighborhoods.

SBS is committed to ensuring economic security for all New Yorkers by providing a wide range of services that help businesses, jobseekers and communities throughout the five boroughs. To achieve this, SBS is investing in employment and business services tailored to the needs of historically under-served individuals, including BIPOC (Black, Indigenous, and people of color), immigrant, women, or low-income New Yorkers. In addition, SBS leads the City's efforts to certify and strengthen more than 10,000 MWBEs. Finally, SBS provides direct support to the diverse range of commercial corridors in NYC, including those in LMI areas, via funding and technical assistance to local economic development organizations and BIDs.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Help businesses start, operate and expand in New York City.**

- Goal 1a Ensure that businesses and entrepreneurs have easy access to a variety of high quality support services.
  - Goal 1b Retain jobs and businesses in New York City by administering incentive programs for facility renovation and promoting retention of NYC businesses and relocation of businesses to NYC.
- 

### **SERVICE 2 Match businesses in need of workers with qualified applicants.**

- Goal 2a Ensure that businesses have timely access to qualified job applicants.
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### **SERVICE 3 Provide financial support and technical assistance for New York City's commercial districts throughout the five boroughs.**

- Goal 3a Strengthen and expand New York City's Business Improvement District (BID) program and other local economic development organizations.
- 

### **SERVICE 4 Help minority and women-owned businesses identify and compete for City contracts.**

- Goal 4a Increase the number of Minority and Women-owned Business Enterprises (M/WBEs) that obtain City contracts.

## HOW WE PERFORMED

- The Division of Business Services (DBS) manages the free services that help businesses start, operate, and expand in New York City. In the first four months of Fiscal 2022, more businesses secured a greater amount of financial assistance with the help of SBS compared to the same period in Fiscal 2021. The number of financial awards increased by 30.6 percent, totaling more than \$110 million, compared to \$16 million in Fiscal 2021. This nearly sevenfold increase was due primarily to connections to the federally funded Shuttered Venues Operators Grant program. The number of projected hires by businesses opened with assistance from SBS and the number of businesses opened with assistance from SBS decreased slightly compared to Fiscal 2021. In Fiscal 2022, there was a 13.3 percent decrease in the number of unique customers served, as well as the number of unique customers served by programs to help navigate government (24.5 percent). These figures do not include the 10,770 calls received to our Small Business Restart Hotline to help businesses with questions about COVID-19. The decreases are a result of programs ending, staffing constraints, and fewer businesses opening their doors due to COVID-19.
- In the first four months of Fiscal 2022, the Energy Cost Savings Program (ECSP) approved 19 projects for businesses with a total of over 415 jobs—an increase of 18.8 percent in number of projects approved compared to the same period in Fiscal 2021. There was a decrease in jobs and savings due to the approval of smaller businesses compared to the first four months of Fiscal 2021, which is consistent with the mission of SBS to target the smaller to medium size businesses of the City. The \$75,000 in savings to businesses participating in ECSP is also less compared to the same period in the prior year, due to lower energy costs and usage by smaller businesses. The Lower Manhattan Energy Program (LMEP) is currently in the phase-out period for the majority of buildings receiving benefits. The decrease in cumulative LMEP benefits reflects buildings coming off-line after completing their respective 12-year benefit schedule.
- The Workforce1 Career Center system served 32,682 jobseekers primarily online or over the phone. The Workforce1 Career Centers reopened for limited in-person appointments after Labor Day 2021. Workforce1 served slightly fewer customers but helped more job seekers connect to jobs when compared to the same period last year (5,226 compared to 5,115). Significantly more customers were enrolled in trainings due to Construction Site Safety and community healthcare worker trainings.
- After reaching over 10,500 Minority and Women-owned Business Enterprises certified at the end Fiscal 2021, the program certified and recertified 724 M/WBEs during the first four months of Fiscal 2022, bringing the total number of certified M/WBEs in the program to 10,656 by the end of the Fiscal 2022 four-month period, a 4.1 percent increase from the same point in the previous year.

### SERVICE 1 Help businesses start, operate and expand in New York City.

#### Goal 1a

Ensure that businesses and entrepreneurs have easy access to a variety of high quality support services.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Unique customers and businesses served	19,671	20,872	18,901	*	*	5,402	4,685
★ Unique businesses receiving financial awards (facilitated or disbursed)	977	4,572	1,424	570	570	NA	NA
★ Financial awards to businesses (facilitated or disbursed)	1,186	4,881	1,624	740	740	268	350
Dollar value of financial awards to businesses (facilitated or disbursed) (\$000)	\$76,152	\$122,896	\$83,333	*	*	\$16,526	\$110,653
★ Number of businesses opened with assistance from SBS	529	359	179	↑	↑	54	47
Projected number of hires by businesses opened with assistance from SBS	4,355	3,312	1,702	*	*	423	397
Unique customers served by programs that help navigate government	5,176	2,688	2,711	*	*	1,217	919
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↑↓ Directional Target	* None			

**Goal 1b** Retain jobs and businesses in New York City by administering incentive programs for facility renovation and promoting retention of NYC businesses and relocation of businesses to NYC.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Value of Energy Cost Savings Program savings for businesses (\$000)	\$816	\$1,276	\$822	*	*	\$266	\$75
Number of jobs retained by Energy Cost Savings Program (ECSP) for approved businesses	2,446	3,191	2,118	*	*	1,068	416
Value of Lower Manhattan Energy Program (LMEP) savings for active commercial tenants (cumulative) (\$000)	\$5,069	\$4,893	\$4,573	*	*	\$2,324	\$2,483
Commercial tenants active in Lower Manhattan Energy Program	321	276	296	*	*	NA	NA
Number of businesses approved for Energy Cost Savings Program benefits	56	58	47	*	*	16	19
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⇅ Directional Target   * None							

**SERVICE 2 Match businesses in need of workers with qualified applicants.**

**Goal 2a** Ensure that businesses have timely access to qualified job applicants.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Workforce1 systemwide job placements and promotions	27,367	26,204	18,889	25,000	25,000	5,115	5,226
Number of jobseekers registered through the Workforce1 Career Center system for the first time	52,028	44,208	30,519	*	*	9,256	9,600
Walk-in traffic at Workforce1 Centers	260,219	240,175	250,163	*	*	84,436	76,391
Customers enrolled in training	2,195	2,123	8,764	*	*	1,185	1,694
Unique customers served	100,677	93,944	79,438	*	*	36,731	32,682
★ Businesses awarded funding for employer-based training	30	12	10	*	*	2	6
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⇅ Directional Target   * None							

**SERVICE 3 Provide financial support and technical assistance for New York City's commercial districts throughout the five boroughs.**

**Goal 3a** Strengthen and expand New York City's Business Improvement District (BID) program and other local economic development organizations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ City block faces receiving supplemental sanitation services through BIDs	4,108	4,325	4,325	3,800	3,800	4,325	4,325
★ Average acceptably clean BID sidewalk ratings (%)	NA	98.2%	95.5%	97.0%	97.0%	94.1%	69.4%
Value of AvenueNYC local development corporations funding (\$000,000)	\$1.71	\$1.30	\$1.24	*	*	NA	NA
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⇅ Directional Target   * None							

**SERVICE 4 Help minority and women-owned businesses identify and compete for City contracts.**

**Goal 4a** Increase the number of Minority and Women-owned Business Enterprises (MWBES) that obtain City contracts.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Total Minority and Women-owned Business Enterprises certified	9,063	10,034	10,665	10,700	10,800	10,234	10,656
★ ● Minority and Women-owned Business Enterprises awarded City contracts	1,528	1,539	1,416	1,223	1,223	NA	NA
★ M/WBES awarded City contracts after receiving procurement and capacity building assistance	1,022	1,056	1,025	891	891	NA	NA
★ Annual Minority and Women-owned Business Enterprise recertification rate (%)	101.0%	62.6%	66.7%	60.0%	60.0%	NA	NA
Newly certified and recertified businesses in M/WBE Program	3,281	2,436	2,239	*	*	862	724
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⇅ Directional Target   * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Customer Experience	NA	97	NA	*	*	NA	NA
CORE customer experience rating (0-100)	NA	97	NA	*	*	NA	NA
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
Completed customer requests for interpretation	8,251	4,133	5,465	*	*	1,971	2,617
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⇅ Directional Target    * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$244.5	\$340.1	\$227.0	\$397.7	\$557.8	\$178.6	\$107.5	\$173.5
Revenues (\$000,000)	\$30.4	\$0.2	\$0.2	\$0.2	\$0.2	\$0.2	\$0.1	\$0.1
Personnel	307	309	277	361	343	330	301	270
Overtime paid (\$000)	\$53	\$205	\$80	\$65	\$65	\$65	\$7	\$35
Human services contract budget (\$000,000)	\$31.9	\$33.5	\$36.6	\$25.7	\$39.3	\$26.2	\$3.7	\$0.4
<sup>1</sup> February 2022 Financial Plan. <sup>2</sup> Expenditures include all funds    "NA" - Not Available								

## SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$26.0	\$30.7	
001 - Department of Business	\$16.3	\$19.2	All
004 - Contract Compliance and Bus. Opportunity	\$4.1	\$4.2	1a, 1b, 2a, 4a
010 - Workforce Investment Act	\$5.6	\$7.3	1a, 4a
Other Than Personal Services - Total	\$201.0	\$527.1	
002 - Department of Business	\$25.0	\$179.4	All
005 - Contract Compliance and Bus. Opportunity	\$2.0	\$7.4	1a, 1b, 2a, 4a
006 - Economic Development Corporation	\$69.4	\$199.6	Refer to table in EDC chapter
011 - Workforce Investment Act	\$62.5	\$73.2	1a, 4a
012 - Trust for Gov.'s Island and NYC & Co.	\$42.1	\$67.7	1b
Agency Total	\$227.0	\$557.8	
<sup>1</sup> Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds. <sup>2</sup> Includes all funds. <sup>3</sup> Refer to agency goals listed at front of chapter.    "NA" Not Available    * None			

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Due to capacity constraints related to COVID-19, a smaller number of blockfaces was included in the calculation for 'Average acceptably clean BID sidewalk ratings (%)' compared to previous reporting periods, contributing to lower scores.
- Previously published four-month Fiscal 2021 data for the indicators in Goal 1a were revised to reflect corrected data.
- Previously published Fiscal 2022 targets for 'Unique businesses receiving financial awards (facilitated or disbursed),' 'Financial awards to businesses (facilitated or disbursed)' and 'Total Minority and Women-owned Business Enterprises certified' were increased based on evaluation of historical performance.

## ADDITIONAL RESOURCES

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

# DEPARTMENT OF VETERANS' SERVICES



## WHAT WE DO

The Department of Veterans' Services (DVS) connects, mobilizes, and empowers New York City's Veteran community in order to foster purpose-driven lives for U.S. Military Service Members—past and present—in addition to their caregivers, survivors, and families. DVS works with City, state and federal agencies, as well as regional private and not-for-profit partners, to improve the lives of all New York City Veterans and those close to them. The Department ensures that homeless Veterans have permanent housing and access to the support services needed to find and maintain their homes; expands education and career opportunities for Veterans; and provides the human and technological infrastructure for Veterans and their families to gain citywide access to benefits, resources and care through the nation's leading coordinated service network.

## FOCUS ON EQUITY

DVS strives to connect with New York City Veterans regardless of discharge status and branch of service in the U.S. Armed Forces, including the Reserves and/or National Guard. DVS serves as a critical hub for Veterans' advancement by informing our Veteran community of resources that exist, serving as a bridge to those resources when needed, and occupying roles that the local government can uniquely fill when gaps in Veterans' services appear in the private, not-for-profit, federal and state realms. DVS recognizes and honors Veterans of all protected classes in the City of New York, as the diversity of our City informs and reflects the diversity of our Veteran community. Further, the Department serves family members, caregivers and survivors, recognizing their essential role in Veteran health and well-being.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Provide supportive services to Veterans and their families.**

Goal 1a Mitigate and prevent homelessness for Veterans.

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### **SERVICE 2 Assist Veterans and their families with accessing eligible resources.**

Goal 2a Ensure Veterans have information about and are connected with appropriate resources.



## HOW WE PERFORMED

- In the first 4 months of the fiscal year 2022, DVS secured housing for 21 homeless Veterans through the Veteran Peer Coordinator (VPC) program. The program experienced a 44 percent decrease in the move-out rate as COVID-19 continues to impact apartment viewings and other in-person activities. VPCs continue to engage Veterans, community partners, and other agencies to work towards ending Veteran homelessness via a combination of in-person and remote engagements. The general process is delayed due to limited in-person engagements by our VPCS and collaborating partners. Homelessness prevention and aftercare assistance also experienced a decrease of 21 percent during the same period. This metric is strongly correlated to the move-outs figures of the previous fiscal year, which also decreased significantly since Fiscal 2020. Both metrics have been affected by a decrease in staffing numbers at partner organizations and other agencies, causing processing delays across the board.
- In the first four months of fiscal year 2022, DVS continued offering remote services for Veterans and their families; with the continuation of the Mission: VetCheck initiative, DVS kept making phone calls to Veterans and Veteran households that otherwise would be unaware of or able to access services or resources. The team successfully engaged and interacted with 3,397 Veterans and Veteran family members and yielded 126 referrals for DVS assistance as a result of the Mission: VetCheck calls. DVS' Care Coordination Unit continued to respond to assistance requests, make referrals and deliver case management as needed via the VetConnectNYC platform to 178 clients comprising over 430 unique Service Episodes. During the same period, 64 percent of the Service Episodes resulted in a connection to resources, services and/or care. DVS' Claims Unit also continued to act as a conduit to Veterans gaining access to their U.S. Department of Veterans Affairs benefits. There were 70 claims submitted in the first four months of Fiscal 2022. Those benefits include, but are not limited to, service-connected compensation, non-service-connected pension, survivors' pension, and education benefits.

### SERVICE 1 Provide supportive services to Veterans and their families.

#### Goal 1a Mitigate and prevent homelessness for Veterans.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Homeless Veterans and their families who received housing through DVS Veteran Peer Coordinator program	158	184	117	*	*	38	21
★ Veterans and their families receiving homelessness prevention and aftercare assistance from DVS	438	455	617	*	*	147	105
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    * None							

### SERVICE 2 Assist Veterans and their families with accessing eligible resources.

#### Goal 2a Ensure Veterans have information about and are connected with appropriate resources.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Veterans and their families given assistance to access resources and services	3,087	2,715	8,572	*	*	2,786	430
Veterans and their families connected to resources and services	NA	NA	NA	*	*	NA	64%
Veterans and their families served	NA	NA	NA	*	*	NA	343
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$4.1	\$5.0	\$5.4	\$6.2	\$6.0	\$6.1	\$1.7	\$1.7
Personnel	38	41	39	44	41	40	40	39
Overtime paid (\$000)	\$29	\$25	\$5	\$0	\$32	\$0	\$2	\$2

<sup>1</sup>February 2022 Financial Plan.      <sup>2</sup>Expenditures include all funds      "NA" - Not Available

## SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$3.8	\$3.9	All
002 - Other Than Personal Services	\$1.6	\$2.1	All
Agency Total	\$5.4	\$6.0	

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

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- 'Veterans and their families engaged by DVS' was retired.
- New indicator 'Veterans and their families served' and 'Veterans and their families connected to resources and services' were added to Goal 2a, and therefore prior fiscal year actuals and 4 month actuals are represented as 'NA' or Not Available.
- 'Veterans and their families receiving homelessness prevention assistance from DVS' is now 'Veterans and their families receiving homelessness prevention and aftercare assistance from DVS.'

## ADDITIONAL RESOURCES


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


# Infrastructure and Sustainability



# Infrastructure and Sustainability

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# DEPARTMENT OF ENVIRONMENTAL PROTECTION



## WHAT WE DO

The Department of Environmental Protection (DEP) protects public health and the environment by supplying clean drinking water, collecting and treating wastewater, and reducing air, noise and hazardous materials pollution. The Department manages the City's water supply, which provides more than one billion gallons of high quality drinking water daily to more than half the population of New York State. It builds and maintains the City's water distribution network, fire hydrants, storm and sanitary sewage collection systems and Bluebelt and green infrastructure systems, and manages 14 in-City water resource recovery facilities as well as seven water resource recovery facilities in the upstate watershed. DEP also implements federal Clean Water Act rules and regulations, handles hazardous materials emergencies and toxic site remediation, oversees asbestos monitoring and removal, enforces the City's air and noise codes, bills and collects on approximately 836,000 water and sewer accounts and manages citywide water conservation programs.

## FOCUS ON EQUITY

The Department of Environmental Protection (DEP) has the critical mission to enrich the environment and protect public health for all New Yorkers by providing high quality drinking water, managing wastewater and stormwater, and reducing air, noise, and hazardous materials pollution. Most of DEP's operations and capital projects are funded from revenues collected through water bills. While water billing rates in New York City are less than the national average, some property owners have difficulty paying, and so DEP has implemented a series of programs to provide assistance to vulnerable customers. Single-family homeowners may qualify for the Home Water Assistance Program (HWAP) based upon their income. A Multifamily Water Assistance Program (MWAP) provides a bill credit to apartment owners who agree to conserve water and keep rents affordable. Customers who are delinquent can enter into payment agreements to resolve their debt over 10 years without penalty. An amnesty program forgives charges that are attributable to water leaks that are promptly fixed. During Fiscal Year 2022, the bill credit programs provide assistance to almost 90,000 households.

# OUR SERVICES AND GOALS

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## **SERVICE 1 Ensure the sufficiency, quality and security of the City's drinking water supply.**

- Goal 1a Comply with all federal and State drinking water quality standards.
  - Goal 1b Assure the integrity of the drinking water supply and distribution systems.
- 

## **SERVICE 2 Maintain the City's water delivery and sewer collection systems.**

- Goal 2a Resolve emergencies and perform preventive maintenance and required repairs to the water distribution and wastewater collection systems in a timely manner.
- 

## **SERVICE 3 Treat wastewater and sewage to protect water quality in the receiving waters surrounding the City.**

- Goal 3a Maintain high levels of compliance with federal and State treatment standards for wastewater and sewage entering receiving waters.
- 

## **SERVICE 4 Bill and collect revenue for water and sewer usage.**

- Goal 4a Ensure that customer billing is accurate, transparent and fair.
  - Goal 4b Meet revenue targets established by the NYC Water Board.
- 

## **SERVICE 5 Enforce City laws relating to air pollution, noise pollution and hazardous materials.**

- Goal 5a Investigate complaints in a timely manner.

## HOW WE PERFORMED

- Hurricane Ida shattered the record for the most single-hour rainfall in our city flooding streets, subways, and homes. This intense rainfall significantly contributed to increases in sewer back ups, street cave-in complaints, and catch basins complaints as well as to increases in the response times to those complaints. To address future flooding, DEP is increasing the frequency of catch basin inspections in commercial areas and using technology such as tablets to streamline the catch basin inspecting and cleaning process. DEP is also adding 50 acres of porous pavement in the East Bronx and accelerating green infrastructure projects citywide.
- The number of water main breaks has remained at the same historically low level as during the same period last year. DEP completed water main break repairs with minimal disruption to consumers, as evidenced by a 10 percent decrease in time to restore water, from 6.3 hours to 5.5 hours.
- The continued focus on hydrant repairs resulted in the reduction of broken and inoperative hydrants from 0.28 percent to 0.18 percent of hydrants.
- DEP has assigned air and noise inspectors to support COVID-19 inspection responses, including business inspections as part of the Key2NYC program. This temporary reassignment led to an increase in the time to respond to and close air and noise complaints; however, the average time to respond and close are still well within our targeted service levels.
- DEP has observed an increase in accounts receivables over the last few years due to a combination of factors including, but not limited to, the NYS prohibition on outstanding debt enforcement during the pandemic, the City's decision to not sell water liens in 2020 and 2021 and a suspension of robocalls and the mailing of delinquency notice due to the global pandemic. The increased costs and reduced economic activity due to the global pandemic have also negatively impacted the ability of some customers to pay their water and sewer charges when due.
- Pandemic related constraints limited DEP's ability to address staff shortages during the months leading up to and immediately following the launch of three critical DEP operational components: a new billing system, customer bill, and online customer interface. Operating with a depleted call center staff to answer much higher than normal call volumes led to a decrease in the percent of calls answered within 30 seconds.

### SERVICE 1 Ensure the sufficiency, quality and security of the City's drinking water supply.

#### Goal 1a Comply with all federal and State drinking water quality standards.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Samples testing positive for coliform bacteria (%)	0.25%	0.14%	0.51%	*	*	0.69%	0.57%
★ In-City samples meeting water quality standards for coliform bacteria (%)	100%	100%	100%	100%	100%	100%	100%
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

#### Goal 1b Assure the integrity of the drinking water supply and distribution systems.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Water supply - Critical equipment out of service (%)	0.4%	0.4%	0.3%	*	*	0.4%	0.4%
★ Facility security checks	312,500	308,235	329,660	275,000	275,000	107,695	100,970
Overall enforcement activity	1,328	1,159	1,422	*	*	784	319
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

## SERVICE 2 Maintain the City's water delivery and sewer collection systems.

### Goal 2a

Resolve emergencies and perform preventive maintenance and required repairs to the water distribution and wastewater collection systems in a timely manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Sewer backup complaints received	11,965	10,767	11,752	*	*	4,825	10,260
Sewer backup complaints resolved - Confirmed (on City infrastructure)	2,177	2,051	1,983	*	*	668	2,682
– Unconfirmed (not on City infrastructure or unfounded)	9,796	8,705	9,772	*	*	4,170	7,580
★ Sewer backup resolution time (hours)	3.6	3.1	2.7	7.0	7.0	2.9	23.4
Street segments with confirmed sewer backup in the last 12 months (% of total segments)	0.9%	0.9%	0.9%	*	*	0.9%	1.8%
★ Street segments with recurring confirmed sewer backups in the last 12 months (% of total segments)	0.3%	0.2%	0.2%	0.6%	0.6%	0.2%	0.4%
Street cave-in complaints received	3,769	3,098	2,839	*	*	1,255	1,758
Average time to respond to street cave-in complaints and make safe (days)	1.9	1.2	0.7	*	*	0.8	1.0
Water main breaks	459	370	446	*	*	81	66
Water main breaks per 100 miles of main in the last 12 months	6.6	5.3	6.4	*	*	5.3	6.1
★ Average time to restore water to customers after confirming breaks (hours)	4.7	4.9	4.1	6.0	6.0	6.3	5.5
★ Broken and inoperative hydrants (%)	0.46%	0.38%	0.28%	1.00%	1.00%	0.28%	0.18%
★ Average time to repair or replace high-priority broken or inoperative hydrants (days)	2.5	2.3	2.5	5.0	5.0	2.2	2.5
Catch basin complaints received	10,662	6,613	7,241	*	*	3,250	6,668
★ Catch basin backup resolution time (days)	7.8	7.8	3.6	9.0	9.0	3.8	4.0
Catch basins surveyed/inspected (%)	103.4%	51.7%	29.8%	33.0%	33.0%	13.8%	6.8%
Catch basins cleaned	49,005	40,640	27,218	*	*	10,651	7,417
★ Backlog of catch basin repairs (% of system)	4.4%	2.8%	2.4%	1.0%	1.0%	2.4%	2.3%
Leak complaints received	3,791	3,194	3,348	*	*	971	991
★ Leak resolution time (days) (City infrastructure only)	8.4	9.1	7.9	12.0	12.0	6.1	4.8
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↕ Directional Target	* None			

## SERVICE 3 Treat wastewater and sewage to protect water quality in the receiving waters surrounding the City.

### Goal 3a

Maintain high levels of compliance with federal and State treatment standards for wastewater and sewage entering receiving waters.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Water resource recovery facility (WRRF) effluent meeting State Pollutant Discharge Elimination Standards (%)	99.6%	99.9%	99.8%	100.0%	100.0%	99.8%	99.8%
WRRFs - Critical equipment out-of-service (% below minimum)	1.0%	1.6%	1.7%	5.0%	5.0%	1.4%	1.0%
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↕ Directional Target	* None			



## SERVICE 4 Bill and collect revenue for water and sewer usage.

**Goal 4a** Ensure that customer billing is accurate, transparent and fair.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Estimated bills (%)	2.8%	2.4%	2.8%	4.0%	4.0%	2.7%	2.0%
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↕ Directional Target	* None			

**Goal 4b** Meet revenue targets established by the NYC Water Board.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Total revenue collected (\$000,000)	\$3,824.8	\$3,800.0	\$3,575.0	\$3,726.0	\$3,726.0	\$1,710.0	\$1,692.0
★ Total revenue as percent of target (%)	101.4%	99.6%	107.8%	100.0%	100.0%	109.3%	100.6%
Accounts receivable - Total balance (\$000,000)	\$1,741	\$1,810	\$1,997	*	*	\$1,061	\$1,249
Billed amount collected in 30 days (%)	62.0%	61.1%	56.2%	*	*	54.4%	53.9%
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↕ Directional Target	* None			

## SERVICE 5 Enforce City laws relating to air pollution, noise pollution and hazardous materials.

**Goal 5a** Investigate complaints in a timely manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Air complaints received	8,295	7,789	6,922	*	*	2,267	3,647
★ Average days to close air quality complaints	3.9	2.9	3.0	7.0	7.0	2.6	3.1
Air complaints responded to within seven days (%)	99%	100%	99%	88%	88%	100%	99%
Noise complaints received	61,967	46,956	45,961	*	*	15,663	14,597
★ Average days to close noise complaints	4.1	3.2	3.2	7.0	7.0	2.8	4.9
Noise complaints not requiring access to premises responded to within seven days (%)	99%	100%	100%	88%	88%	100%	99%
Asbestos complaints received	1,902	1,019	1,101	*	*	346	310
★ Average days to close asbestos complaints	0.91	0.65	0.79	1.00	1.00	0.54	0.53
Asbestos complaints responded to within three hours (%)	100%	100%	100%	100%	100%	100%	100%
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↕ Directional Target	* None			

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Total violations issued	21,394	19,839	20,478	*	*	5,531	6,491
Violations admitted to or upheld at the Environmental Control Board (%)	90.0%	89.0%	84.4%	*	*	81.8%	86.3%
Workplace injuries reported	158	40	29	*	*	14	9
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↕ Directional Target	* None			

# AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Customer Experience							
E-mails responded to in 14 days (%)	100%	100%	100%	95%	95%	99%	93%
Letters responded to in 14 days (%)	99%	99%	100%	95%	95%	100%	95%
Calls answered in 30 seconds (%)	68%	84%	65%	76%	76%	92%	31%
Average customer in-person wait time (minutes)	4	3	2	5	5	NA	NA
Completed customer requests for interpretation	14,548	12,067	3,909	*	*	NA	NA
Visitors rating customer service at borough centers as good or better (%)	96.0%	97.0%	NA	90.0%	90.0%	NA	NA
CORE customer experience rating (0-100)	NA	99	100	90	90	NA	NA
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⬆️⬆️ Directional Target      * None							

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - Sewer Maintenance - Catch Basin Clogged/Flooding (6 days)	84%	90%	96%	85%	85%	97%	82%
Percent meeting time to first action - Sewer Maintenance - Sewer Backup (0.25 days)	91%	92%	95%	85%	85%	94%	62%
Percent meeting time to first action - Water Maintenance - Hydrant Running (2 days)	76%	89%	91%	85%	85%	94%	80%
Percent meeting time to first action - Water Maintenance - Hydrant Running Full (1 day)	77%	90%	89%	85%	85%	92%	74%
Percent meeting time to first action - Water Maintenance - Leak (0.7 days)	82%	87%	88%	85%	85%	88%	85%
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⬆️⬆️ Directional Target      * None							

# AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$1,433.0	\$1,382.8	\$1,410.3	\$1,530.2	\$1,591.1	\$1,479.7	\$579.0	\$626.4
Revenues (\$000,000) <sup>3</sup>	\$27.0	\$19.9	\$21.3	\$18.9	\$18.9	\$18.9	\$5.4	\$5.9
Personnel	6,195	6,105	5,833	6,429	6,509	6,578	5,990	5,800
Overtime paid (\$000,000)	\$48.8	\$50.5	\$43.3	\$44.5	\$46.7	\$44.6	\$12.3	\$17.0
Capital commitments (\$000,000)	\$2,031.5	\$1,029.4	\$1,758.2	\$3,068.3	\$2,336.5	\$2,737.5	\$182.1	\$122.6
<sup>1</sup> February 2022 Financial Plan. <sup>2</sup> Expenditures include all funds      "NA" - Not Available <sup>3</sup> DEP revenues shown here do not include any of the approximately \$1.5 billion the City receives annually from the NYC Water Board in reimbursement for operations & maintenance and in rent.								

## SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$600.3	\$628.1	
001 - Executive and Support	\$43.6	\$42.2	All
002 - Environmental Management	\$28.6	\$27.6	5a
003 - Water Supply and Wastewater Collection	\$225.1	\$242.9	1a, 1b, 2a, 3a, 5a
007 - Central Utility	\$84.7	\$88.9	1a, 4a, 4b
008 - Wastewater Treatment	\$218.3	\$226.5	2a, 3a
Other Than Personal Services - Total	\$809.9	\$963.0	
004 - Utility	\$699.3	\$776.0	1a, 1b, 2a, 3a, 5a
005 - Environmental Management	\$56.1	\$119.0	1a, 1b, 2a, 3a, 5a
006 - Executive and Support	\$54.5	\$67.9	All
Agency Total	\$1,410.3	\$1,591.1	

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

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The 'Collisions involving City vehicles' indicator has been moved to the Vehicle Fleets and Maintenance Additional Tables.

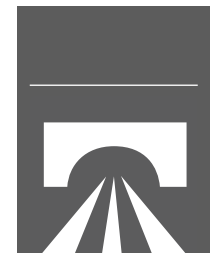
## ADDITIONAL RESOURCES

- Home Water Assistance Program:  
<https://www1.nyc.gov/site/dep/pay-my-bills/home-water-assistance-program.page>

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



# DEPARTMENT OF TRANSPORTATION



## WHAT WE DO

The Department of Transportation (DOT) is responsible for the condition and operation of 6,300 miles of streets, highways and public plazas, 796 bridges and tunnels and nine boats for the Staten Island Ferry program. DOT operates over 13,250 signalized intersections and over 315,000 street lights, and maintains over 350 million linear feet of markings on City streets and highways. Safety for everyone using the City's roads, bridges and ferries is the agency's top concern. To increase mobility, DOT manages the City's Bus Rapid Transit program, Select Bus Service, in partnership with the MTA; oversees the City's bike share system; and maintains over 1,316 miles of the cycling network, including over 140 miles of on-street protected bicycle lanes. DOT's infrastructure programs include bridge capital investment and life-cycle maintenance, roadway resurfacing and pothole repair, ferry boat and terminal upgrades and maintenance and street and sidewalk reconstruction. DOT focuses on delivering quality projects on time and under budget by developing and monitoring project plans and schedules. DOT also manages the Joint Traffic Management Center, pedestrian ramp and sidewalk repair and oversees the on-street parking meters system. DOT's alternative fuel program promotes cleaner vehicles using biodiesel, ethanol and electricity in both the public and private sectors.

## FOCUS ON EQUITY

DOT focuses on equitable service delivery through its maintenance of critical transportation infrastructure and commitments to safety and mobility for New Yorkers. This focus ensures DOT provides its services in an equitable manner, including roadway, bridge, and sidewalk maintenance, traffic planning and management, and ferry operations. DOT developed Vision Zero Borough Pedestrian Safety Action Plans by combining statistical data collected from traffic crashes with community feedback gathered at safety workshops held across the five boroughs and comments received through the interactive Vision Zero input map.

There are 145 miles of Select Bus Service routes, bringing fast and reliable service to residents living in transit-dependent neighborhoods, such as Tremont, the Bronx; Bedford– Stuyvesant, Brooklyn; Jamaica, Queens; and East Harlem, Manhattan. As part of its Better Buses Action Plan, DOT is implementing the same SBS priority measures on local bus segments identified as slow and unreliable. These measures include dedicated bus lanes, transit signal priority intersections, and accessible bus stops. Criteria for selecting segments include the prevalence of low-income and no vehicle households.

Over the years, DOT strengthened its community engagement through the Street Ambassador Program, engaging New Yorkers where they live, work, and socialize. Street Ambassadors attended over 700 engagements with the community, including mobile workshops, pre-project implementation outreach, and merchant surveys.

DOT's Mobility Management Program improves transportation opportunities for traditionally underserved communities by advancing equity and accessibility. The program offers various resources, such as staff training to ensure meaningful community engagement; contact information for community organizations and service providers; and neighborhood surveys, focusing on travel behavior.

DOT launched its Employee Resource Groups (ERGs) initiative to encourage employees to organize in order to celebrate cultural connections, advocate for professional development, and enhance morale in the workplace. ERGs are instrumental in helping DOT achieve its key objectives of workforce diversity, workplace inclusion, and community understanding. There are six active ERGs, including groups created around African American/Black, Women, Latinx, and LGBTQ issues.

DOT is committed to fostering an equitable and competitive business environment while ensuring procurements reflect the diversity of the City, including Minority and Women-owned Business Enterprises (M/WBE). Efforts include restructuring contracts, expanding its pre-qualification program for professional services, and partnering with other City agencies and professional groups to host meet-and-greet sessions for M/WBE vendors.

# OUR SERVICES AND GOALS

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## **SERVICE 1 Maintain the City's transportation infrastructure.**

- Goal 1a Manage the City's bridge inventory to achieve a high state of good repair.
  - Goal 1b Maintain a state of good repair for the City's streets, sidewalks and highways.
  - Goal 1c Ensure timely repairs of the City's street lights, traffic signs and signals.
- 

## **SERVICE 2 Provide a safe transportation network.**

- Goal 2a Improve safety for pedestrians, motorists and bus and bike riders.
  - Goal 2b Ensure passenger safety on the Staten Island Ferry.
- 

## **SERVICE 3 Design and build transportation alternatives.**

- Goal 3a Increase mobility and accessibility throughout the City.
- 

## **SERVICE 4 Design public space to facilitate livability.**

- Goal 4a Enhance quality of life through streetscape improvements.
- 

## **SERVICE 5 Deliver projects on time.**

- Goal 5a Complete capital bridge projects on schedule.

## HOW WE PERFORMED

- DOT repaired 36,190 potholes (arterials and local streets) in the first four months of Fiscal 2022, 33 percent more than in the same period last year. The average time to close a pothole work order increased from 2.0 days to 4.2 days between the Fiscal 2021 and Fiscal 2022 reporting periods, while pothole work orders increased by 15 percent. The changes correlate with a doubling of 311 complaints for pothole repairs compared to Fiscal 2021, coupled with staff shortages and fewer DOT crews available due to the ongoing pandemic. DOT resurfaced 573 lane miles (in-house), a 26 percent increase over last year. Due to recent budget changes, DOT increased its internal goal to 1,100 lane miles. Resurfacing prevents potholes, addresses existing potholes and frees crews to address locations in need of general roadway repairs.
- DOT inspectors completed 339,811 inspections (initial and post-audit), a slight decrease from last year, with the majority of inspections focused on street opening permits. DOT issued 13,240 summonses, 17 percent more than last year, largely due to inspectors returning to their usual violation issuances after being dedicated to outdoor dining inspections for the Open Restaurants program last year.
- Citywide traffic fatalities decreased from 106 to 105 between the Fiscal 2021 and Fiscal 2022 reporting periods. Traffic fatalities among motorists and passengers decreased from 53 to 49, and fatalities among bicyclists and pedestrians also decreased from 53 to 49. NYPD and DOT began categorizing fatalities for e-scooters and e-bikes in the new 'Other motorized' category beginning in Fiscal 2022.
- The number of annual Citi Bike memberships activated during the first four months of Fiscal 2022 saw a 13 percent increase compared to the same period last year. Citi Bike trips by all users (annual members and casual riders) rose sharply by 33 percent to almost 12.3 million. During the reporting period, Citi Bike installed 13 new stations in the Morris Heights, Mount Hope, Kingsbridge, and Bedford Park neighborhoods of the Bronx and added five new infill stations to help improve station density within the overall bike share system.
- By the end of October the City's bicycle network expanded to over 1,400 lane miles. DOT added 31.5 lane miles to the network during the reporting period, 16 percent ahead of last year's pace. The installation target is 50 total lane miles by the end of June 2022. To further add to the City's bike infrastructure, DOT installed 2,706 bike parking spaces in the first four months of Fiscal 2022, up from 202 in the comparable period last year. The low installations in Fiscal 2021 were due to less staffing available during the pandemic.
- Staten Island Ferry ridership rose to 3.9 million, a 61 percent increase over last year as more people travelled to and from work as office buildings and businesses reopened and tourism began to return.

## SERVICE 1 Maintain the City's transportation infrastructure.

**Goal 1a** Manage the City's bridge inventory to achieve a high state of good repair.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Bridges rated - Good or very good (%) (calendar year)	NA	NA	NA	40.7%	40.7%	NA	NA
- Fair (%)	NA	NA	NA	*	*	NA	NA
- Poor (%)	NA	NA	NA	*	*	NA	NA

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

**Goal 1b** Maintain a state of good repair for the City's streets, sidewalks and highways.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Streets maintained with a pavement rating of - Good (%)	71.6%	71.8%	73.6%	71.0%	71.0%	NA	NA
- Fair (%)	27.8%	27.6%	25.8%	*	*	NA	NA
- Poor (%)	0.6%	0.6%	0.6%	*	*	NA	NA
★ Average time to close a pothole work order where repair was done (calendar days)	3.2	1.7	4.1	5.0	5.0	2.0	4.2
Pothole work orders	42,960	38,151	32,857	*	*	7,162	8,253
Potholes repaired - Arterial highway system	32,301	16,226	30,317	*	*	1,373	2,428
- Local streets	196,038	157,102	146,622	*	*	25,892	33,762
Lane miles resurfaced citywide (in-house)	1,324.0	1,092.7	918.3	*	*	455.2	572.6
Average cost per lane mile resurfaced citywide (\$)	\$158,620	\$176,839	\$209,663	*	*	NA	NA
Average in-house cost of asphalt per ton (\$)	\$48.75	\$54.71	\$55.30	*	*	NA	NA
Average vendor cost of asphalt per ton (\$)	\$66.52	\$63.25	\$61.34	*	*	NA	NA
Construction permits issued	686,703	617,140	553,821	*	*	193,103	188,053
Inspections of permitted street work	546,906	601,731	605,887	*	*	209,160	210,890
- Permitted jobs passing inspection (%)	68%	70%	70%	75%	75%	70%	72%
Post-audit inspections for completed street work	303,100	380,814	352,467	*	*	133,177	128,921
- Completed street work that passed inspection (%)	68%	69%	71%	*	*	72%	74%
Adopt-A-Highway adoption rate (%)	84.3%	84.4%	82.5%	75.0%	75.0%	83.8%	82.4%
Adopted highway miles that receive a service rating of good (%)	93.3%	97.6%	95.5%	*	*	95.5%	97.1%
★ Parking meters that are operable (%)	99.2%	99.7%	99.5%	98.0%	98.0%	99.3%	97.5%
Total violations issued	50,315	39,828	32,284	*	*	11,310	13,240
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	92.0%	89.0%	89.0%	*	*	84.0%	89.0%
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

**Goal 1c** Ensure timely repairs of the City's street lights, traffic signs and signals.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Average time to respond to high priority traffic signal defect and make safe (hours:minutes)	1:36	1:35	1:49	2:00	2:00	1:47	1:54
★ Average time to repair priority regulatory signs after notification (business days)	1.7	1.5	1.4	3.0	3.0	1.3	1.4
Average time to repair street lights - by DOT (calendar days)	2.7	2.9	3.0	*	*	2.7	3.3
Average time to repair street lights - by ConEd (calendar days)	14.0	15.6	15.1	*	*	14.4	15.5
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							



## SERVICE 2 Provide a safe transportation network.

### Goal 2a

Improve safety for pedestrians, motorists and bus and bike riders.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ ● Citywide traffic fatalities	218	211	275	↓	↓	106	105
– Bicyclists/pedestrians	137	129	148	*	*	53	49
– Motorists/passengers	81	82	122	*	*	53	49
– Other motorized	NA	NA	5	*	*	0	7
★ Speed reducers installed	318	112	104	250	250	5	112
★ Pavement safety markings installed (000,000) (linear feet)	43.0	54.2	53.0	↑	↑	26.6	24.1
Intersections with accessible pedestrian signals installed	112	222	211	75	75	66	56
★ Injury crashes	45,131	37,325	35,770	↓	↓	13,136	14,225
Leading Pedestrian Intervals (LPIs) installed	1,123	842	256	*	*	69	270
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ↑↓ Directional Target   * None							

### Goal 2b

Ensure passenger safety on the Staten Island Ferry.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Staten Island Ferry - Customer accident injury rate (per million passengers)	1.46	1.58	1.39	1.34	1.34	1.16	2.58
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ↑↓ Directional Target   * None							

## SERVICE 3 Design and build transportation alternatives.

### Goal 3a

Increase mobility and accessibility throughout the City.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Staten Island Ferry - Trips that are on time (%)	94.3%	96.6%	97.7%	90.0%	90.0%	99.0%	96.3%
– Ridership (000)	25,223	15,865	7,561	*	*	2,423	3,902
– Average cost per passenger per trip (\$)	\$5.42	\$8.95	\$17.75	*	*	NA	NA
Private ferry service - Total ridership (000)	16,413	12,693	5,813	*	*	2,427	3,953
– Number of permanent routes	28	31	25	*	*	31	20
Citi Bike annual membership	154,830	185,997	172,610	*	*	77,936	88,097
– Trips (000)	19,106	19,050	23,080	*	*	9,200	12,250
Bicycle lane miles installed - Total	67.5	82.4	65.3	50.0	50.0	27.2	31.5
– Bicycle lane miles installed – Protected	20.2	21.0	29.2	*	*	12.8	10.3
★ NYC adults who bike regularly (annual) (calendar year)	787,000	796,000	774,000	↑	↑	NA	NA
Select Bus Service ridership (000) (annual)	92,422	114,536	35,711	*	*	NA	NA
– Route miles (cumulative)	131	145	145	*	*	NA	NA
Average travel speed (miles per hour) - Manhattan Central Business District	7.0	8.7	9.8	*	*	NA	NA
Bike parking spaces added (each year)	3,284	1,250	4,350	10,000	10,000	202	2,706
Existing corners upgraded (cumulative)	9,529	18,578	26,400	35,000	*	22,156	28,031
New corners installed (cumulative)	1,011	1,497	4,290	914	*	1,711	2,083
Crossing points with pedestrian ramps installed (%)	98.7%	98.7%	98.7%	*	*	NA	NA
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ↑↓ Directional Target   * None							

## SERVICE 4 Design public space to facilitate livability.

**Goal 4a** Enhance quality of life through streetscape improvements.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Pedestrian volume index	103.6	NA	57.9	*	*	NA	NA
Pedestrian space installed (square feet)	443,518	273,000	448,691	*	*	NA	NA
Existing newsstands converted to new model (%)	98.4%	98.7%	98.7%	*	*	98.7%	98.7%
WalkNYC Wayfinding elements installed	46	56	30	*	*	1	3
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⇅ Directional Target   * None							

## SERVICE 5 Deliver projects on time.

**Goal 5a** Complete capital bridge projects on schedule.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Bridge projects (structural work) substantially completed on schedule (%)	100%	100%	100%	100%	100%	NA	NA
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⇅ Directional Target   * None							

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Cases commenced against the City in state and federal court	2,299	1,944	2,331	*	*	708	612
Payout (\$000)	\$79,990	\$93,667	\$93,418	*	*	\$22,679	\$43,054
Workplace injuries reported	506	440	552	*	*	215	204
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⇅ Directional Target   * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Customer Experience							
E-mails responded to in 14 days (%)	99%	99%	98%	95%	95%	98%	99%
Letters responded to in 14 days (%)	97%	97%	96%	95%	95%	98%	97%
Calls answered in 30 seconds (%)	54%	88%	90%	*	*	97%	NA
Average customer in-person wait time (minutes)	3:58	5:46	0:00	*	*	0:00	0:00
Requests for language interpretations and translations received	1,396	1,161	938	*	*	181	88
CORE customer experience rating (0-100)	NA	99	NA	95	95	NA	NA
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⇅ Directional Target   * None							

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Response to 311 Service Requests (SRs)							
Percent meeting time to close - Street Condition - Pothole (30 days)	100%	100%	99%	98%	98%	100%	100%
Percent meeting time to first action - Street Light Condition - Street Light Out (10 days)	99%	97%	99%	98%	98%	99%	99%
Percent meeting time to first action - Traffic Signal Condition - Controller (0.1 days)	75%	78%	76%	80%	80%	74%	74%
Percent meeting time to first action - Street Condition - Failed Street Repair (10 days)	90%	89%	82%	85%	85%	93%	100%
Percent meeting time to close - Broken Parking Meter - No Receipt (21 days)	100%	100%	100%	90%	90%	100%	100%
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⇅ Directional Target   * None							

# AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$1,040.4	\$1,094.1	\$1,142.2	\$1,265.8	\$1,314.6	\$1,329.2	\$522.8	\$582.0
Revenues (\$000,000)	\$454.9	\$404.1	\$386.7	\$448.0	\$445.5	\$455.2	\$92.2	\$106.2
Personnel	5,704	5,817	5,559	5,981	6,001	6,021	5,636	5,596
Overtime paid (\$000,000)	\$66.1	\$62.0	\$63.2	\$51.4	\$59.5	\$52.2	\$18.3	\$21.7
Capital commitments (\$000,000)	\$1,209.7	\$702.1	\$660.3	\$2,436.3	\$2,111.3	\$2,474.9	\$66.1	\$321.7
<sup>1</sup> February 2022 Financial Plan. <sup>2</sup> Expenditures include all funds      "NA" - Not Available								

## SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$540.3	\$568.9	
001 - Exec. Admin. and Planning Management	\$71.2	\$65.0	All
002 - Highway Operations	\$202.5	\$211.3	1b, 2a, 3a, 4a
003 - Transit Operations	\$66.2	\$70.5	2a, 2b, 3a, 4a
004 - Traffic Operations	\$120.4	\$138.7	1b, 1c, 3a, 4a
006 - Bureau of Bridges	\$80.0	\$83.4	1a, 5a
Other Than Personal Services - Total	\$601.9	\$745.7	
007 - Bureau of Bridges	\$23.2	\$32.7	1a, 5a
011 - Executive and Administration	\$84.1	\$90.2	All
012 - Highway Operations	\$116.0	\$127.2	1b, 2a, 3a, 4a
013 - Transit Operations	\$41.9	\$52.3	2a, 2b, 3a, 4a
014 - Traffic Operations	\$336.7	\$443.3	1b, 1c, 3a, 4a
Agency Total	\$1,142.2	\$1,314.6	
<sup>1</sup> Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds. <sup>2</sup> Includes all funds. <sup>3</sup> Refer to agency goals listed at front of chapter.      "NA" Not Available      * None			

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Data for the three metrics reporting on the average cost of asphalt and roadway resurfacing, which was not available when the Fiscal 2021 Mayor’s Management Report was published, has been added.
- The indicator name for ‘speed humps installed’ has been changed to ‘speed reducers installed.’
- The indicators ‘existing corners upgraded (cumulative)’ and ‘new corners installed (cumulative)’ have been added.
- Traffic fatalities for e-scooters and e-bikes were previously reported in the “Motorists/passengers” category and are now included in the “Other motorized” category.
- The indicator ‘WalkNYC Wayfinding elements installed’ is now included in Service 4: Design public space to facilitate livability. The indicator is more closely related to streetscape improvements than mobility and accessibility (Service 3), where it previously was reported.

## ADDITIONAL RESOURCES

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

# DEPARTMENT OF BUILDINGS



## WHAT WE DO

The Department of Buildings (DOB) regulates the safe and lawful use of more than 1,000,000 buildings and over 40,000 active construction sites under its jurisdiction by enforcing laws, including the City's Construction Codes, Zoning Resolution and Energy Code, as well as the New York State Multiple Dwelling Law. The Department enforces compliance with these regulations and promotes public safety through its review and approval of building plans, permitting and licensing functions, and inspections.

## FOCUS ON EQUITY

The Department of Buildings (DOB) is committed to efficient, impartial and effective service delivery and protection for all New Yorkers—tenants and owners alike—especially as DOB migrates more of its public-facing interactions online. Guided by the Building One City plan, the Department continues its rollout of DOB NOW, the Department's transformative initiative to replace a three-decades-old mainframe system and increase transparency of agency operations, ease business interactions with the agency, promote the highest standards of integrity internally and within the industry, and develop a data-driven approach to disciplining bad actors.

DOB is fully committed to protecting the public's long-term safety in the face of climate change. With the passage of the 2020 NYC Energy Conservation Code, and the continued implementation of significant parts of the NYC Green New Deal and OneNYC 2050 plan, including Local Law 97 of 2019, which seeks to reduce greenhouse gas emissions from buildings, the Department is focused on assisting owners in making their buildings more sustainable.

The key to success is DOB's effort to recruit a diverse and inclusive workforce reflective of the City's population, grounded in providing services in a fair and equitable manner to all members of the public. In the beginning of Fiscal 2022, as the city's workforce began returning to the office, the Department ensured all Return to Office procedures and policies were implemented fairly and equitably. DOB also refocused its approach to M/WBE participation by continuing to collaborate with the Mayor's Office on all its upcoming procurement initiatives in Fiscal 2022 to provide more opportunities and to expand its outreach to the M/WBE market. DOB's recruitment efforts continue to focus on best practices on diversity and inclusion. The Department will continue to implement best practices and promote equity throughout the workforce throughout the upcoming fiscal year.

# OUR SERVICES AND GOALS

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## **SERVICE 1 Facilitate safe and compliant development.**

- Goal 1a Improve processing efficiency.
- Goal 1b Promptly review initial construction plans.
- Goal 1c Promptly schedule development inspections.

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## **SERVICE 2 Ensure the safe and lawful use of buildings and properties by enforcing the Building Code and the Zoning Resolution.**

- Goal 2a Promptly address complaints.
- Goal 2b Rigorously enforce building and zoning laws.
- Goal 2c Prevent construction-related fatalities and injuries.

## HOW WE PERFORMED

- In the first four months of Fiscal 2022, job filings increased, including 4,027 Building Information Systems (BIS) filings and 44,348 DOB NOW filings. The number of completed plan reviews for total BIS and DOB NOW filings increased by 29 percent from 36,945 to 47,525, including 3,317 BIS completed plan reviews, and 44,208 DOB NOW completed plan reviews. Filings and plan reviews are expected to continue increasing via DOB NOW as volume shifts to that system from BIS.
- In Fiscal 2022, new building and major renovation filings at Borough Offices, along with amendments to prior filings, were very low in volume compared to the same period the prior year. This is reflective of the Department's transition from BIS to DOB NOW. There were 43 new building filings received through Borough Offices, and the average time to complete first plan reviews for new buildings at the Borough Offices increased by five days to nine days. There were 67 major renovation filings received through Borough Offices, and the average time to complete first plan review increased from 6.4 to 18.9 days. For jobs filed through the Hub, average plan review times for new buildings rose from 5.6 to 6.1 days, and for major renovations increased from 6.6 to 10.5 days. Average plan review times for minor renovations at the Borough Offices rose from 2.4 to 2.5 days, and rose from 0.8 to 1.2 days for the Hub. For filings processed through DOB NOW, the average time to complete first plan reviews for new buildings was seven days, for major renovations was six days, and for minor renovations was three days.
- In response to the COVID-19 pandemic, the Department moved the majority of its customer services online. As a result, there were 26,266 walk-in customers during these four months of Fiscal 2021. This is a six percent reduction from the same period in the prior year. Prior to the pandemic, the Department had seen 230,205 walk-in customers recorded during this same period.
- The average wait time for a construction inspection lowered from 1.4 days to 1.2 days, while average wait times for plumbing inspections decreased from 3.7 to 2.4 days, and for electrical inspections decreased from 7.7 to 2.2 days. In the same period the prior year, the Department had committed inspectors to enforcement of COVID-19 construction ban and re-opening requirements, which contributed to increased wait times for plumbing and electrical inspections.
- The Department received 7,264 Priority A complaints during the first four months of Fiscal 2022, which is 4 percent greater than in the same period last year. The average time to respond to Priority A complaints decreased from 0.4 days to 0.3 days, with the target of one day or less being satisfied. The Department responded to 23,495 Priority B complaints during the reporting period, down from 26,024 during the same period the prior year. The average time to respond to Priority B complaints decreased from 14.3 days to 11.2. The Department expects average response times to B complaints to remain below its 40-day target.
- The Department completed 51,980 construction inspections compared to 49,535 in the same Fiscal 2021 period. The Department issued 27,175 OATH/Environmental Control Board violations (34 percent more than a year ago). Of the violations heard, 79.5 percent were upheld, which is down roughly one half percent from the 79.9 percent upheld last year. DOB violations issued decreased to 17,362 from 23,441 in the same Fiscal 2021 period.
- Compared to Fiscal 201, construction-related accidents decreased from 197 to 160 and construction-related injuries decreased from 201 to 165, while fatalities decreased from four to one. The Department continues to implement Local Law 196 of 2017 that requires workers on the City's larger building construction sites to have specific hours of safety training. Through October 2021, Department-approved course providers issued over 123,000 Site Safety Training Cards. Efforts to raise safety awareness included direct outreach at job sites, distribution of outreach material in multiple languages, mailing permit holders and site safety professionals about training requirements, issuing public service notices, training over professionals during Local Law 196 information sessions, and social media engagement.

## SERVICE 1 Facilitate safe and compliant development.

### Goal 1a Improve processing efficiency.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Filings (DOB NOW)	24,415	58,309	88,472	*	*	23,736	44,348
Jobs filed (BIS)	81,809	45,428	31,865	*	*	17,074	4,027
★ Average customer in-person transaction time (minutes)	5	5	5	↓	↓	6	5
Average customer in-person wait time (minutes)	23	16	10	*	*	10	8
Work permits issued - Initial (DOB NOW)	20,299	38,652	57,786	*	*	17,626	30,113
Work permits issued - Renewals (DOB NOW)	10,433	16,273	27,239	*	*	6,393	11,455
Building permits issued - Initial (BIS)	93,676	46,524	30,298	*	*	13,495	5,033
Building permits issued - Renewals (BIS)	56,834	46,875	43,661	*	*	14,013	10,560
Certificates of Occupancy issued	6,197	4,049	5,194	*	*	1,286	1,352
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None							

### Goal 1b Promptly review initial construction plans.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
First plan reviews completed (BIS)	75,577	41,262	25,334	*	*	13,325	3,317
First plan reviews completed (DOB NOW)	24,398	57,619	87,059	*	*	23,620	44,208
★ Average days to complete first plan review (Borough offices) - New buildings	4.4	5.2	5.3	12.0	12.0	4.7	9.0
★ Average days to complete first plan review (Borough offices) - Major renovation (Alteration I)	5.0	5.4	6.8	10.0	10.0	6.4	18.9
Average days to complete first plan review (Borough offices) - Minor renovation (Alterations II and III)	1.3	2.7	2.7	4.0	4.0	2.4	2.5
Average days to complete first plan review (Hub projects) - New buildings	4.5	4.9	5.5	*	*	5.6	6.1
Average days to complete first plan review (Hub projects) - Major renovation (Alteration I)	4.2	4.8	6.1	*	*	6.6	10.5
Average days to complete first plan review (Hub projects) - Minor renovation (Alterations II and III)	1.4	1.8	0.8	*	*	0.8	1.2
Average days to complete first plan review (DOB NOW)	0.6	1.0	2.4	*	*	1.6	2.8
★ Average days to complete first plan review (DOB NOW) - New buildings	NA	NA	9	↓	↓	0	7
★ Average days to complete first plan review (DOB NOW) - Major renovation	NA	NA	9	↓	↓	0	6
★ Average days to complete first plan review (DOB NOW) - Minor renovation	1	1	2	↓	↓	2	3
Average days from filing to approval (DOB NOW)	45.6	8.3	11.2	*	*	11.4	13.6
Permitted jobs professionally certified (%)	58.1%	62.2%	58.0%	*	*	59.8%	58.2%
Permitted jobs professionally certified that were audited (%)	13.4%	11.9%	7.8%	*	*	9.9%	3.2%
Of eligible audited jobs, the percent of audits that resulted in revocation notices (%)	41.1%	44.2%	28.8%	*	*	28.7%	40.7%
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None							

### Goal 1c Promptly schedule development inspections.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Average days between construction inspection request and inspection	2.0	1.9	1.2	↓	↓	1.4	1.2
★ Average days between electrical inspection request and inspection	2.6	2.5	3.9	↓	↓	7.7	2.2
★ Average days between plumbing inspection request and inspection	2.4	2.5	2.9	↓	↓	3.7	2.4
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None							



## SERVICE 2 Ensure the safe and lawful use of buildings and properties by enforcing the Building Code and the Zoning Resolution.

### Goal 2a Promptly address complaints.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Priority A (emergency) complaints received	17,281	20,458	19,152	*	*	6,998	7,264
Priority B (nonemergency) complaints received	77,386	72,246	64,800	*	*	26,024	23,495
Priority A complaints responded to	16,737	20,054	18,822	*	*	6,889	7,084
Priority B complaints responded to	70,027	61,749	55,718	*	*	20,262	19,481
★ Average time to respond to Priority A complaints (days)	0.3	0.4	0.3	1.0	1.0	0.4	0.3
★ Average time to respond to Priority B complaints (days)	11.4	11.8	12.1	40.0	40.0	14.3	11.2
★ Residential illegal conversion complaints where access was obtained (%)	38.0%	41.9%	32.4%	44.0%	44.0%	30.8%	35.9%
– Access obtained and violations were written (%)	41.6%	34.4%	35.8%	*	*	41.6%	23.2%
Work without a permit complaints where access was obtained and violations were written (%)	29.3%	35.0%	43.0%	*	*	34.6%	38.1%
★ Critical Indicator    ● Equity Indicator    “NA” Not Available    ⬆️⬆️ Directional Target    * None							

### Goal 2b Rigorously enforce building and zoning laws.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Construction inspections completed	203,077	168,507	162,135	140,000	140,000	49,535	51,980
Construction inspections resulting in violations (%)	30.1%	28.8%	25.9%	*	*	27.5%	29.1%
DOB violations issued	80,874	96,969	65,411	*	*	23,441	17,362
Office of Administrative Trials and Hearings violations issued	89,964	80,155	72,966	*	*	20,263	27,175
★ Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	79.9%	72.6%	78.1%	80.0%	80.0%	79.9%	79.5%
★ Critical Indicator    ● Equity Indicator    “NA” Not Available    ⬆️⬆️ Directional Target    * None							

### Goal 2c Prevent construction-related fatalities and injuries.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Construction-related incidents	915	764	736	*	*	269	202
– Construction-related accidents	625	509	533	*	*	197	160
★ Construction-related injuries	646	534	540	⬇️	⬇️	201	165
★ – Construction-related fatalities	11	8	13	⬇️	⬇️	4	1
Incident inspections resulting in violations (%)	81.7%	87.4%	87.0%	*	*	84.0%	85.9%
★ Critical Indicator    ● Equity Indicator    “NA” Not Available    ⬆️⬆️ Directional Target    * None							

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Workplace injuries reported	10	16	17	*	*	5	5
★ Critical Indicator    ● Equity Indicator    “NA” Not Available    ⬆️⬆️ Directional Target    * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Customer Experience							
E-mails responded to in 14 days (%)	53%	51%	82%	57%	57%	86%	75%
Letters responded to in 14 days (%)	58%	86%	47%	57%	57%	57%	69%
Calls answered in 30 seconds (%)	68%	62%	64%	*	*	63%	71%
Completed customer requests for interpretation	122	77	85	*	*	NA	NA
CORE customer experience rating (0-100)	NA	99	98	85	85	NA	NA
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - Elevator - Defective/Not Working (60 days)	NA	NA	100%	50%	50%	100%	100%
Percent meeting time to first action - General Construction/Plumbing - Contrary/Beyond Approved Plans/Permits (60 days)	98%	98%	99%	72%	72%	100%	100%
Percent meeting time to first action - General Construction/Plumbing - Failure to Maintain (60 days)	63%	89%	97%	77%	77%	96%	99%
Percent meeting time to first action - Illegal Conversion of Residential Building/Space (60 days)	100%	89%	100%	57%	57%	95%	97%
Percent meeting time to first action - No Permit - Construction, Plumbing, Cranes & Derricks, Building/Use, Elevator (60 days)	97%	97%	97%	77%	77%	98%	100%
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$173.2	\$189.5	\$197.3	\$235.1	\$243.4	\$216.1	\$71.8	\$74.8
Revenues (\$000,000)	\$388.5	\$340.6	\$314.3	\$339.2	\$340.8	\$338.6	\$106.6	\$107.4
Personnel	1,665	1,734	1,672	2,030	2,041	1,969	1,693	1,617
Overtime paid (\$000,000)	\$7.5	\$8.8	\$6.4	\$3.0	\$5.0	\$3.0	\$2.1	\$2.2
<sup>1</sup> February 2022 Financial Plan. <sup>2</sup> Expenditures include all funds      "NA" - Not Available								

## SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$138.5	\$163.3	All
002 - Other Than Personal Services	\$58.8	\$80.1	All
Agency Total	\$197.3	\$243.4	
<sup>1</sup> Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds. <sup>2</sup> Includes all funds. <sup>3</sup> Refer to agency goals listed at front of chapter.      "NA" Not Available      * None			

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The 'Collisions involving City vehicles' indicator was published until Fiscal 2019, but DOB is a DCAS client agency and counts are no longer published separately. DOB collisions data is included in DCAS agency reporting in the Vehicle Fleets and Maintenance Additional Tables chapter.

## ADDITIONAL RESOURCES

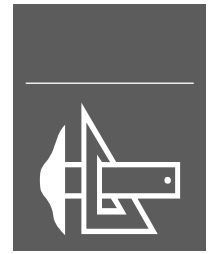
For additional information go to:

- Building One City:  
[http://www1.nyc.gov/assets/buildings/pdf/building\\_one\\_city.pdf](http://www1.nyc.gov/assets/buildings/pdf/building_one_city.pdf)
- Data and Reporting:  
<https://www1.nyc.gov/site/buildings/dob/dob-metrics.page>

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



# DEPARTMENT OF DESIGN AND CONSTRUCTION



## WHAT WE DO

The Department of Design and Construction (DDC) works with 28 City sponsor agencies as well as non-profit institutions receiving City funding to deliver high-quality public buildings and infrastructure for New York City efficiently and cost effectively while meeting stringent standards for environmental sustainability and resiliency. DDC supplies a full range of design and construction management services for public buildings projects such as new and upgraded libraries, firehouses and police precincts, and infrastructure projects including water mains, sewers, roads and public plazas. In Fiscal 2022 many of the agency's projects, at all stages of development and implementation, were impacted by the effects of and the response to the COVID-19 pandemic, particularly in DDC's Public Buildings Division. DDC's total portfolio in Fiscal 2022 consisted of 567 active projects (not including Borough-Based Jail facilities or projects in the planning or closeout phases) valued at approximately \$16.1 billion.

## FOCUS ON EQUITY

DDC is bringing its efforts to improve capital project delivery to its extensive portfolio of projects that support neighborhoods and enhance the wellbeing of New Yorkers in every part of the City. In Fiscal 2022, DDC announced that three new NYC Parks recreation centers, including the new \$141 million Shirley Chisholm Recreation Center in East Flatbush, would be completed two years faster than usual by using the design-build method of project delivery. Additionally, the agency will build ADA-compliant pedestrian ramps and green infrastructure designed to decrease the amount of stormwater that enters the City's sewer system using design-build.

DDC is a leading agency in contract awards to M/WBE firms and fosters an equitable and competitive business environment while ensuring its procurement processes are fair and its contractors reflect the diversity of New York City. DDC's Office of Diversity and Industry Relations implements policies and programs focused on creating accessibility to work, building business capacity, and ensuring accountability. Since 2015, the agency has engaged over 8,000 Minority and Women-owned Business Enterprises (M/WBEs) and stakeholders through nearly 200 events, workshops and seminars that enhanced technical and business capacity and connected a number of these businesses to contract opportunities. DDC has structured procurements and utilized various legislative tools such as prequalified lists to create additional opportunities for M/WBEs, and expanded M/WBE goals for design-build projects. The agency launched City government's first construction mentoring program for M/WBEs and emerging firms, where they will be paired with experienced construction management firms in the field and continues to extend its reach and further support economic development across the City through community hiring initiatives.

DDC's commitment to equity is exemplified through its work to help the City meet its long-term resiliency and sustainability goals. In Fiscal 2022, the agency began construction on the southern section of its largest infrastructure project to-date, East Side Coastal Resiliency. This project will protect more than 110,000 Lower East Side residents, including many in public housing, from the effects of future storms and sea level rise while also upgrading valuable open space and public parks in the area. Additionally, DDC continued to make progress on the Borough-Based Jails program, awarding five new contracts for site preparation work for all four new facilities. The program will help create a more fair and equitable justice system by building four new jails in Manhattan, the Bronx, Brooklyn and Queens that will replace the jails on Rikers Island.

To help neighborhoods manage the impacts of construction, DDC's Office of Community Outreach and Notification reaches out to local businesses and individuals in every community to share information and respond to concerns. Most infrastructure projects have Community Construction Liaisons assigned to them, many of whom are multilingual, working daily at job sites to proactively address community issues.

DDC educates students about careers in science, technology, engineering, architecture/art and mathematics through its Science, Technology, Engineering, Arts, and Mathematics (STEAM) program, providing workforce development, mentorship, and internship programs for students from middle school through college and graduate school. In 2021 STEAM served over 826 students across our various programs. Since 2014, DDC STEAM has provided 5,376 students in NYC high schools and in Title 1 middle schools with the guidance and skills to carve out careers in the design and construction industries.

# OUR SERVICES AND GOALS

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## **SERVICE 1 Design and build quality public buildings and infrastructure**

Goal 1a Complete projects on time and within budget.

Goal 1b Meet quality assurance and site safety standards for all active projects.

Goal 1c Improve customer satisfaction ratings.

## HOW WE PERFORMED

- DDC is rapidly expanding the use of the reforms to the capital project delivery process that were first detailed in its Strategic Blueprint for Construction Excellence in January 2019. In Fiscal Year 2022, a major component of the Blueprint improvements to come online is the use of the design-build method of construction delivery. Design-build brings designers and contractors together as a team at the beginning of projects, decreasing project time and improving cooperation between the firms contracted by the City to complete projects. In addition to using design-build in the Borough-Based Jails program, DDC expanded its design-build pilot program to include ten infrastructure and public buildings projects.
- The Department had 20 projects complete the Front-End Planning process so far in Fiscal 2022, an increase from six the year before. Front-End Planning is a major part of capital project delivery reform by ensuring that the necessary funding and scope for each project is in place before DDC accepts it into its pipeline. Under the Department's Blueprint, DDC's Front-End Planning report now serves as the official submission to the NYC Office of Management and Budget (OMB) for project review, which has reduced the project initiation phase of projects by several weeks.
- DDC completed work to upgrade the City's water and sewer infrastructure and to alleviate chronic flooding, adding a total of six miles of new and rebuilt sewers and 7.72 miles of new and replacement water mains, as well as the reconstruction of 12.53 lane miles of roadway in the first four months of the fiscal year. Completed projects include in Rosedale, where a \$17.3 million project to improve street conditions, alleviate flooding and upgrade infrastructure was completed two months early.
- On-time performance for active design projects stands at 64 percent; on-time performance for active construction projects was 73 percent. Both fall below the Fiscal 2022 targets. As part of its Strategic Blueprint for Construction Excellence, DDC has set more ambitious targets for both design and construction durations to promote timely project performance, which reflects some of this margin. The Department will continue to closely monitor active projects to ensure on-time targets for completed projects are met by the end of the fiscal year.
- Almost all Public Buildings projects were required to pause during the COVID-19 pandemic, and in many cases consultants and contractors for public buildings and infrastructure projects lost staff who had to be replaced. Contractors in many cases lost time implementing new COVID-19 work and safety requirements. The agency dealt with supply chain disruptions. Outside regulating and permitting agencies were experiencing delays because of the pandemic. Several projects required additional design work to meet the requirements of a revision to the energy code in May 2020.
- From July 1st through October 31st, 2021 there were nine construction-related accidents and injuries on a DDC-managed construction site, up from eight during the same period the previous year. DDC continues to implement COVID protocols at its construction sites. All reported accidents are investigated to determine root causes and to identify necessary corrective actions to prevent further reoccurrences. Contractors are required to immediately report all safety related accidents/incidents to DDC, where established protocols dictate follow-up and reporting requirements.

## SERVICE 1 Design and build quality public buildings and infrastructure

### Goal 1a Complete projects on time and within budget.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Design projects completed	115	85	81	97	97	11	14
Total design projects completed early/on time (%)	92%	79%	79%	88%	88%	NA	NA
★ – Completed early/on time: Infrastructure (%)	91%	83%	86%	88%	88%	NA	NA
★ – Completed early/on time: Public buildings (%)	92%	70%	77%	88%	88%	NA	NA
Construction projects completed	118	108	108	103	103	19	20
Total construction projects completed early/on time (%)	87%	89%	86%	82%	82%	NA	NA
★ – Completed early/on time: Infrastructure (%)	83%	88%	91%	82%	82%	NA	NA
★ – Completed early/on time: Public buildings (%)	91%	91%	83%	82%	82%	NA	NA
★ Construction contracts completed within budget (%)	86%	85%	NA	↑	↑	88%	NA
Roadway lane miles reconstructed	30.8	55.9	60.6	20.0	20.0	19.9	12.5
Sewers constructed (miles)	18.3	17.7	11.6	4.0	4.0	4.8	3.1
Sewers reconstructed (miles)	10.0	10.6	16.3	8.0	8.0	4.3	2.9
Water mains (new and replaced) (miles)	82.7	54.8	38.7	30.0	30.0	16.9	7.7
★ Active design projects: Early/on time (%)	82%	70%	63%	88%	88%	64%	64%
★ Active construction projects: Early/on time (%)	83%	67%	72%	82%	82%	67%	73%
Projects completed front-end-planning phase	NA	71.0	49.0	*	*	6.0	20.0
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

### Goal 1b Meet quality assurance and site safety standards for all active projects.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Projects audited (%)	100%	100%	100%	95%	95%	67%	55%
Construction-related accidents on DDC-managed construction sites	24	14	23	*	*	8	9
★ Construction-related injuries on DDC-managed construction sites	26	14	23	↓	↓	8	9
★ Construction-related fatalities on DDC-managed construction sites*	1	0	0	↓	↓	0	0
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

### Goal 1c Improve customer satisfaction ratings.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Eligible projects with completed post-construction surveys (%)	26%	25%	51%	*	*	40%	50%
Post-construction satisfaction - Surveys returned	28	63	90	*	*	22	38
★ Respondents rating a completed project as adequate or better (%)	79%	89%	92%	90%	90%	100%	100%
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Customer Experience							
E-mails responded to in 14 days (%)	100%	100%	100%	90%	90%	NA	100%
Letters responded to in 14 days (%)	99%	100%	100%	90%	90%	100%	99%
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							



## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$286.8	\$347.2	\$349.8	\$211.9	\$309.1	\$160.8	\$127.9	\$105.8
Revenues (\$000)	\$15.0	\$45.9	\$118.8	\$150.0	\$150.0	\$150.0	\$13.9	\$0.2
Personnel	1,355	1,263	1,215	1,335	1,352	1,315	1,243	1,197
Overtime paid (\$000,000)	\$2.5	\$2.2	\$1.2	\$1.1	\$1.1	\$1.1	\$0.4	\$0.3
Capital commitments (capital projects managed for client agencies) (\$000,000)	\$1,770.2	\$873.0	\$1,557.8	\$2,869.2	\$1,750.4	\$0.0	\$0.0	\$0.0
<sup>1</sup> February 2022 Financial Plan. <sup>2</sup> Expenditures include all funds      "NA" - Not Available								

## SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$117.3	\$127.2	All
002 - Other Than Personal Services	\$232.6	\$182.0	All
Agency Total	\$349.8	\$309.1	
<sup>1</sup> Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds. <sup>2</sup> Includes all funds. <sup>3</sup> Refer to agency goals listed at front of chapter.    "NA" Not Available    * None			

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- DDC has temporarily suspended the reporting of "Construction contracts completed within budget (%)" while it undertakes several initiatives to improve its internal cost tracking database. Reporting is expected to resume toward the end of Fiscal 2022.

## ADDITIONAL RESOURCES

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





# Promoting Viable Communities & Neighborhoods

# Promoting Viable Communities & Neighborhoods



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# DEPARTMENT OF CITY PLANNING



## WHAT WE DO

The Department of City Planning (DCP) plans for New York City's overall strategic growth and development. DCP works with communities and elected officials to build healthier, more equitable and resilient neighborhoods; develop land use policies and zoning regulations to advance the agency's strategic objectives; and, in collaboration with the Office of Management and Budget (OMB), share perspectives on growth and community needs with its sister agencies, elected officials and members of the public.

DCP's work builds on New York City's greatest strengths, its unparalleled diversity and resilient spirit, and helps to ensure that investments, including private investments, benefit the city as a whole. DCP's six strategic objectives are: (1) catalyzing long-term neighborhood equity and improvement through integrated planning and targeted public investments; (2) encouraging the production of affordable and quality housing; (3) promoting economic development and job growth; (4) enhancing resiliency and sustainability of neighborhoods; (5) ensuring integrity, timeliness and responsiveness in land use reviews; and (6) supplying objective data and expertise to a broad range of planning functions and stakeholders. DCP supports the City Planning Commission (CPC) in its annual review of hundreds of land use applications and works closely with OMB in developing the City's Ten-Year Capital Strategy.

## FOCUS ON EQUITY

DCP supports [Where We Live](#), the City's process to support fair housing principles and better understand and address how segregation and discrimination harm New Yorkers. Through projects that focus on affordable housing and job creation, DCP works to incentivize affordability and increased housing opportunities, and help improve the quality of life for marginalized populations.

Through [Mandatory Inclusionary Housing \(MIH\)](#) and [Zoning for Quality and Affordability \(ZQA\)](#), DCP supports [Housing New York](#), a suite of initiatives to help New Yorkers of all income levels and backgrounds find safe, affordable housing in neighborhoods throughout the city. DCP advances climate justice, neighborhood resiliency, and waterfront access through the [Comprehensive Waterfront Plan](#). It also works to improve health equity in New York City through the [Food Retail Expansion to Support Health \(FRESH\) program](#) expansion, bringing high-quality grocery stores to more lower-income neighborhoods than ever before, and the [Health and Fitness Text Amendment](#), making it easier for gyms, spas and other health-related businesses to open.

DCP strives to improve transparency through numerous digital tools that provide data, make it easier for New Yorkers to get involved in planning for their communities and connect the public to upcoming meetings. For example, DCP issued [several analyses on the 2020 Census](#), outlining details of New York City's 8.8 million-strong population and describing DCP's efforts to ensure a full and accurate count. DCP also worked with OMB and all 59 community boards on annual Statements of Community District Needs and Budget Requests, which are posted on DCP's [Community District Profiles](#), and provides training for community boards on planning principles, initiatives and more. DCP continues to use the [NYC Engage](#) portal to help New Yorkers participate in public meetings as well.

DCP is [committed](#) to aggressively tackling racism and fostering a more equitable city.

## OUR SERVICES AND GOALS

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**SERVICE 1** Shape the use and development of land in the City’s neighborhoods, business districts and waterfront through participatory planning and zoning changes.

Goal 1a Advance land use projects and proposals for public review that promote housing and affordability, economic development, sustainability and neighborhood quality of life.

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**SERVICE 2** Prepare information and policy analysis for the public, other government agencies and elected officials.

Goal 2a Provide quality technical and strategic planning expertise to the public, other City agencies and elected officials to support decision-making.

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**SERVICE 3** Manage land use and environmental review processes to facilitate public and private development citywide.

Goal 3a Conduct timely and thorough review of land use and environmental review projects, subject to City Planning Commission review, to ensure project submissions are technically complete and adhere to all applicable requirements and procedures.

## HOW WE PERFORMED

- In total, DCP completed and presented 10 housing, economic development and neighborhood enhancement proposals during the first four months of Fiscal 2022 compared to 16 during the same four-month period a year ago. This decrease is largely due to the ongoing impact of the COVID-19 pandemic and the agency focusing its efforts on completing initiatives already in public review before the end of the administration.
- During the reporting period, DCP advanced housing and neighborhood enhancement proposals that would further the Department's goals of increasing equity through planning. Both the [Gowanus Neighborhood Plan](#) and [SoHo/NoHo Neighborhood Plan](#) moved forward through the public review process. These two initiatives will make room for 12,000 new homes, of which around 3,900 will be permanently affordable, and create economic opportunities for all New Yorkers in these moderate- or high-income communities, affirming that all neighborhoods—especially affluent ones—have a role to play in tackling the affordable housing crisis. The Gowanus Plan, drawing on the Neighborhood Development Fund, contained \$250 million in infrastructure commitments, such as funding for new parks, improved pedestrian conditions and significant sewer and stormwater capacity improvements, as well as an additional \$200 million for priority capital improvements to local NYCHA homes.
- Alongside DOT, DCP announced a citywide public engagement process for design rules for [Permanent Open Restaurants](#), to make sure the program, credited with saving over 100,000 restaurant jobs during the COVID-19 pandemic, is safe, accessible, and welcoming for all. DCP is also continuing its public outreach process on planning around the now funded [four new Bronx Metro-North stations](#) coming to Co-op City, Morris Park, Parkchester/Van Nest & Hunts Point.
- A key part to an equitable city is an inclusive approach to urban design. To that end, DCP launched [goodurbandesign.nyc](#), a website for New Yorkers to share ideas on how to build a public realm that's healthier, more welcoming, and more vibrant for all. The site will help city residents and workers get involved in shaping the building blocks of the city we share—a vital discussion at a time when New York City is re-envisioning the way we use public streets, sidewalks, and open spaces.
- DCP presented or publicly released 97 planning information and policy analysis initiatives during the reporting period, in line with the 109 released during the comparable reporting period in Fiscal 2021. These numbers include our now-monthly updates of [PLUTO/MapPLUTO](#) data and [Digital City Map](#) data.
- Additional planning information presented to the public includes our [Thinking Regionally](#) newsletters. The two newsletters released during this reporting period for Fiscal 2022 focused on what the 2020 Census results meant for the NYC metro region, such as how our population growth compares to other metro regions in the U.S. and a look at population demographics in the tristate area.
- In the first four months of Fiscal 2022, 90 percent of the 83 public and private applications that DCP advanced to the land use review process met their target timeframes during the reporting period, an improvement compared to 88 percent of 74 projects during the same four months a year ago. The baseline target is 70 percent.
- Certification or referral of simple zoning actions, City projects, Environmental Assessment Statement projects, Environmental Impact Statement projects, renewals and South Richmond actions all exceeded targets during the four-month reporting period. Environmental Assessment Statement projects saw the biggest improvement, increasing from 53 percent on-time in Fiscal 2021 to 76 percent on-time in Fiscal 2022. All other certification target stats were very similar to their Fiscal 2021 numbers.

## SERVICE 1 Shape the use and development of land in the City's neighborhoods, business districts and waterfront through participatory planning and zoning changes.

**Goal 1a** Advance land use projects and proposals for public review that promote housing and affordability, economic development, sustainability and neighborhood quality of life.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Economic development and housing proposals completed and presented to the public	26	12	13	*	*	2	7
Neighborhood enhancement proposals completed and presented to the public	22	43	22	*	*	14	3
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⇅ Directional Target   * None							

## SERVICE 2 Prepare information and policy analysis for the public, other government agencies and elected officials.

**Goal 2a** Provide quality technical and strategic planning expertise to the public, other City agencies and elected officials to support decision-making.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Planning information and policy analysis initiatives presented to the public	351	315	421	*	*	109	97
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⇅ Directional Target   * None							

## SERVICE 3 Manage land use and environmental review processes to facilitate public and private development citywide.

**Goal 3a** Conduct timely and thorough review of land use and environmental review projects, subject to City Planning Commission review, to ensure project submissions are technically complete and adhere to all applicable requirements and procedures.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Simple zoning actions certified/referred	76	52	90	*	*	28	22
★ – Certified/referred within 12 months (%)	79%	79%	81%	70%	70%	86%	82%
★ Zoning actions with CEQR (EAS) certified/referred	NA	34	65	*	*	17	23
– Certified/referred within 15 months (%)	NA	38%	54%	70%	70%	53%	74%
★ Zoning actions with CEQR (EIS) certified/referred	NA	3	14	*	*	1	2
★ – Certified/referred within 22 months (%)	NA	33%	86%	70%	70%	100%	100%
City projects (non-zoning) certified/referred	43	41	29	*	*	11	10
★ – Certified/referred within 6 months (%)	74%	90%	90%	70%	70%	100%	100%
Renewals and South Richmond actions certified/referred	78	48	52	*	*	17	26
★ – Certified/referred within 6 months (%)	94%	88%	98%	70%	70%	100%	96%
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⇅ Directional Target   * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Customer Experience							
E-mails responded to in 14 days (%)	63%	49%	66%	85%	85%	75%	61%
Letters responded to in 14 days (%)	66%	42%	100%	50%	50%	0%	100%
Completed customer requests for interpretation	15	2	4	*	*	NA	NA
CORE customer experience rating (0 - 100)	NA	98	NA	90	90	NA	NA
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⇅ Directional Target   * None							



## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$40.1	\$43.0	\$38.7	\$45.0	\$281.4	\$239.0	\$21.3	\$18.8
Revenues (\$000,000)	\$2.9	\$3.1	\$5.4	\$2.0	\$2.0	\$2.0	\$1.2	\$0.9
Personnel	347	317	291	380	371	363	304	281
Overtime paid (\$000)	\$27	\$19	\$55	\$32	\$32	\$32	\$0	\$7

<sup>1</sup>February 2022 Financial Plan.      <sup>2</sup>Expenditures include all funds      "NA" - Not Available

## SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$26.3	\$30.5	
001 - Personal Services	\$24.0	\$28.0	All
003 - Geographic Systems	\$2.3	\$2.4	2a
Other Than Personal Services - Total	\$12.4	\$15.2	
002 - Other Than Personal Services	\$12.2	\$14.9	All
004 - Geographic Systems	\$0.2	\$0.3	2a
Agency Total	\$38.7	\$45.6	

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

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

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

- Where We Live  
<https://wherewelive.cityofnewyork.us>
- Mandatory Inclusionary Housing  
<http://www1.nyc.gov/site/planning/plans/mih/mandatory-inclusionary-housing.page>
- Zoning for Quality and Affordability  
<http://www1.nyc.gov/site/planning/plans/zqa/zoning-for-quality-and-affordability.page>
- Housing New York  
<https://www1.nyc.gov/site/hpd/about/the-housing-plan.page>
- Comprehensive Waterfront Plan  
<https://www1.nyc.gov/site/planning/plans/vision-2020-cwp/vision-2030-cwp.page>

- Food Retail Expansion to Support Health (FRESH) program  
<https://www1.nyc.gov/site/planning/zoning/districts-tools/fresh-food-stores.page>
- Health and Fitness Text Amendment  
<https://www1.nyc.gov/site/planning/plans/health-and-fitness/health-and-fitness-overview.page>
- 2020 Census Results for New York City  
[https://www1.nyc.gov/assets/planning/download/pdf/planning-level/nyc-population/census2020/dcp\\_2020-census-briefing-booklet-1.pdf?r=3](https://www1.nyc.gov/assets/planning/download/pdf/planning-level/nyc-population/census2020/dcp_2020-census-briefing-booklet-1.pdf?r=3)
- Community District Profiles  
<https://communityprofiles.planning.nyc.gov/>
- NYC Engage  
<https://www1.nyc.gov/site/nycengage/index.page>
- DCP Statement of Equity  
<https://www1.nyc.gov/site/planning/about/eo-diversity-statement.page>
- Gowanus Neighborhood Plan  
<https://www1.nyc.gov/site/planning/plans/gowanus/gowanus.page>
- SoHo/NoHo Neighborhood Plan  
<https://www1.nyc.gov/site/planning/plans/soho-noho/soho-noho-overview.page>
- Permanent Open Restaurants  
<https://www1.nyc.gov/site/planning/plans/open-restaurants/open-restaurants-overview.page>
- Bronx Metro-North Station Area Study  
<https://www1.nyc.gov/site/planning/plans/bronx-metro-north/bronx-metro-north.page>
- Goodurbanedesign.nyc  
<https://www.goodurbanedesign.nyc/>
- PLUTO/MapPLUTO  
<https://www1.nyc.gov/site/planning/data-maps/open-data/dwn-pluto-mappluto.page>
- Digital City Map  
<https://www1.nyc.gov/site/planning/data-maps/open-data/dwn-digital-city-map.page>
- NYC Thinking Regionally  
<https://us8.campaign-archive.com/?u=66416d8ec25efe8a8a82a9945&id=c4c0ed2c87>

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

# NEW YORK CITY ECONOMIC DEVELOPMENT CORPORATION



## WHAT WE DO

New York City Economic Development Corporation (NYCEDC) is a mission-driven nonprofit organization that strives to create shared prosperity across New York City. NYCEDC is responsible for driving the growth of equitable, sustainable neighborhoods and investing in key industries like technology, life sciences and advanced manufacturing to diversify the City's economy and bring good paying jobs to New Yorkers. NYCEDC invests in communities through major infrastructure upgrades, capital projects and real estate development; manages City-owned properties; and works to enhance the City's major and emerging business sectors. NYCEDC addresses challenges faced by traditional and emerging industries through analysis of current and evolving economic trends, development of strategies and solutions, and implementation of programs that help businesses start, grow and thrive. Through the New York City Industrial Development Agency (NYCIDA), Build New York City Resource Corporation (Build NYC) and the New York City Neighborhood Capital Corporation (NYCNCC), NYCEDC helps eligible businesses and registered nonprofits meet financing needs for property acquisition, expansion, new equipment, renovation and working capital through low-cost, tax-exempt bonds, exemptions and abatements of selected City and State taxes and New Markets Tax Credits.

## FOCUS ON EQUITY

NYCEDC fosters inclusive economic development across all five boroughs by helping to lay the foundations of growth, advancing quality jobs across sectors and promoting access to opportunity. Through investments in community facilities, affordable housing, parks, open space, streetscapes, infrastructure and resiliency projects, NYCEDC works with local communities to create dynamic and accessible neighborhoods across New York City.

NYCNCC, a community-development entity administered by NYCEDC, received its third New Market Tax Credit (NMT) allocation from the U.S. Department of the Treasury in the amount of \$50 million in October 2020, bringing NYCNCC's total amount awarded through the NMT Program to \$160 million to support health centers, community facilities, grocery stores and industrial projects in low-income communities.

NYCEDC helps Minority, Women-Owned, and Disadvantaged Business Enterprises (M/W/DBEs) overcome challenges to winning government contracts for public projects through its Opportunity M/W/DBE program. The ConstructNYC program helps small to mid-sized M/W/DBEs in the construction sector pre-qualify for the opportunity to work on NYCEDC projects. NYCEDC's Emerging Developer Loan Fund provides low-interest loans to emerging M/W/DBE developers taking on real estate projects.

A strong network of innovation spaces and programs across the five boroughs provides the resources companies need to grow in areas like advanced manufacturing, life sciences and digital technology. In addition, NYCEDC's HireNYC program helps connect low-income residents to job opportunities created by the organization's development projects.

## OUR SERVICES AND GOALS

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### **SERVICE 1** Develop and build physical assets and infrastructure in all five boroughs.

Goal 1a Support industry growth by improving the connectivity and livability of neighborhoods and investing in infrastructure and area-wide redevelopment.

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### **SERVICE 2** Manage, maintain and enhance City assets to attract businesses.

Goal 2a Leverage City assets to support business growth and strengthen communities' economic vitality.

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### **SERVICE 3** Provide resources to targeted industries and businesses.

Goal 3a Grow and diversify the City's economy by enhancing the competitiveness of industries and businesses.

Goal 3b Facilitate private sector investments and make City investments where necessary to support business growth and secure a positive return to the City.

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### **SERVICE 4** Leverage City investments to support inclusive economic development.

Goal 4a Create economic opportunity for New Yorkers through real estate development.

## HOW WE PERFORMED

- NYCEDC continued to support the City's pandemic recovery efforts during the first four months of Fiscal 2022. In September, NYCEDC joined the Mayor and the Department of Health and Mental Hygiene in announcing the selection of Columbia University with key partner CUNY Graduate School of Public Health to launch and operate the Pandemic Response Institute (PRI). The PRI will be dedicated to preparing New York City for future health emergencies and epidemics in an effective and equitable manner, while positioning the City as a global leader in public health emergency response. NYCEDC also announced a \$50 million expansion to the BioBAT at the Brooklyn Army Terminal, a life sciences incubator led by the Research Foundation for SUNY, to expand their lab space and accelerate the development of the life sciences industry in New York City. The \$50 million investment comes as part of the City's \$1 billion commitment to the life sciences industry through NYCEDC's LifeSci NYC program, which will play an integral role in positioning New York City as a global leader in biomedical research and public health.
- During the first four months of Fiscal 2022, NYCEDC closed on one real estate transaction leveraging more than \$215 million in private investment. The transaction consisted of the disposition of development rights to advance 69 Adams, a mixed-use development in the DUMBO neighborhood of Brooklyn. Anticipated to open in the summer of 2023, the 27-story building will include approximately 225 market rate apartments, along with commercial office and retail space on the lower levels. Approximately \$17 million of the proceeds from the disposition of the development rights will fund community improvements, including investment in the nearby York Street Subway Station, PS 307 school enhancements and expanded programming at neighboring public housing developments. The project is expected to create an estimated 448 construction jobs, 362 permanent office jobs, and 22 additional jobs associated with retail and residential spaces.
- Capital expenditures for design and construction projects, with the exception of those related to Asset Management and Funding Agreements, exceeded \$60 million during the first four months of Fiscal 2022. The primary driver of this expenditure was NYCEDC's work for NYC Health + Hospitals on the construction of the Coney Island Hospital. The hospital, which is expected to open in Calendar 2022, will be a state-of-the-art health care facility for the South Brooklyn community and will serve as the closest hospital for approximately 875,000 New Yorkers. NYCEDC also advanced several other capital construction projects, including work related to the Green Infrastructure project, the Citywide Ferry Service, the Manhattan Greenway and the Downtown Brooklyn Cultural District. Design is also well underway for numerous other projects including Lower Manhattan Coastal Resiliency, Orchard Beach, the Harlem River portion of the Manhattan Greenway and the 79th Street Boat Basin.
- NYC Ferry ridership exceeded 2.2 million riders during the first four months of Fiscal 2022 for an average of more than 550,000 riders per month. This represents a nearly 30 percent increase in ridership from the same four-month period during Fiscal 2022 and, as of September, NYC Ferry ridership had surpassed 80 percent of pre-pandemic levels. Also during this period, NYC Ferry expanded its service to all five boroughs with the launch of the St. George route, which connects Staten Island to Battery Park and Midtown West. With its three additional landings, this is the first NYC Ferry route to serve both Staten Island and the Hudson River waterfront. Looking forward in Fiscal 2022, NYC Ferry expects continued ridership growth due to both pandemic recovery and the expansion of its service to Coney Island and Throgs Neck, adding two new landings and one new route to its service offerings.
- The occupancy rate at NYCEDC-managed properties increased slightly to 98.8 percent, up from 98.6 percent at the end of the same four-month period in Fiscal 2021. The increase in occupancy was driven by leasing activity at Brooklyn Army Terminal B, which is now 100 percent occupied. Work is also under way to clear Bush Terminal to make way for the Made in New York Campus, which is expected to begin leasing in Fiscal 2023 and will comprise a 36-acre campus of affordable, best-in-class industrial facilities for garment manufacturing, film and media production and related services and industries. It is expected to support more than 2,200 permanent jobs and 1,800 construction jobs.
- The New York City Industrial Development Agency (NYCIDA) closed two transactions during the first four months of Fiscal 2022. Together, NYCIDA expects these two projects to generate more than \$11 million in City tax revenue and leverage approximately \$17 million in private investment. The Hartland Supermarket transaction, which closed in August, will facilitate the construction of an approximately 10,000 square foot full-service grocery store in Bushwick, providing access to quality and fresh produce to an underserved community. More than 30 full-time equivalent employees will be hired to operate the supermarket and all full-time staff will receive on-the-job training paid for by the supermarket operator. Meanwhile, the Agilitas transaction, which closed in September, will consist of the construction of a 20,600 kilowatt hour

battery storage system in Long Island City. The project will result in more efficient electricity distribution in Queens, a lower cost of electricity, cleaner electricity generation from a reduced reliance on peak generation plants and higher quality of life for communities surrounding electricity generation facilities in New York City, as households closest to these facilities will realize the greatest benefit from fewer emissions and cleaner air.

- Build NYC Resource Corporation (Build NYC) closed five transactions during the first four months of Fiscal 2022. Together, these five projects are expected to generate more than \$55 million in City tax revenue, leverage approximately \$323 million in private investment, and create 145 full-time equivalent jobs within the first three years of their respective terms. Among the new projects is a bond issuance for The SCO Family of Services, a community organization serving children and adults with developmental disabilities. Proceeds of the bonds will be used to finance renovations to two of the organization’s facilities in Queens to be used as SCO’s primary training hubs, visiting spaces for parents and their children in foster care and counseling space. Tax-exempt bonds were also issued to the ICS Foundation, a public charter school operator, to finance the acquisition, renovation, furnishing and equipping of a 28,500 square foot building in Staten Island to serve as the home for Richmond Preparatory Charter School. Once complete, the school will serve students in grades 6 to 12 and will be the first of ICS’s schools to specifically focus on integrating students on the autism spectrum into all classes and activities.
- The value of City capital disbursed through Funding Agreements for the first four months of Fiscal 2022 exceeded \$40 million. In July 2021, funding was disbursed to The Flux Factory, Inc., a collaborative community space for artists, for the acquisition of a new facility in Long Island City, Queens. The site offers sixteen private studio spaces, six shared workspaces, and a 1,400 square foot gallery, which will host more than 75 multidisciplinary events annually. NYCEDC also disbursed funding to Shield of David, Inc., a not-for-profit organization that supports families and individuals with developmental challenges to lead meaningful lives. The funding contributed to the renovation the organization’s Bronx facility, which is expected to be substantially complete by the end of Fiscal 2022.

## SERVICE 1 Develop and build physical assets and infrastructure in all five boroughs.

**Goal 1a** Support industry growth by improving the connectivity and livability of neighborhoods and investing in infrastructure and area-wide redevelopment.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Private investment leveraged on the sale/long-term lease of City-owned property (\$000,000)	\$1,200.6	\$100.3	\$589.1	↑	↑	\$266.0	\$215.6
Capital expenditures (\$000,000) (excludes asset management and funding agreements)	\$216.0	\$342.5	\$428.6	*	*	\$44.0	\$60.3
Graffiti sites cleaned	14,236	10,557	299	*	*	NA	3,208
Square feet of graffiti removed (000)	7,087	5,360	208	*	*	NA	1,023
NYC Ferry - Average monthly ridership	472,571	413,921	312,082	*	*	426,075	552,382
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None							

## SERVICE 2 Manage, maintain and enhance City assets to attract businesses.

**Goal 2a** Leverage City assets to support business growth and strengthen communities’ economic vitality.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Capital expenditures on asset management (\$000,000)	\$67.3	\$36.1	\$37.4	*	*	\$1.4	\$6.7
★ Occupancy rate of NYCEDC-managed property (%)	95.1%	98.4%	98.7%	95.0%	95.0%	98.6%	98.8%
Portfolio revenue generated (\$000,000)	\$257.9	\$223.0	\$250.4	*	*	NA	NA
Square footage of assets actively managed by NYCEDC (000)	65,849.7	64,424.1	64,493.8	*	*	NA	NA
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None							

## SERVICE 3 Provide resources to targeted industries and businesses.

### Goal 3a

Grow and diversify the City's economy by enhancing the competitiveness of industries and businesses.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Businesses served by industry-focused programmatic initiatives	1,775	1,585	6,200	↑	↑	NA	NA
Private sector jobs in innovation industries (%) (calendar year)	14.3%	14.3%	15.5%	*	*	NA	NA
● New York City unemployment rate (%)	4.2%	7.4%	13.1%	*	*	15.8%	10.0%
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↑↓ Directional Target	* None			

### Goal 3b

Facilitate private sector investments and make City investments where necessary to support business growth and secure a positive return to the City.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
New York City Industrial Development Agency projects - Contracts closed	7	9	6	*	*	2	2
★ – Projected three-year job growth associated with closed contracts	254	4,389	285	↑	↑	147	32
★ – Projected net City tax revenues generated in connection with closed contracts (\$000,000)	\$63.7	\$1,244.6	\$170.3	↑	↑	\$97.9	\$11.1
– Private investment leveraged on closed projects (\$000,000)	\$163.5	\$3,368.8	\$31.0	*	*	\$26.0	\$17.3
Build NYC Resource Corporation - Contracts closed	17	6	12	*	*	0	5
★ – Projected three-year job growth associated with closed contracts	278	67	299	↑	↑	0	145
★ – Projected net City tax revenues generated in connection with closed contracts (\$000,000)	\$297.2	\$121.4	\$185.6	↑	↑	\$0.0	\$55.8
– Private investment leveraged on closed projects (\$000,000)	\$1,000.4	\$252.2	\$464.0	*	*	\$0.0	\$323.6
Value of funding disbursed pursuant to City funding agreements (\$000,000)	\$128.3	\$96.7	\$83.3	*	*	\$5.3	\$41.0
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↑↓ Directional Target	* None			

## SERVICE 4 Leverage City investments to support inclusive economic development.

### Goal 4a

Create economic opportunity for New Yorkers through real estate development.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Project employees reported to be earning a living wage or more (%)	99%	100%	100%	95%	95%	NA	NA
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↑↓ Directional Target	* None			

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Personnel	535	529	489	501	516	516	510	462
Capital commitments (\$000,000)	\$397.4	\$276.4	\$390.6	\$1,100.9	\$1,067.4	\$699.3	\$57.7	\$90.6
<sup>1</sup> February 2022 Financial Plan.	<sup>2</sup> Expenditures include all funds		"NA" - Not Available					

## SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
006 - Economic Development Corporation (OTPS) <sup>4</sup>	\$69.4	\$199.6	All

<sup>1</sup>EDC is contained within the Department of Small Business Services and appropriations are made through that agency. These figures are limited to the City's contribution and planned contribution respectively, to EDC. <sup>2</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds <sup>3</sup>Includes all funds. <sup>4</sup>Refer to agency goals listed at front of chapter. "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- To reflect audited financial statements, NYCEDC updated annual Fiscal 2021 data as follows:
  - 'Capital expenditures (excludes asset management and funding agreements)' from \$412.0 million to \$428.6 million
  - 'Capital expenditures on asset management' from \$37.1 million to \$37.4 million
  - 'Portfolio revenue generated' from \$252.8 million to \$250.4 million
  - 'Value of funding disbursed pursuant to City funding agreements' from \$82.1 million to \$83.3 million
- Fiscal 2021 data for the metric 'Project employees reported to be earning a living wage or more (%)', which was not available when the Fiscal 2021 Mayor's Management Report was published, has been added.

## ADDITIONAL RESOURCES

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

For more information on the NYC Ferry, please visit: [www.ferry.nyc](http://www.ferry.nyc).



# DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT



## WHAT WE DO

New York City Department of Housing Preservation and Development (HPD) is the largest municipal housing preservation and development agency in the nation. The agency promotes the construction, rehabilitation and preservation of affordable, high-quality housing for low and moderate-income families in thriving and diverse neighborhoods in every borough. HPD enforces housing quality standards, finances affordable housing development and preservation, and ensures sound management of the City's affordable housing stock.

## FOCUS ON EQUITY

Using a variety of preservation, development, enforcement, contracting, and community outreach strategies, HPD strives to improve the availability, affordability and quality of housing in all neighborhoods of New York City, while creating opportunities for economic advancement. By enforcing the Housing Maintenance Code, HPD works to ensure that New Yorkers live in safe and habitable neighborhoods and homes. By developing affordable housing, HPD seeks to serve households of a wide range of incomes, in all neighborhoods, with special attention to those with extremely low incomes, special needs, seniors, and the formerly homeless. Using a targeted, neighborhood-based approach to preservation, HPD is working to protect the ability of low-income families to remain in their current neighborhoods if they wish to do so, even as rents increase. At the same time, the Department's neighborhood planning team seeks to engage communities in shaping developments that pair new housing opportunities with the schools, healthcare facilities, retail, parks, community, commercial and open space, and other assets that neighborhoods need to thrive.

As part of the continued effort to affirmatively further fair housing, in October 2020, the City of New York published *Where We Live NYC*, a comprehensive plan to advance fair housing, informed by extensive public engagement with a diverse group of New Yorkers. The *Where We Live NYC* plan is centered on addressing the legacy of discrimination in New York City and across the country, which has perpetuated inequities among New Yorkers based on race, disability, national origin, and other protected characteristics under federal, state, and local laws. To advance the goals outlined in *Where We Live NYC*, HPD enacted a number of new policies last year to expand access to financing, ownership opportunities, and capacity building for M/WBE and non-profit partners. HPD also updated its Design Guidelines to promote the health, equity, and sustainability of its affordable housing by facilitating broadband access, increasing energy efficiency, improving indoor air quality and ventilation, and expanding access to cooling and outdoor space. In partnership with the Department of City Planning (DCP), HPD received public approval to bring new, deeply affordable housing to amenity-rich neighborhoods, including SoHo/NoHo and Gowanus. HPD is also implementing the Bedford-Stuyvesant Housing Plan, which focuses on the challenges facing a neighborhood that is home to one of the largest concentrations of Black residents nationally and has long been a beacon for Black culture. Finally, HPD expanded its HomeFirst program, which now provides up to \$100,000 in downpayment assistance to first-time homebuyers. These increased resources will empower first-time homebuyers in New York City with the financial resources that they need to access higher quality homes in a wider range of neighborhoods.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Enforce the Housing Maintenance Code.**

- Goal 1a Resolve housing maintenance complaints efficiently.
  - Goal 1b Improve compliance with the Housing Maintenance Code.
- 

### **SERVICE 2 Preserve and create quality affordable housing.**

- Goal 2a Increase affordable housing opportunities through new construction and preservation.
- 

### **SERVICE 3 Effectively manage HPD affordable housing assets.**

- Goal 3a Improve financial and physical stability of existing affordable housing.
- 

### **SERVICE 4 Provide affordable housing opportunities for the lowest income New Yorkers and maximize federal rent subsidies.**

- Goal 4a Maximize federal rent subsidies to make housing affordable for low-income New Yorkers.
- Goal 4b Target HPD financed housing to the lowest income New Yorkers.

## HOW WE PERFORMED

- In the first four months of Fiscal 2022, the number of total housing maintenance complaints reported increased by 33 percent compared to last year. HPD closed emergency complaints in 11.4 days, less than a day faster than its target of 12 days and heat and hot water complaints in 2.6 days, similar to its performance last year. The agency continues to prioritize heat and hot water and immediate emergency complaints, while prioritizing the safety of both tenants and housing inspectors as the COVID-19 outbreak persists.
- HPD issued more violations in the first four months of Fiscal 2022. The number of total violations issued increased by 43 percent to 229,030, and emergency violations increased by 31 percent to 32,277. The increase in violations is consistent with an increase in both emergency and nonemergency complaints, and also signals a return to pre-pandemic levels of performance for the indicator. Similarly, heat and hot water violations increased by 51 percent compared to the same time in Fiscal 2021.
- Total housing starts for the first four months of Fiscal 2022 were lower than in the same Fiscal 2021 period. HPD is on track to meet its goal of creating or preserving 25,000 units of affordable housing in Fiscal 2022. There are marked differences in housing starts during the first four months of the fiscal year, depending on the timing of closings and the presence or absence of a few large projects that affect the affordability distribution and other attributes.
- HPD issued 37 percent more Section 8 vouchers in the first four months of Fiscal 2022 compared to the same Fiscal 2021 period. Voucher issuance in the first few months of Fiscal 2021 was significantly impacted by operational changes due to the COVID-19 pandemic, including the transition to a fully remote operation. By Fiscal 2022, the Division of Tenant Resources (DTR) was in a much better position to work remotely, which combined with an increase in application submissions. The agency's voucher utilization rate for the first four months of Fiscal 2022 stands at 99 percent, a slight increase over the voucher utilization rate in the same Fiscal 2021 period. These numbers do not reflect the vouchers received as part of the Emergency Housing Voucher program.
- In the first four months of Fiscal 2022 HPD increased the rental projects in its asset management portfolio by seven percent, while the co-op projects in its portfolio increased by less than one percent, with only five additional co-op projects added to the portfolio compared to the same timeframe in Fiscal 2021. As of October 2021, nearly seven percent of rental projects and 27 percent of co-op projects were at high risk, the same risk level as the previous year. In addition to the physical, financial & compliance risk metrics mentioned above, staff in HPD's Asset Management unit continue to utilize voluntary monthly rent collection reports provided by its housing partners to proactively identify projects facing revenue shortfalls following the onset of COVID-19. This preemption supports the lack of variance reflected in the agency's Fiscal 2022 performance and suggest an overall stable portfolio.

## SERVICE 1 Enforce the Housing Maintenance Code.

### Goal 1a Resolve housing maintenance complaints efficiently.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Total complaints reported	570,476	418,785	466,320	*	*	133,664	177,720
★ – Emergency complaints reported	351,133	261,339	293,985	*	*	73,525	97,470
Inspections completed	737,216	571,622	627,958	675,000	675,000	173,787	242,211
Inspection visits per team per day	12.3	12.5	13.7	*	*	13.5	11.4
Ratio of completed inspections to attempted inspections (%)	80%	81%	83%	*	*	80%	80%
Total complaints closed	568,822	415,228	467,079	*	*	128,083	171,552
– Emergency complaints closed	350,676	260,097	294,810	*	*	69,983	93,541
– Heat and hot water	121,757	104,225	120,548	*	*	11,891	12,843
– Lead	30,362	18,637	26,575	*	*	8,652	13,577
– Other emergency	198,557	137,235	147,687	*	*	49,440	67,121
★ Average time to close emergency complaints (days)	10.4	10.9	13.3	12.0	12.0	14.8	11.4
★ Average time to close nonemergency complaints (days)	17.7	21.4	25.6	20.0	20.0	21.2	17.4
★ Emergency complaints closed within 12 days of receipt (%)	72%	72%	75%	↑	↑	67%	70%
Nonemergency complaints closed within 20 days of receipt (%)	78%	69%	74%	*	*	74%	76%
★ Critical Indicator	● Equity Indicator	“NA” Not Available		↑↓ Directional Target	* None		

### Goal 1b Improve compliance with the Housing Maintenance Code.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Total violations issued	604,068	474,619	620,108	*	*	160,422	229,030
– Emergency violations issued	86,258	89,614	89,200	*	*	24,628	32,277
– Heat and hot water	11,481	9,838	10,380	*	*	1,307	1,979
– Lead	13,770	9,619	9,489	*	*	2,780	3,691
– Other emergency	61,007	70,157	69,331	*	*	20,541	26,607
– Nonemergency violations issued	517,810	385,005	530,908	*	*	135,794	196,753
★ Violations issued and removed in the same fiscal year (%)	41%	44%	38%	40%	40%	NA	NA
★ Emergency violations corrected by owner (%)	57%	53%	50%	55%	55%	NA	NA
Emergency violations corrected by HPD (%)	8%	8%	9%	*	*	NA	NA
Violations closed	539,777	467,785	443,278	*	*	107,248	152,597
Violations certified as corrected by owner	258,035	216,473	208,133	*	*	59,732	85,173
Housing Court cases initiated by HPD	4,957	3,656	1,778	*	*	143	554
Housing Court cases initiated by HPD that were disposed	5,245	2,970	1,666	*	*	366	561
– Cases settled	3,901	2,164	1,173	*	*	268	367
– Cases resulting in judgments	563	349	149	*	*	9	60
Total dollars spent on emergency repairs (excluding demolition and AEP) (\$)	\$9,500,718	\$9,500,718	\$10,441,654	*	*	NA	NA
Alternative Enforcement Program - Buildings currently active	491	628	557	*	*	NA	NA
– Buildings discharged (cumulative)	2,146	2,259	2,580	*	*	NA	NA
– Buildings discharged from program (%) (cumulative)	78%	80%	81%	*	*	NA	NA
Total dollars spent on emergency repairs in the Alternative Enforcement Program (\$)	\$2,353,336	\$2,678,697	\$2,308,657	*	*	NA	NA
★ Critical Indicator	● Equity Indicator	“NA” Not Available		↑↓ Directional Target	* None		

## SERVICE 2 Preserve and create quality affordable housing.

**Goal 2a** Increase affordable housing opportunities through new construction and preservation.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Total housing starts under Housing New York (HNY) (units)	25,597	30,281	28,326	25,000	25,000	4,468	2,238
– New construction starts	9,419	6,867	11,322	10,000	10,000	2,564	1,220
– Preservation starts	16,178	23,414	17,004	15,000	15,000	1,904	1,018
HNY units started for homeless individuals and families	2,682	1,417	2,849	2,500	2,500	934	494
HNY units started that serve senior households	2,001	698	3,299	2,250	2,250	365	313
HNY units completed for homeless individuals and families	2,230	1,197	1,601	*	*	477	533
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

## SERVICE 3 Effectively manage HPD affordable housing assets.

**Goal 3a** Improve financial and physical stability of existing affordable housing.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Asset management - Rental projects in portfolio	1,317	1,512	1,645	*	*	1,574	1,682
Asset management - High risk rental projects in portfolio (%)	7.0%	8.0%	8.6%	*	*	7.0%	NA
Asset management - Co-op projects in portfolio	999	1,012	1,014	*	*	1,013	1,018
Asset management - High risk co-op projects in portfolio (%)	28.0%	27.0%	27.4%	*	*	27.0%	NA
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

## SERVICE 4 Provide affordable housing opportunities for the lowest income New Yorkers and maximize federal rent subsidies.

**Goal 4a** Maximize federal rent subsidies to make housing affordable for low-income New Yorkers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Section 8 - Voucher utilization rate	96.6%	97.2%	97.2%	98.0%	98.0%	97.4%	98.5%
– Vouchers issued	3,227	2,951	2,663	*	*	772	1,055
● – Households assisted	39,906	40,636	41,276	*	*	40,760	41,630
Section 8 subsidized units in abatement (%)	3%	2%	1%	*	*	2%	1%
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

**Goal 4b** Target HPD financed housing to the lowest-income New Yorkers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Housing New York units started – Extremely low income (0-30% AMI)	5,394	2,360	5,266	*	*	1,371	587
Housing New York units started – Very low income (31%-50% AMI)	8,542	12,841	11,820	*	*	486	379
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Customer Experience							
E-mails responded to in 14 days (%)	51%	46%	26%	58%	58%	26%	46%
Letters responded to in 14 days (%)	44%	36%	31%	52%	52%	31%	57%
Average customer in-person wait time (minutes)	15	17	0	29	29	NA	NA
Visitors to the Division of Tenant Resources, Client and Owner Services rating customer service as good or better (%)	87%	89%	0%	95%	95%	NA	NA
Completed customer requests for interpretation	1,071	1,534	328	*	*	NA	NA
CORE customer experience rating (0-100)	NA			85	85	NA	NA
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇕ Directional Target      * None							

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Response to 311 Service Requests (SRs)							
Percent meeting time to close - Heating (5 days)	95%	97%	92%	90%	90%	94%	91%
Percent meeting time to close - Pests (30 days)	65%	57%	61%	60%	60%	67%	69%
Percent meeting time to close - Paint/Plaster - Ceiling (17 days)	76%	72%	76%	70%	70%	77%	84%
Percent meeting time to close - Paint/Plaster - Walls (17 days)	69%	63%	64%	69%	69%	68%	70%
Percent meeting time to close - Plumbing - Water-Leaks (17 days)	69%	62%	63%	68%	68%	65%	70%
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇕ Directional Target      * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$1,090.4	\$1,129.8	\$1,129.9	\$1,167.7	\$1,335.7	\$1,045.8	\$648.0	\$500.2
Revenues (\$000,000)	\$72.7	\$72.7	\$62.3	\$39.1	\$77.2	\$38.9	\$21.1	\$45.4
Personnel	2,380	2,429	2,335	2,633	2,672	2,653	2,414	2,313
Overtime paid (\$000,000)	\$4.0	\$3.5	\$2.9	\$2.2	\$2.2	\$2.2	\$0.4	\$0.7
Capital commitments (\$000,000)	\$1,508.5	\$699.8	\$1,033.8	\$1,754.8	\$1,521.3	\$1,726.9	\$111.3	\$137.5
<sup>1</sup> February 2022 Financial Plan. <sup>2</sup> Expenditures include all funds      "NA" - Not Available								

## SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$183.6	\$205.4	
001 - Office of Administration	\$46.0	\$48.8	All
002 - Office of Development	\$29.9	\$36.4	2a, 3a, 4a, 4b
003 - Rental Subsidy Program	\$17.8	\$26.3	2a, 4a
004 - Office of Housing Preservation	\$66.9	\$70.7	1a, 1b
006 - Housing Maintenance and Sales	\$23.1	\$23.2	2a, 3a, 4b
Other Than Personal Services - Total	\$946.3	\$1,130.4	
008 - Office of Administration	\$8.4	\$11.5	All
009 - Office of Development	\$61.8	\$89.8	1b, 2a, 4a, 4b
010 - Housing Management and Sales	\$9.9	\$15.9	1a, 1b, 2a, 3a, 4b
011 - Office of Housing Preservation	\$71.9	\$70.4	1a, 1b, 4b
012 - City Assistance to NYC Housing	\$237.4	\$395.3	All
013 - Rental Subsidy Program	\$557.0	\$510.4	2a, 4a
014 - Emergency Shelter Operations <sup>4</sup>	NA	\$37.0	1b
Agency Total	\$1,129.9	\$1,335.7	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds. <sup>2</sup>Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter. <sup>4</sup>This UA originated in Fiscal 2022. "NA" Not Available \*None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

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

- Housing New York: A Five-Borough, Ten-Year Plan:  
<http://www.nyc.gov/html/housing/pages/home/index.shtml>

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





# NEW YORK CITY HOUSING AUTHORITY



## WHAT WE DO

The New York City Housing Authority (“NYCHA” or the “Authority”) provides affordable housing to 539,764 authorized residents in over 177,585 apartments within 335 housing developments. NYCHA serves 344,768 authorized residents in 168,074 apartments within 285 housing developments through the conventional public housing program (Section 9) and 20,020 authorized residents in 9,511 units within 50 developments that were converted to PACT/RAD. Through federal rent subsidies (Section 8 Leased Housing Program), NYCHA also provides rental subsidies to approximately 88,030 families in locating and renting units in the private market. In addition, NYCHA facilitates access to social services through a variety of programs.

NYCHA is at a critical moment in its 85-year history. Years of disinvestment and deterioration have led to an emergency situation that requires an urgent and extraordinary response. Through its Blueprint for Change proposals, NYCHA aims to strengthen its business model and raise much-needed capital funding for its developments. In January 2019, NYCHA and the City of New York signed an agreement with the U.S. Department of Housing and Urban Development (HUD), which outlined a set of reforms and performance targets across six pillar areas: building and apartment inspections, lead, mold, pests/waste, heating, and elevators. An independent monitor is in place, working with NYCHA on these goals and issuing quarterly reports on compliance with the agreement. With NYCHA’s capital projects work, the Authority is investing in projects outlined in its recently approved City Capital Action Plan, initiatives that are already underway, and projects focused on environmental resiliency and sustainability. Finally, NYCHA continues to pursue NYCHA 2.0 initiatives that fund vital building and apartment upgrades while also exploring innovative strategies to build new 100 percent affordable housing.

## FOCUS ON EQUITY

NYCHA promotes equity through its mission to provide quality housing for New Yorkers that is sustainable, inclusive, and safe, while fostering opportunities for economic mobility. NYCHA develops and implements programs, policies, and partnerships, to measurably support residents in the areas of employment, training, education and health. The Authority has increased resident access to resources and services in this past fiscal year. In the first four months of NYCHA engaged 81,903 residents in the design and implementation of key initiatives, including planning for Permanent Affordability Commitment Together before (PACT) conversions and collecting public comments and feedback on the Blueprint for Change. At the core of this work are NYCHA’s efforts to deliver better services to residents in a range of critical areas, transform as an organization, and bring NYCHA buildings the capital investment they need to support the generations of New Yorkers to come. The Authority also facilitated an extensive engagement plan for the Transformation Plan including a public comment process to ensure that all residents and stakeholders had the opportunity to share their feedback and ideas for change, townhalls meetings for stakeholders and staff, and various staff surveys. NYCHA will continue to attract new partners, create new opportunities for communication, and expand services for residents while providing support to resident associations and other resident-led groups.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Operate as an efficient and effective landlord.**

- Goal 1a Improve rent collection.
  - Goal 1b Expedite maintenance and repairs.
  - Goal 1c Optimize apartment usage and ensure rental equity.
  - Goal 1d Improve safety and security.
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### **SERVICE 2 (Re)build, expand and preserve public housing and affordable housing stock.**

- Goal 2a Preserve the public and affordable housing asset.
  - Goal 2b Optimize access to affordable housing in public housing developments to income-eligible families.
  - Goal 2c Increase access to affordable housing in privately owned units.
  - Goal 2d Develop new mixed-use, mixed-income housing and resources.
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### **SERVICE 3 Engage residents and connect them to best-in-class social services.**

- Goal 3a Connect all residents to critical services in their communities.
- Goal 3b Increase employment opportunities among NYCHA residents.

## HOW WE PERFORMED

- The cumulative rent collection decreased by ten percent, from 83.5 percent for the first four months of Fiscal 2021 to 73.3 percent for the same period in Fiscal 2022 and did not meet the target of 97.5 percent. Rent delinquency increased from 38.7 percent as of the first four months in Fiscal 2021 to 44.4 percent in Fiscal 2022. The COVID-19 pandemic has continued to impact NYCHA's rent collection. NYCHA, in compliance with federal and state law and guidance since the onset of COVID-19 in March 2020, has not been able to utilize the processes that would normally be used to engage with residents to support rent collection, such as in-person meetings between staff and residents and taking legal action. These changes have greatly impacted NYCHA's ability to collect rent. Therefore, the number of households that owe money for more than one month increased by 26 percent from 45,067 in October 2020 to 56,837 in October 2021. The Authority has received and processed more interim rent adjustments as a result of income reductions, which are contributing factors to the rising numbers. Residents concerned about paying their rent or who are experiencing financial hardship can apply for rent hardship through a simplified process which allows self-certification without the documents that were previously required (pay stubs, etc.).
- NYCHA has taken action to lower rent delinquencies by working directly with the NYS Office of Temporary and Disability Assistance (OTDA) to obtain benefits on behalf of households under the Emergency Rental Assistance Program (ERAP). NYCHA worked with OTDA to simplify the application process by allowing NYCHA to apply on the household's behalf, with consent, instead of a household having to submit an individual application. NYCHA submitted landlord documents in bulk to OTDA for 26,796 public housing households who applied for the program, adding up to a total dollar amount of \$101,952,803.55, before OTDA closed its ERAP portal on November 14, 2021. As of time of publication, there has not yet been a determination from the State on funds allocation.
- The average time to resolve emergency repair requests increased by 34 percent from 11 hours for the first four months of Fiscal 2021 to 14.8 hours for the same period in Fiscal 2022 as a result of a larger volume of emergency work orders (six percent increase) compared to the same time last year. Even with the increase, however, NYCHA is meeting its target of resolving emergency complaints within 24 hours.
- The average time to resolve non-emergency repair requests increased by 52 percent from 26 days for the first four months of Fiscal 2021 to 39.5 days for the same period in Fiscal 2022. NYCHA attributes this increase to the backlog of work orders as well as the impacts of the COVID-19 pandemic. NYCHA limited certain lower-priority in-unit repairs during the pandemic. Following the advice of the Occupational Safety and Health Administration (OSHA), HUD and federal, local and state public health professionals, this guidance was put in place in mid-March 2020 to protect the health and safety of NYCHA's residents and employees and lifted in May 2021. This limitation on the type of work that could be performed in apartments has extended the resolution time for non-emergency work orders. NYCHA has resumed work in apartments to address repairs which were not performed earlier in the COVID-19 pandemic as well as new work orders. The backlog is largely driven by repair needs in painting, carpentry, plastering, and vendor related work. Through its Transformation Plan, NYCHA is rolling out several work order initiatives which will improve repair time through better planning and scheduling, improved staffing allocation, increased visibility in the work order process, as well as worker accountability and productivity through constant monitoring.
- Heat outage figures are reported for the heating season, which began on October 1, 2021 and will end on May 31, 2022. The average time to resolve heat outages dropped by 35 percent from 9.4 hours as of October 2020 in Fiscal 2021 to 6.1 hours for the same period in Fiscal 2022. NYCHA is meeting the target of 12 hours required in the January 2019 agreement with HUD. These positive results can be attributed to the continued utilization of a heating team dedicated to resolving service interruptions 24/7, the activation of a "Situation Room" during periods of extreme cold to coordinate the response to interruptions and mobilize resources in real time, the constant monitoring of outage data through the use of dashboards and reports to identify issues proactively, and increased staffing with the addition of plumbing and electrical teams this year.

- The average time to resolve elevator outages remained stable at 13 hours for the first four months of Fiscal 2022 but was higher than the target of 10 hours. The average outage per elevator per month increased from 1.17 to 1.22. The elevator service uptime dropped to 97.5 percent but exceeded the target of 97 percent. In the early months of the pandemic, the COVID-19 work order guidance severely limited preventive maintenance in single car as well as duplex buildings, which led to a higher number of outages and subsequently a longer resolution time. NYCHA resumed preventive maintenance in its elevators in September 2020. Other efforts to improve elevator service include the hiring and training of additional elevator mechanic teams and installing air conditioners in motor rooms, door lock monitors, and other equipment such as water proof door operators.
- The management cost per dwelling unit per month increased by 16 percent from \$1,033 for the first four months of Fiscal 2021 to \$1,199 for the same period in Fiscal 2022. Operating Expenses increased by \$103 million in the first 4 months of fiscal year 2022 as compared to the same period of fiscal year 2021, led by \$59 million in general and administrative costs, primarily for the insurance premium. This was followed by increase of \$21 million for boiler room equipment, environmental, plumbing and heating, and structural support in maintenance and operation costs, \$18 million in utilities and \$5 million in protective services.
- In Fiscal 2021, the average time to prepare vacant apartments for re-rental rose 25 percent from 104 days in the first four months of Fiscal 2021 to 131 days in Fiscal 2022. Due to the aging conditions in our buildings, NYCHA vacant units require extensive work, especially in the areas of carpentry, plastering, painting, and lead abatement. As reported in the work order section of the PMMR, the growing backlog and the pandemic have impacted the resolution time for non-emergency work orders which would include work orders such as painting, plastering, carpentry needed to prep units for rental. The turnaround time to re-occupy apartments also increased by 18 percent from 115 days to 136 days mostly due to the long prep time for vacant apartments.
- As of October 31, 2021, CCTV and LAC installations have been completed at 57 of the 63 developments previously identified for security enhancements, and work is ongoing at five remaining sites. An additional 19 developments are projected to have security enhancement work to begin in Fiscal Year 2022. This includes exterior site lighting, CCTV, and LAC.
- The percentage of active capital projects in construction on schedule was 88 percent as of the first four months of Fiscal 2022, up from 82 percent for the same period in Fiscal 2021. The percentage of all active capital projects on schedule was 62.5 percent in Fiscal 2022, compared to 73 percent in Fiscal 2021.
- NYCHA's Capital Projects Division (CPD) continues to explore different strategies to deliver the projects on time, which includes identifying the best procurement method that will reduce the execution time of the projects as well as developing a procurement package which adds benefit for projected bidders. The project management team continues to perform extensive review to identify risks and implement mitigation strategies to prevent undue delays. The COVID-19 pandemic has negatively impacted the progress in executing the portfolio whether in terms of Human resources, materials, and site accessibility.
- Announced in November 2018, NYCHA is addressing \$12.8 billion in overdue repairs in 62,000 apartments through public-private partnerships as part of its Permanent Affordability Commitment Together (PACT) initiative, which includes the federal Rental Assistance Demonstration (RAD) program. All 62,000 apartments will be converted to Section 8 funding and remain permanently affordable. Section 8 funding provides a more stable flow of federal subsidy and allows NYCHA and its development partners to raise external financing to address a development's capital repair needs. Quality third party managers will maintain and operate the buildings. Residents will pay rent limited to 30 percent of their income and retain robust rights and protections. Partnerships also deliver valuable social services from nonprofit partners to residents.
- NYCHA selects sites for the PACT program that have the highest capital needs and operating challenges. To date, NYCHA has converted 9,517 apartments through PACT since the initiative's launch, raising more than \$1.75 billion to fund comprehensive repairs. Renovations are complete at more than 3,200 apartments in Queens and the Bronx. Major upgrades are underway at approximately 6,300 apartments and another 6,475 apartments across New York City are part of projects that are currently in predevelopment for comprehensive repairs.

- NYCHA's occupancy rate has remained stable at 98.3 percent in Fiscal 2022 compared to 98.7 percent in Fiscal 2021. As of October 2021, NYCHA had 168,074 units. The number of applicants placed in public housing decreased by 37 percent, from 1,053 for the first four months of Fiscal 2021 to 661 during the same period in Fiscal 2022. Among the contributing factors to the decrease is the availability of fewer units due to RAD/PACT conversions, including those scheduled for conversion later this year as new rentals have stopped at these sites. Vacant units are also being held at two developments in anticipation of comprehensive modernization at the properties. The longer apartment prep time has also impacted placements.
- The overall number of homeless households placed in housing for the first four months of Fiscal 2022 (511) was 42 percent lower compared to the same period in Fiscal 2021 (877). The number of homeless individuals and families placed in public housing dropped from 554 to 331 and the number of homeless individuals and families placed through Section 8 decreased from 323 to 215. The trend in homeless individuals and families placements was reflective of the decrease of available apartments as noted for NYCHA's overall placements.
- The maximum allowable Section 8 vouchers increased slightly from 104,054 in Fiscal 2021 to 106,410 in Fiscal 2022. The funded Section 8 vouchers also increased from 87,285 to 88,880. The increase reflects new program admissions and PACT conversions.
- The percentage of biennial Section 8 inspections completed declined from 85 percent in Fiscal 2021 to 61 percent for the same period in Fiscal 2022. Following HUD's COVID-19 guidance in 2020, the Leased Housing Department suspended all Housing Quality Standards inspections, which severely impacted the inspection completion rate. NYCHA resumed in-person inspections in June 2021.
- The percentage completion of annual Section 8 recertifications remained stable at 99 percent due to a continued focus on productivity and streamlined case processing.
- The number of applicants placed through Section 8 vouchers increased by 61 percent, from 320 in the first four months of Fiscal 2021 to 516 in the same period in Fiscal 2022. Since mid-2020, NYCHA issued vouchers to the applicants on the existing waitlist, referrals from prosecutorial and law enforcement for victims of domestic violence and intimidated witness applicants and NYCHA public housing referrals for uninhabitable units, risk of displacement and extremely under and over occupied residents.
- On December 1, 2021, NYCHA announced the partners selected to implement a community-driven preservation and investment strategy at Fulton, Chelsea, Chelsea Addition, and Elliott Houses in the Chelsea neighborhood. The four developments, which include 2,073 apartments across 24 buildings in the Chelsea section of Manhattan, have an estimated total of \$366 million in extensive capital need and repair costs ranging from heating infrastructure to building security improvements.
- NYCHA's emergency transfer priority is available to NYCHA residents who are victims of domestic violence, intimidated victims, intimidated witnesses, or child sexual victims as well as all categories defined under the Violence Against Women Act (VAWA). VAWA includes victims of domestic violence, dating violence, sexual assault, or stalking. The priority is intended to enhance safety for at-risk residents by providing confidential relocation to another NYCHA development. The number of residents approved for an emergency transfer increased by 30 percent, from 691 for the first four months of Fiscal 2021 to 899 for the same period in Fiscal 2022. The emergency transfer disposition time was reduced by 3 percent from 13.4 days to 12.96 days. There was a significant increase in domestic violence transfer requests, anecdotally due to pandemic related social factors.
- Initial social service tenant contacts conducted within five days of the referral (%) decreased by 7 percent from 95 percent for the first four months of Fiscal 2021 to 88 percent for the same period in Fiscal 2022. The decrease can be attributed to the larger number of referrals which were up 25 percent from 386 in Fiscal 2021 to 513 in Fiscal 2022.

- The referrals to supportive services provided to senior residents decreased by 38 percent from 23,127 for the first four months of Fiscal 2021 to 14,463 for the same period in Fiscal 2022. In Fiscal 2021, supportive services were primarily geared to ensuring that residents remain safe and healthy during the COVID-19 pandemic. NYCHA operated in crisis mode with contact and services all provided virtually. In Fiscal 2022, with community programs reopening, fewer residents required crisis related services as more returned to their normal functions. During Fiscal 2022, face-to-face contacts through home visits also resumed, limiting the number of people they are able to serve.
- There were 575 overall resident job placements for the first four months of Fiscal 2022 compared to 389 for the same period in Fiscal 2021. This indicator includes 517 direct placements through NYCHA's Office of Resident Economic Empowerment and Sustainability (REES) and Human Resources Department as well as 58 partner placements. NYCHA is participating in the City Cleanup Corps initiative which launched in July 2021. NYCHA received funding to increase its hiring of seasonal personnel to provide enhanced cleaning and other beautification projects at NYCHA developments.

## SERVICE 1 Operate as an efficient and effective landlord.

### Goal 1a Improve rent collection.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Rent collection (%)	89.6%	86.4%	78.1%	97.5%	97.5%	83.5%	73.3%
Rent delinquency rate (%)	34.9%	37.0%	40.2%	*	*	38.7%	44.4%
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↕ Directional Target	* None			

### Goal 1b Expedite maintenance and repairs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Average time to resolve emergency service requests (hours)	12.7	16.7	16.5	24.0	24.0	11.0	14.8
★ Average time to resolve non-emergency service requests (days)	19.4	27.6	35.5	15.0	15.0	26.0	39.5
★ Average time to resolve elevator outages (hours)	11.7	9.5	11.1	10.0	10.0	12.8	12.8
★ Average outage per elevator per month	1.16	0.97	1.09	1.01	1.01	1.17	1.22
★ Elevator service uptime (%)	98.1%	98.7%	98.2%	97.0%	97.0%	97.9%	97.5%
★ Alleged elevator injuries reported to the Department of Buildings	4	9	7	↕	↕	3	3
★ Elevator-related fatalities	0	0	0	↕	↕	0	0
Management cost per dwelling unit per month (\$)	\$1,052	\$1,077	\$1,132	\$875	\$875	\$1,033	\$1,199
★ Average Time (hours) to Resolve Heat Outages	NA	NA	7.3	12.0	12.0	9.4	6.1
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↕ Directional Target	* None			

### Goal 1c Optimize apartment usage and ensure rental equity.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Average time to prepare vacant apartments (days)	83.5	114.5	111.2	20.0	20.0	104.2	130.6
★ Average turnaround time for vacant apartments (days)	76.5	97.8	114.2	30.0	30.0	114.9	135.6
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↕ Directional Target	* None			

### Goal 1d Improve safety and security.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Major felony crime rate per 1,000 residents	12.4	12.6	14.9	*	*	5.4	5.6
★ Major felony crimes in public housing developments	4,766	4,844	5,373	↕	↕	1,912	1,949
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↕ Directional Target	* None			

## SERVICE 2 (Re)build, expand and preserve public housing and affordable housing stock.

### Goal 2a Preserve the public and affordable housing asset.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Active capital projects on schedule (%)	68.3%	78.9%	73.0%	75.0%	75.0%	72.9%	62.5%
★ Active capital projects in construction phase on schedule (%)	77.3%	94.2%	89.0%	85.0%	85.0%	82.2%	87.9%
Number of buildings (Public Housing Portfolio)	2,351	2,252	2,198	*	*	2,252	2,198
Number of developments transitioned (RAD/PACT Portfolio)	18	14	17	*	*	0	0
Number of buildings transitioned (RAD/PACT Portfolio)	67	97	38	*	*	0	0
Number of apartments transitioned through PACT/RAD (RAD/PACT Portfolio)	2,458	3,940	1,718	*	*	0	0
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

### Goal 2b Optimize access to affordable housing in public housing developments to income-eligible families.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Apartment Attrition Rate (%)	3.6%	3.8%	3.9%	*	*	NA	NA
★ Occupancy rate (%)	98.9%	98.8%	98.6%	99.2%	99.2%	98.7%	98.3%
Applicants placed in public housing	3,147	3,330	3,035	*	*	1,053	661
Homeless applicants placed in housing - Total	2,449	2,662	2,323	*	*	877	511
- NYCHA housing	1,403	1,913	1,597	*	*	554	331
- Section 8	1,046	749	726	*	*	323	215
Working families residing in public housing (cumulative) (%)	46.0%	45.3%	45.3%	*	*	NA	NA
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

### Goal 2c Increase access to affordable housing in privately owned units.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
● Families on Section 8 waiting list (000)	138	40	34	*	*	40	35
Maximum allowable Section 8 vouchers	102,706	104,054	106,410	*	*	104,054	106,410
Funded Section 8 vouchers	86,768	87,285	88,880	*	*	87,285	88,880
★ Utilization rate for funded Section 8 vouchers (%)	99.0%	100.0%	100.0%	97.0%	97.0%	100.0%	99.0%
Funding utilization for Section 8 vouchers (%)	98.0%	98.0%	99.0%	*	*	100.0%	99.0%
★ Section 8 occupied units (vouchers)	85,839	87,439	88,143	87,000	87,000	86,965	88,010
Biennial Section 8 inspections	98.0%	93.0%	61.0%	*	*	85.0%	61.0%
Annual Section 8 recertifications	99.0%	98.0%	99.0%	*	*	99.0%	99.0%
Applicants placed through Section 8 vouchers	2,438	3,632	2,397	*	*	320	516
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

### Goal 2d Develop new mixed-use, mixed-income housing and resources.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Unit Inventory (Public Housing Portfolio)	173	170	168	*	*	170	168
Number of developments (Public Housing Portfolio)	316	302	285	*	*	302	285
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

## SERVICE 3 Engage residents and connect them to best-in-class social services.

### Goal 3a Connect all residents to critical services in their communities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Residents approved for emergency transfers	1,846	1,776	2,266	*	*	691	899
★ Emergency transfer disposition time (days)	13.97	14.93	17.16	45.00	45.00	13.42	12.96
★ Initial social service tenant contacts conducted within five days of referral (%)	88%	91%	93%	76%	76%	95%	88%
Referrals to supportive social services for senior residents	20,521	41,586	81,176	*	*	23,127	14,463
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

### Goal 3b Increase employment opportunities among NYCHA residents.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Resident job placements - Total	2,933	2,127	1,411	↑	↑	389	575
- Direct placements	1,082	862	1,175	1,593	1,593	330	517
- Program and partner placements	1,851	1,265	236	*	*	59	58
Job training graduates placed in jobs (%)	83%	91%	86%	*	*	NA	NA
Youth placed in jobs through youth employment programs	972	3,896	3,231	*	*	NA	NA
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Customer Experience							
Completed requests for interpretation	178,282	147,520	156,054	*	*	59,850	53,892
E-mails responded to in 14 days (%)	97.0%	95.7%	98.6%	*	*	98.8%	97.9%
Average wait time to speak with a customer service agent (minutes)	17:2	14:5	NA	*	*	NA	NA
CORE facility rating	NA	97	97	*	*	NA	NA
Calls answered in 30 seconds (%)	63.7%	74.0%	76.5%	*	*	67.0%	92.0%
Number of agency customers surveyed for overall customer satisfaction	66,044	37,135	19,793	*	*	NA	NA
Customers rating service good or better (%)	75.9%	75.4%	72.6%	71.0%	71.0%	NA	NA
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$3,492.2	\$3,749.2	\$4,035.3	\$4,083.7	\$4,083.7	\$4,062.8	\$1,183.8	\$1,351.7
Revenues (\$000,000)	\$3,532.5	\$3,486.2	\$3,948.4	\$4,058.3	\$4,058.3	\$3,762.7	\$1,251.2	\$1,311.2
Personnel	10,834	11,061	11,689	11,559	13,188	12,483	11,787	12,149
Overtime paid (\$000,000)	\$102.5	\$148.0	\$155.7	\$89.8	\$89.8	\$86.6	\$45.6	\$52.3
Capital commitments (\$000,000)	\$302.3	\$175.7	\$103.1	\$402.8	\$1,038.6	\$587.5	-\$37.0	\$38.5
<sup>1</sup> February 2022 Financial Plan. <sup>2</sup> Expenditures include all funds    "NA" - Not Available								



## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Currently, NYCHA is not in compliance with several federal regulations and is working to assess the extent of noncompliance. On January 31, 2019, NYCHA signed an agreement with HUD to resolve claims brought by the U.S. Attorney's Office for the Southern District of New York, including on behalf of HUD and the Environmental Protection Agency. The agreement establishes a framework by which NYCHA will continue to evaluate its compliance with federal requirements. The agreement also requires NYCHA to take certain actions and meet certain standards and deadlines related to health and safety. NYCHA has not yet met certain standards and deadlines set forth in the agreement and continues to work with an independent monitor to improve its compliance with these requirements. The monitor is in place with access to NYCHA information and personnel and has issued and will continue to issue quarterly reports on NYCHA's compliance with the agreement. (<https://nychamonitor.com/>).
- The indicator 'Letters responded to in 14 days (%)' is no longer reported because NYCHA's Customer Operations department no longer receives snail mail letters and instead all letters are being processed by email from the Chair's office. This is reported in the "% of emails responded to with 14 calendar days" indicator.
- There is no data available for the indicator 'Average wait time to speak with a customer service agent (minutes)' because the Walk-in Center has been closed as of March 21, 2020, and staff are taking calls instead.

## ADDITIONAL RESOURCES

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

- NYCHA's transformational plan:  
<https://www1.nyc.gov/site/nycha/residents/blueprint-for-change.page>

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



# LANDMARKS PRESERVATION COMMISSION



## WHAT WE DO

The Landmarks Preservation Commission (LPC) designates, regulates and protects the City's architectural, historic and cultural resources, which now number 37,699 buildings and sites, including 1,445 individual landmarks and more than 35,600 buildings and sites within 152 historic districts and extensions across all five boroughs. The agency reviews applications for work on designated properties, investigates complaints of illegal work and initiates action to compel compliance with the Landmarks Law. LPC also administers a federally funded Historic Preservation Grant Program that provides financial assistance to low-to-moderate income New Yorkers to help fund work on designated properties.

## FOCUS ON EQUITY

LPC is committed to ensuring equity in all aspects of the agency's work and to reaffirm that commitment, LPC launched an Equity Framework in January 2021 to guide agency priorities for the year and into the future. This includes prioritizing designations that represent New York City's diversity and designations in areas less represented by landmarks and making the agency's work more accessible through transparency and outreach initiatives. During the first four months of Fiscal 2022, LPC calendared and held a public hearing for two historic districts in Cambria Heights, Queens. The proposed Cambria Heights—222nd Street Historic District and the Cambria Heights—227th Street Historic District are exceptionally well-preserved blocks of Tudor Revival style rowhouses that represent this diverse African American and Afro-Caribbean community in Southeastern Queens.

LPC has continued to ensure equitable access and continuity in all critical functions during the pandemic. The agency continues to issue permits and allow for robust public engagement through email-filing and virtual public hearings. In addition, LPC has been working to ensure fairness, transparency, and efficiency in regulation, so that all property owners understand the agency's processes and have equal access to resources and technical assistance. As part of LPC's equity framework, the agency launched an Open Office Hours initiative this past summer to help make its services more accessible and ensure all property owners are supported through technical assistance and improved guidance. LPC held virtual Open Office Hours for property owners in The Bronx, Staten Island, Queens, Brooklyn, Manhattan and did a citywide session on September 30, 2021. LPC hopes to build on this model in the future. To help build an inclusive workplace culture, LPC facilitates internal programs to foster pride in our work and staff. LPC has Employee Working Groups (EWG), to exchange ideas and make recommendations to agency leadership, and Employee Resource Groups (ERG), which are employee-led groups to raise awareness of issues affecting people of a particular demographic or a shared concern.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Identify and protect qualifying architectural, historical, cultural and archaeological assets in all five boroughs.**

- Goal 1a Identify and designate as landmarks, eligible individual buildings, interiors, scenic landmarks and historic districts.
- Goal 1b Facilitate appropriate work on landmark buildings through technical assistance and timely issuance of permits.
- Goal 1c Increase compliance with landmark regulations.
- Goal 1d Evaluate potential impacts to archaeological resources in a timely manner.

## HOW WE PERFORMED

- During the first four months of Fiscal 2022, the Commission proposed the designation of two historic districts—the Cambria Heights—222nd Street Historic District and the Cambria Heights—227th Street Historic District. Both are exceptionally well-preserved blocks of Tudor Revival style rowhouses that represent this diverse African American and Afro-Caribbean community in Southeastern Queens.
- LPC has seen a steady increase in the number of permit applications, and despite some staff vacancies is striving to process them efficiently. The number of work permit applications received during the first four months of Fiscal 2022 was 4,091 compared to 3,487 during the same period in Fiscal 2021, a 17 percent increase. This increase is likely due to an improvement in the economy and real estate activity.
- During the first four months of Fiscal 2022, 83 percent of Certificates of No Effect (CNE) and 83 percent of Permits for Minor Work (PMW) were issued within ten days. This is a slight decrease from 87 percent for CNEs and 86 percent for PMWs over the same period in Fiscal 2021 and falls just below LPC’s target of 85 percent. This slight decrease is related to increasing permit application levels at the same time as having higher than normal staff vacancies. Additionally, the number of Expedited Certificates of No Effect (XCNE) issued within two days was 99 percent in the first four months of Fiscal 2022, which is a decrease of less than one percent during the same period in Fiscal 2021. The average days from completed submission until issuance improved across permit types. They were 6.4 for CNEs (a rise of 1.1 days), 6.4 for PMWs (a rise of 0.8 days), and XCNEs remained at one day.
- The Commission’s enforcement department received 150 complaints and initiated 32 enforcement actions, in the first four months of Fiscal 2022, compared to 110 complaints and 14 initiated enforcement actions during the same period in Fiscal 2021. There was a slight increase in the number of investigations completed (55 compared to 53 during the same period in Fiscal 2021) and enforcement actions taken partly because these processes are complaint driven, and the Agency has seen a rise in complaints. In addition, LPC understands the severity of the COVID-19 pandemic and the financial toll it has taken on New Yorkers, including owners of designated properties. With fairness and equity in mind, only more serious violations or violations where there was on-going work were immediately acted on. All complaints received by the Commission are investigated and the number of enforcement actions taken is determined by the amount of illegal work found upon investigation.
- The number of archaeological applications received in the first four months of Fiscal 2022 was 98, which is slightly lower than the previous fiscal year during the same period when the agency received 128 applications. The number of archaeology applications is driven by the applicants, in this case other city agencies, and fluctuates based on many factors not related to LPC. The decrease is likely related to fewer development projects submitted during this period. 98 percent of those applications were reviewed within 10 days, exceeding the target of 85 percent.

### SERVICE 1 Identify and protect qualifying architectural, historical, cultural and archaeological assets in all five boroughs.

**Goal 1a** Identify and designate as landmarks, eligible individual buildings, interiors, scenic landmarks and historic districts.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Individual, interior and scenic landmarks, and historic districts, designated	24	11	10	20	20	1	0
★ – Total number of buildings designated	642	63	339	*	*	1	0
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↕ Directional Target	* None			

**Goal 1b** Facilitate appropriate work on landmark buildings through technical assistance and timely issuance of permits.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Work permit applications received	14,069	11,701	10,907	*	*	3,487	4,091
★ Actions taken on work permit applications received	12,803	10,950	10,075	*	*	3,172	3,957
Certificates of No Effect issued within 10 business days (%)	82%	85%	84%	85%	85%	87%	83%
Expedited Certificates of No Effect issued within two business days (%)	99%	100%	100%	100%	100%	100%	99%
Permits for minor work issued within 10 business days (%)	80%	83%	83%	*	*	86%	83%
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⇅ Directional Target    * None							

**Goal 1c** Increase compliance with landmark regulations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Number of complaints received	492	420	310	*	*	110	150
Investigations completed	394	347	105	*	*	53	55
Enforcement actions taken: Total warning letters, NOVs, and stop work orders issued	479	416	55	*	*	14	32
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	98%	94%	83%	*	*	0%	0%
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⇅ Directional Target    * None							

**Goal 1d** Evaluate potential impacts to archaeological resources in a timely manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Archaeology applications received	390	347	372	*	*	128	98
Archaeology applications reviewed within 10 business days (%)	98%	98%	90%	85%	85%	98%	98%
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⇅ Directional Target    * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Customer Experience							
Letters responded to in 14 days (%)	89%	88%	94%	*	*	100%	99%
E-mails responded to in 14 days (%)	87%	92%	94%	*	*	96%	100%
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⇅ Directional Target    * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$6.2	\$6.4	\$6.4	\$6.8	\$7.2	\$6.8	\$2.1	\$2.1
Revenues (\$000,000)	\$7.9	\$6.3	\$6.2	\$6.1	\$6.3	\$6.1	\$2.1	\$2.9
Personnel	75	76	70	79	74	74	77	69
Overtime paid (\$000)	\$10	\$3	\$3	\$7	\$7	\$7	\$0	\$0
<sup>1</sup> February 2022 Financial Plan. <sup>2</sup> Expenditures include all funds    "NA" - Not Available								

## SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$5.9	\$6.1	All
002 - Other Than Personal Services	\$0.5	\$1.1	All
Agency Total	\$6.4	\$7.2	

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

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

For additional information, go to:

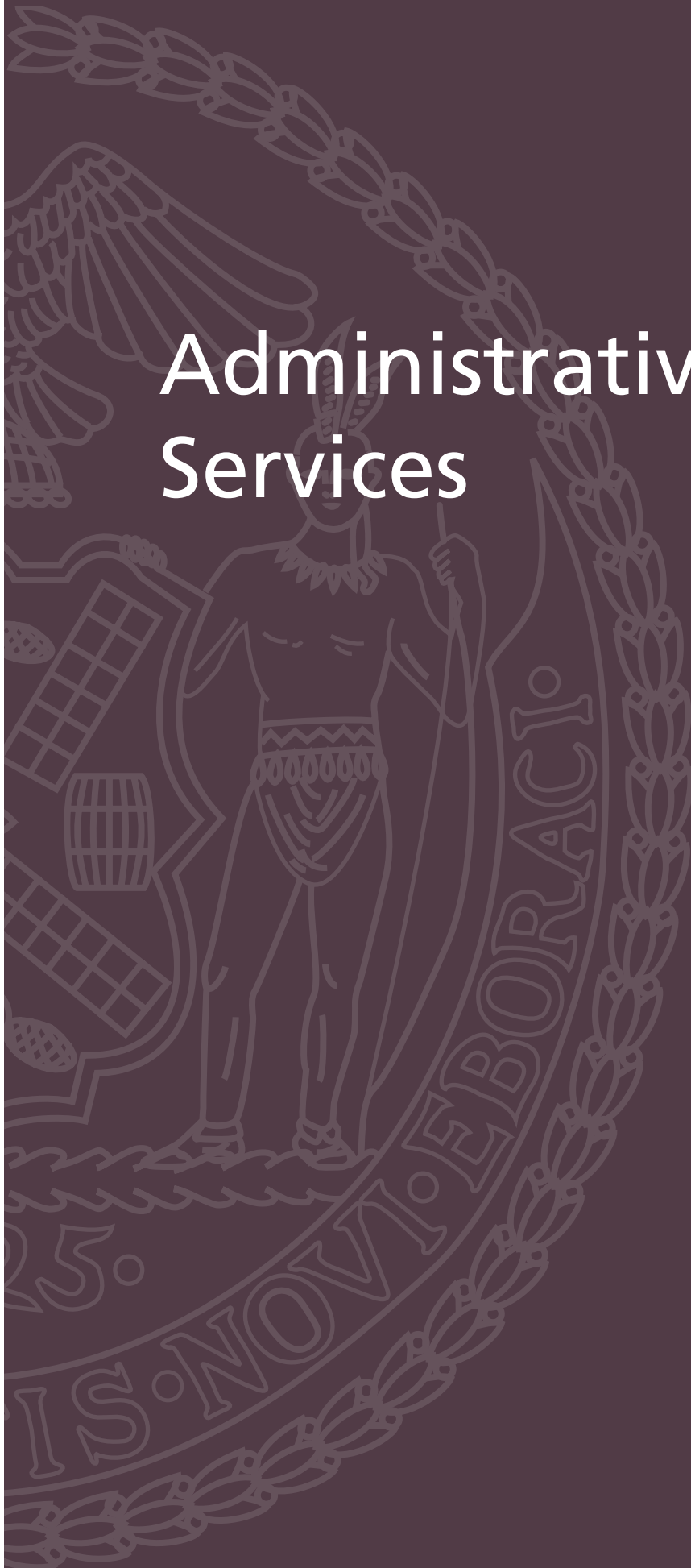
- Press Releases (information on landmark approvals):  
<https://www1.nyc.gov/site/lpc/about/news.page>
- Discover NYC Landmarks interactive map:  
<https://www1.nyc.gov/site/lpc/designations/maps.page>
- The Social Indicators and Equity Report, EquityNYC  
<http://equity.nyc.gov/>

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





# Administrative Services



# Administrative Services



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Department of Finance p 323

# DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES



## WHAT WE DO

The Department of Citywide Administrative Services (DCAS) provides value-added and effective shared services to support the operations of New York City government. Its commitment to equity, effectiveness, and sustainability guides its work with City agencies on recruiting, hiring, and training employees; providing facilities management for 55 public buildings; acquiring, selling, and leasing City property; purchasing more than \$1 billion in supplies and equipment each year; and implementing energy conservation and safety programs throughout the City's facilities and vehicle fleet.

## FOCUS ON EQUITY

DCAS's commitment to equity means ensuring that City government leads the way on having a diverse and inclusive workplace and providing all New Yorkers with an opportunity to get ahead. To reach this goal, during the first four months of Fiscal 2022 DCAS participated in 67 career outreach events—many of which were targeted towards underserved communities. To ensure an inclusive workplace for City employees, DCAS trained 71,253 employees on equity and inclusion. In its role leading procurement for the City, DCAS engages minority and women-owned business enterprises (M/WBE) about City contracting opportunities. DCAS participated in 3 M/WBE events and awarded \$35 million in contracts to M/WBEs through October 2021. DCAS also hosted 24 one-on-one meetings with potential MWBE vendors introducing them to all the different operations within the agency. DCAS is the backbone of City government and its focus on equity sets the tone for the work of all City agencies.

# OUR SERVICES AND GOALS

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## **SERVICE 1 Help City agencies fulfill their workforce needs.**

- Goal 1a Increase the public's access to information about employment opportunities in City government.
  - Goal 1b Ensure a competitive and diverse candidate pool for City employment opportunities.
  - Goal 1c Ensure timely administration of civil service exams.
  - Goal 1d Provide a wide range of training opportunities.
- 

## **SERVICE 2 Manage and operate City-owned office buildings.**

- Goal 2a Improve cleanliness and maintenance ratings for DCAS-managed facilities.
  - Goal 2b Meet timeliness standards for maintenance service requests and repair work.
  - Goal 2c Consolidate and reduce City office space.
- 

## **SERVICE 3 Manage the City's surplus real and personal property.**

- Goal 3a Maximize revenue from the sale of real property, surplus goods and savings from the reallocation of usable surplus items.
- 

## **SERVICE 4 Procure goods and select services for City agencies.**

- Goal 4a Maximize competition in the procurement process.
  - Goal 4b Use citywide buying power to achieve and maximize best value for goods and services.
- 

## **SERVICE 5 Manage energy use by City agencies.**

- Goal 5a Maximize citywide efforts to monitor and reduce energy use to reach greenhouse gas reduction goals.
  - Goal 5b Reduce the energy-related carbon footprint of City buildings.
  - Goal 5c Increase the City's renewable energy capacity.
- 

## **SERVICE 6 Manage the City's fleet and fuel resources.**

- Goal 6a Reduce fuel use and emissions.
- Goal 6b Optimize fleet resources to meet agency needs.

## HOW WE PERFORMED

- During the first four months of Fiscal 2022, the number of applications received for all DCAS civil service exams more than doubled compared to the same period in Fiscal 2021. The increase is primarily attributed to resuming all in-person exam services starting in September 2021 as COVID restrictions were lifted. Additionally, the increase in exams opened for filing doubled comparing the same periods and included titles that usually attract large applicant pools such as Correction Officer and Police Officer.
- The median time from exam administration to the issuance of exam results was 246 days during the first four months of Fiscal 2022 compared to 57 days during the same period in Fiscal 2021. The increase in time was due in part to delays caused by the ongoing COVID-19 pandemic. In contrast to exam types administered in the first four months of Fiscal 2022, most exams administered in the first four months of Fiscal 2021 were qualified incumbent exams. These exams are administered to existing City employees and are automatically processed and rated, resulting in a much shorter exam completion time. Despite the increase from the previous fiscal year, the median time from exam administration to completion remains below the 290-day target.
- During the first four months of Fiscal 2022, minority hires represented 75 percent of new hires at mayoral City agencies, decreasing approximately five percentage points over the same period last year, but remaining steady over the past three fiscal years. Female new hires decreased almost 13 percentage points in comparison to the same period last year. This is primarily due to hiring being concentrated in titles that have traditionally been male- and white-dominated. The decrease in female hires is not unique to the City of New York and is attributed to the COVID-19 pandemic and a larger national trend. For example, the U.S. Bureau of Labor Statistics' October 2021 report showed that although women gained the majority of jobs overall in October 2021, women's labor force participation still trailed their pre-pandemic rate of 59.2%, matching the decades-old 1988 rate of 57.3%<sup>1</sup>. In addition, public sector employment nationwide has not rebounded from the pandemic at the same pace as the private sector due to furloughs, temporary lay-offs, and competition with the private sector which is offering broader financial incentives and expanded remote work options<sup>2</sup>.
- The average satisfaction rating for professional development sessions increased by two percentage points when compared to the first four months of Fiscal 2021, and currently exceeds the Fiscal 2022 target.
- The number of City employees/participants trained in managerial and professional development programs decreased 15 percent during the first four months of Fiscal 2022 compared to the same period of Fiscal 2021 due to ongoing COVID-19 health, safety, and budget decisions, limiting in-person training at the Citywide Training Center.
- During the first four months of FY22, long- and short-term leases generated more than \$14 million. While this was a decrease in revenue generated during the same period in Fiscal 2021, DCAS anticipated this decline in the Fiscal 2022 budget. Revenue varies based on the expiration or termination of leases, lease terms based on a percentage of tenant revenue, and the execution of new leases.
- City employees/participants trained in equity and inclusion increased 55 percent during the first four months of Fiscal 2022 compared to the first four months of the previous fiscal year. This increase was primarily due to continued efforts by the Citywide Training Center to offer accessible and affordable training opportunities, including a new platform providing remote sexual harassment prevention training to employees at the Department of Education.
- Due to advanced outreach to vendors on item specifications from DCAS inspectors, the number of inspections deemed non-compliant decreased 28 percent during the first four months of Fiscal 2022 compared to the same time in Fiscal 2021. This work and the decline in demand for PPE items resulted in a 90 percent decrease in the value of cost avoidance when comparing the same periods.
- Mayoral agency spending on goods against DCAS master contracts jumped by 29 percentage points for the first four months of Fiscal 2022 compared to the same period in Fiscal 2021 due to the resumption of in-person work by all City government offices in May 2021 and the reinstatement of procurement rules following their temporary suspension due to COVID in July 2021.

- The average number of days to fulfill agency storehouse requisitions decreased by 64 percent in the first four months for Fiscal 2022 to 4 days from 11 days in the same period of Fiscal 2021. This is due to a decrease in the volume of PPE ordered by agencies and the implementation of automated, real-time delivery tracking in the DCAS Warehouse Management System in August 2021.

<sup>1</sup>Tucker, Jasmine (2021, November). Women Gained 57% of Jobs Added to the Economy in October But Still Need Almost 8 Months of Growth at October's Level to Recover Pandemic Losses. Retrieved from <https://nwlc.org/wp-content/uploads/2021/11/October-Jobs-Day.pdf>

<sup>2</sup>Rosewicz, Barb & Maciag, Mike (2021, September 14). State and Local Government Job Growth Lags as Economy Recovers. Retrieved from <https://www.pewtrusts.org/en/research-and-analysis/articles/2021/09/14/state-and-local-government-job-growth-lags-as-economy-recovers>

## SERVICE 1 Help City agencies fulfill their workforce needs.

### Goal 1a Increase the public's access to information about employment opportunities in City government.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Applications received for all DCAS civil service exams	83,399	78,442	75,489	*	*	13,905	32,046
Employment applications received via NYC Jobs	984,564	803,139	369,926	*	*	NA	NA

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

### Goal 1b Ensure a competitive and diverse candidate pool for City employment opportunities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ ● New hires - Asian/Pacific Islander (%)	9.0%	9.3%	6.8%	*	*	8.6%	11.0%
★ ● New hires - Black (%)	41.5%	40.2%	39.6%	*	*	45.6%	35.2%
★ ● New hires - Hispanic (%)	22.2%	22.4%	21.8%	*	*	20.6%	23.2%
★ ● New hires - Some other race (%)	5.4%	6.3%	9.1%	*	*	5.4%	5.6%
★ ● New hires - White (%)	22.0%	21.8%	22.7%	*	*	19.6%	25.0%
★ ● New hires - Female (%)	47.5%	52.3%	39.0%	*	*	50.0%	37.4%
★ ● New hires - Male (%)	52.5%	47.7%	61.0%	*	*	49.8%	62.4%

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

### Goal 1c Ensure timely administration of civil service exams.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Civil service exams open for filing by DCAS	129	195	173	185	185	33	66
★ Median time from exam administration to exam results completion for DCAS-administered exams (days)	255	299	318	290	290	57	246

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

### Goal 1d Provide a wide range of training opportunities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Average rating for professional development training sessions (%)	90%	91%	93%	91%	91%	92%	94%
★ City employees/participants trained in Managerial and Professional Development programs	72,094	63,410	33,900	55,364	55,364	10,149	8,673
City employees/participants trained in Equity and Inclusion	282,319	235,795	202,329	156,230	156,230	46,073	71,253

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

## SERVICE 2 Manage and operate City-owned office buildings.

**Goal 2a** Improve cleanliness and maintenance ratings for DCAS-managed facilities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Average building cleanliness and condition rating for DCAS-managed space (non-court) (%)	72%	NA	NA	72%	72%	NA	NA
CORE customer experience rating of facilities (0-100)	NA	96	NA	95	95	NA	NA
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

**Goal 2b** Meet timeliness standards for maintenance service requests and repair work.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Average time to complete in-house trade shop work orders for minor repairs (days)	5.4	4.5	5.0	4.0	4.0	4.6	NA
★ In-house trade shop work orders completed within 30 days (%)	80%	79%	84%	75%	75%	85%	NA
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

**Goal 2c** Consolidate and reduce City office space.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Lease-in agreements executed	45	24	47	*	*	NA	NA
Square footage associated with executed lease-in agreements (000)	1,752	1,809	1,880	*	*	NA	NA
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

## SERVICE 3 Manage the City's surplus real and personal property.

**Goal 3a** Maximize revenue from the sale of real property, surplus goods and savings from the reallocation of usable surplus items.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Lease revenue generated (\$000)	\$54,003	\$50,120	\$42,652	\$33,578	\$33,578	\$16,118	\$14,338
★ Revenue generated from the sale of surplus goods (\$000)	\$11,424	\$12,569	\$15,656	\$8,893	\$7,893	\$4,830	\$4,064
★ – Revenue generated from auto auctions (\$000)	\$9,621	\$11,587	\$14,722	\$6,692	\$5,692	\$4,559	\$3,568
Real estate auction bids received (\$000)	NA	\$0	NA	*	*	NA	NA
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

## SERVICE 4 Procure goods and select services for City agencies.

**Goal 4a** Maximize competition in the procurement process.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Average number of bidders per bid	3.0	2.7	4.0	3.4	3.4	2.6	1.8
Mayoral agency spending on goods against DCAS master contracts (%)	88%	61%	55%	*	*	43%	72%
Mayoral agency spending on services against DCAS master contracts (%)	20%	21%	16%	*	*	18%	14%
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

**Goal 4b**

Use citywide buying power to achieve and maximize best value for goods and services.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Value of goods and services purchased (\$000,000)	\$1,249	\$1,235	\$1,179	*	*	\$467	\$344
– Value of Central Storehouse requisitions (\$000)	\$23,410	\$24,329	\$172,632	*	*	\$65,469	\$30,716
Average time to fulfill an agency requisition (days)	13	8	13	*	*	11	4
Inspections deemed non-compliant	806	801	550	*	*	141	101
Value of cost avoidance (\$000)	\$7,585	\$21,435	\$17,908	*	*	\$3,657	\$357
★ Critical Indicator      ● Equity Indicator      “NA” Not Available      ⇅ Directional Target      * None							

**SERVICE 5 Manage energy use by City agencies.**

**Goal 5a**

Maximize citywide efforts to monitor and reduce energy use to reach greenhouse gas reduction goals.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Electricity purchased (kilowatt hours) (billions)	4.1	3.9	3.7	*	*	NA	NA
Total energy purchased (British Thermal Units) (trillions)	29.8	28.2	27.8	*	*	NA	NA
– Electricity (%)	47.0%	46.8%	45.5%	*	*	NA	NA
– Natural gas (%)	46.1%	46.8%	48.2%	*	*	NA	NA
– Steam (%)	6.9%	6.4%	6.3%	*	*	NA	NA
★ Critical Indicator      ● Equity Indicator      “NA” Not Available      ⇅ Directional Target      * None							

**Goal 5b**

Reduce the energy-related carbon footprint of City buildings.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Annual estimated reduction in greenhouse gas emissions from all energy projects (metric tons)	39,544	21,076	23,629	30,000	40,000	NA	NA
★ Cumulative estimated reduction in greenhouse gas emissions from all energy projects (metric tons)	217,580	238,656	262,285	292,285	332,285	NA	NA
★ Annual estimated avoided energy cost from all energy projects (\$000,000)	\$13.50	\$6.32	\$6.63	\$8.50	\$11.33	NA	NA
★ Cumulative estimated avoided energy cost from all energy projects (\$000,000)	\$76.95	\$83.27	\$89.91	\$98.41	\$109.74	NA	NA
Annual energy retrofit/conservation projects completed	413	423	839	*	*	NA	NA
Cumulative energy retrofit/conservation projects completed	2,402	2,825	3,664	*	*	NA	NA
Annual Energy Efficiency Reports (EER) completed	163	159	111	*	*	NA	NA
Cumulative Energy Efficiency Reports (EER) completed	899	1,058	1,169	*	*	NA	NA
★ Critical Indicator      ● Equity Indicator      “NA” Not Available      ⇅ Directional Target      * None							

**Goal 5c**

Increase the City’s renewable energy capacity.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Cumulative installed solar capacity (megawatts)	10.64	10.67	13.67	↑	↑	NA	NA
★ Critical Indicator      ● Equity Indicator      “NA” Not Available      ⇅ Directional Target      * None							



## SERVICE 6 Manage the City's fleet and fuel resources.

### Goal 6a Reduce fuel use and emissions.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Hybrid or alternative fuel vehicles in the citywide fleet (%)	63%	65%	67%	70%	70%	66%	67%
– Hybrid or alternative fuel vehicles in the DCAS-managed fleet (%)	80%	81%	82%	84%	85%	82%	82%
★ Vehicles with highest emission ratings purchased pursuant to Local Law 38 in the citywide fleet (%)	100%	100%	100%	99%	100%	NA	NA
– Vehicles with highest emission ratings purchased pursuant to Local Law 38 in DCAS-managed fleet (%)	99%	100%	100%	99%	99%	NA	NA
Electric vehicles in the citywide fleet	2,886	3,015	3,139	3,400	4,200	3,092	3,159
– Electric vehicles in the DCAS-managed fleet	537	562	596	650	800	592	596
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⇅ Directional Target    * None							

### Goal 6b Optimize fleet resources to meet agency needs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Fleet in-service rate citywide (%)	91%	91%	92%	92%	92%	92%	90%
– Fleet in-service rate for DCAS-managed fleet (%)	98%	99%	98%	98%	98%	98%	98%
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⇅ Directional Target    * None							

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Workplace injuries reported	49	30	25	*	*	11	13
Accidents involving the public in DCAS-managed properties	25	21	15	*	*	2	6
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⇅ Directional Target    * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Customer Experience							
Letters responded to in 14 days (%)	44%	31%	54%	*	*	50%	75%
E-mails responded to in 14 days (%)	82%	77%	67%	*	*	94%	79%
Average wait time to speak with a customer service agent (minutes)	1:29	NA	NA	*	*	NA	NA
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⇅ Directional Target    * None							

# AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$1,280.0	\$1,839.8	\$1,667.3	\$1,355.6	\$1,546.8	\$1,354.1	\$1,408.0	\$1,020.4
Revenues (\$000,000)	\$81.5	\$74.2	\$67.5	\$52.7	\$53.7	\$53.3	\$23.0	\$21.4
Personnel	2,451	2,460	2,243	2,758	2,612	2,615	2,376	2,206
Overtime paid (\$000,000)	\$27.2	\$28.3	\$23.4	\$22.1	\$23.0	\$22.8	\$6.5	\$7.5
Capital commitments (\$000,000)	\$145.6	\$203.8	\$233.2	\$389.8	\$315.1	\$273.3	\$18.5	\$13.6
<sup>1</sup> February 2022 Financial Plan. <sup>2</sup> Expenditures include all funds      "NA" - Not Available								

# SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
<b>Personal Services - Total</b>	<b>\$207.1</b>	<b>\$216.2</b>	
001 - Human Capital	\$23.4	\$27.1	1a, 1b, 1c, 1d
005 - Board of Standards and Appeals	\$2.4	\$2.6	*
100 - Executive and Operations Support	\$29.6	\$29.1	All
200 - Division of Administration and Security	\$16.0	\$14.3	All
300 - Asset Management – Public Facilities	\$101.5	\$105.8	2a, 2b, 2c, 3a
400 - Office of Citywide Purchasing	\$11.6	\$11.0	3a, 4a, 4b
500 - Division of Real Estate Services	\$11.3	\$10.5	3a
600 - External Publications and Retailing	\$1.7	\$2.5	*
700 - Energy Management	\$6.1	\$10.1	5a, 5b, 5c
800 - Citywide Fleet Services	\$3.5	\$3.3	3a, 6a, 6b
<b>Other Than Personal Services - Total</b>	<b>\$1,460.2</b>	<b>\$1,330.6</b>	
002 - Human Capital	\$5.0	\$7.4	1a, 1b, 1c, 1d
006 - Board of Standards and Appeals	\$0.2	\$0.2	*
190 - Executive and Operations Support	\$5.9	\$8.2	All
290 - Division of Administration and Security	\$32.4	\$30.6	All
390 - Asset Management – Public Facilities	\$604.9	\$307.7	2a, 2b, 2c, 3a
490 - Office of Citywide Purchasing	\$19.4	\$29.7	3a, 4a, 4b
590 - Division of Real Estate Services	\$1.1	\$9.8	3a
690 - External Publications and Retailing	\$0.8	\$1.0	*
790 - Energy Management	\$737.3	\$863.1	5a, 5b, 5c, 6a, 6b
890 - Citywide Fleet Services	\$53.2	\$73.0	3a, 6a, 6b
<b>Agency Total</b>	<b>\$1,667.3</b>	<b>\$1,546.8</b>	

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

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Due to recent internal workflow changes of Shops teams, Goal 2b indicators are paused until procedures are updated and appropriate indicators are implemented.
- All defensive driving and collision indicators previously reported in the Agency-Wide Management table are reported in the Vehicle Fleets and Maintenance additional tables.
- The 'Average cost of training per employee (\$)' and 'Average cost of cleaning per square foot (\$)' indicators have been retired. Their elimination was part of a wider revision to the Agency-wide Management section of the DCAS chapter, refocusing on safety measures that are actively tracked and core indicators of our agency-wide performance.
- The historic values for Fiscal 2021 for 'Accidents involving the public in DCAS-managed properties' were revised based on prior data review.

## ADDITIONAL RESOURCES

For additional information go to:

- EEO-4 reports to the U.S. Equal Employment Opportunity Commission:  
<https://www1.nyc.gov/site/dcas/reports/EEO-4-Reports.page>
- Annual and Monthly Civil Service Exam Schedule:  
[https://www1.nyc.gov/assets/dcas/downloads/pdf/noes/monthly\\_exam\\_schedule.pdf](https://www1.nyc.gov/assets/dcas/downloads/pdf/noes/monthly_exam_schedule.pdf)
- NYC Workforce Profile Reports:  
<https://www1.nyc.gov/site/dcas/reports/workforce-reports.page>
- Online Application System (OASys):  
[www.nyc.gov/examsforjobs](http://www.nyc.gov/examsforjobs)
- NYC Jobs:  
<http://www1.nyc.gov/jobs/index.page>
- One City: Built to Last:  
[www.nyc.gov/builttolast](http://www.nyc.gov/builttolast)
- OneNYC: Government Workforce:  
<http://onenyc.cityofnewyork.us/>
- DCAS data sets on the NYC Open Data Portal:  
<http://bit.ly/DCASOpenData>

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



# DEPARTMENT OF RECORDS & INFORMATION SERVICES



## WHAT WE DO

The mission of the Department of Records and Information Services (DORIS) is to foster civic life by preserving and providing access to the historical and contemporary records of New York City government. To achieve this, the Department ensures that City records are properly maintained following professional archival and record management practices and makes materials available to diverse communities both online and in person.

The Department's website provides the public with access to more than 1.6 million historical photographs, maps and a growing online collection of more than 23,000 reports and publications issued by City agencies. The Municipal Archives and Library staff annually respond to more than 60,000 reference requests and provide the public and City agencies access to approximately 185,000 cubic feet and 100 terabytes of historical City records and photographs, as well as a collection of more than 400,000 books, government reports, studies and other publications. Approximately 77 percent of the holdings require preservation work and the Conservation Unit implements the necessary rehousing, conservation treatments and other specialized measures.

The Municipal Records Management Division develops and administers City government's records management policies, operates records storage facilities, provides records management services to 65 government entities and oversees the government's transition to digital records management.

## FOCUS ON EQUITY

The Department of Records and Information Services (DORIS) has expanded the public's access to government records by establishing a centralized Freedom of Information Law (FOIL) portal and an online repository of reports published by City agencies. This expanded access makes important, contemporary government actions available to the general public. DORIS has also focused on bringing primary source material to new audiences that might otherwise not think that historical records had relevance. In addition, DORIS implemented a story-gathering initiative that collects personal histories which put a human perspective on the results of governmental decisions.

The records of City government serve critical functions—recording government decisions, showing interactions between residents and policymakers and documenting the lives of individual New Yorkers. A focus on identifying previously hidden collections, repairing the records, inventorying and digitizing them allows the Department to show the complexity of these interactions. One example is the collection of claims filed with the City after the 1863 Draft Riots which documents what mostly Black and immigrant residents lost and, in the process, provides insight into those lives. DORIS has devoted attention to showing the relevance and diversity of City government's records through several initiatives including an oral history project, exhibits and social media posts.

The Department continues to expand outreach to New Yorkers by diversifying public speakers, conducting community outreach and increasing digital promotion of the Archives. The Department's story-gathering initiative continues to document the lives of long-term community residents. The Department launched education programs aimed at primary-school students using the Brooklyn Bridge drawings collection as its theme. Public programs included author and filmmaker talks about the water supply system, and New York's Child Victims Act. The popular lunch and learn series also continued, featuring presentations by Archives staff focused on the architecture of the Surrogate's Court, resources for family history research, and the audio-visual and building records collections.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Provide the public and City agencies with access to public records and publications.**

- Goal 1a Increase the volume and availability of public records and publications.
- Goal 1b Promptly respond to requests for information.
- Goal 1c Ensure historical records are preserved according to archival standards.

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### **SERVICE 2 Provide City agencies, the courts and district attorneys with policy guidance, record storage, retrieval and retention scheduling services.**

- Goal 2a Retrieve records promptly from off-site facilities upon record owner's request.
- Goal 2b Promptly transfer eligible agency records to off-site storage.
- Goal 2c Dispose of all records according to their scheduled retention period.

## HOW WE PERFORMED

- In the first four months of Fiscal 2022, the number of images produced in the Department's digital laboratory decreased 96 percent, falling to 37,530 images, compared to 928,069 during the first four months of Fiscal 2021. The decreased volume is attributable to a temporary halt in the digitization of microfilmed historical death certificates for necessary technical upgrades. Digitization will resume during the second half of the Fiscal Year.
- The number of visitors to the Department's website and related online platforms decreased 19 percent during the first four months of Fiscal 2022 to 170,000 from 210,000 during the same period of Fiscal 2021. Re-opening the public research rooms in July reduced the demand for on-line access to agency information and resources.
- During the first four months of Fiscal 2022, 2,701 publications and reports were acquired by the Municipal Library, an increase of 99 percent over the 1,358 items acquired during the same period in Fiscal 2021. The increase is due to outreach efforts and the return to regular operations in most agencies. Similarly, the percent of required agency reports submitted to the Library publications portal increased to 66 percent in the first four months of Fiscal 2022, compared to 57 percent submitted during the same period of Fiscal 2021.
- The Municipal Archives did not accession records during the first four months of Fiscal 2022. During this period, staff who perform accession activities were assigned to assist with the move of archival collections to the new storage facility in Industry City, Brooklyn. The move, a major undertaking, was substantially completed in September and the Archives will resume accessioning records through the remainder of the fiscal year.
- The volume of visitors and program attendees increased substantially, more than 400 percent, from 160 during the first four months of Fiscal 2021, to 835 in Fiscal 2022. The increase is due to a successful slate of educational and public programs conducted virtually. These included author and filmmaker talks, and the popular lunch and learn series featuring presentations by Archives staff about the collections.
- The average time to respond to requests for copies of vital records increased to 34 days during the first four months of Fiscal 2022, compared to 19 days during the comparable period of Fiscal 2021. The related measurement of requests processed in 12 business days decreased from 86 percent in the first quarter of Fiscal 2021 to 55 percent in the same period of Fiscal 2022. The diminished performance is due to a backlog of requests that had accumulated due to continuing COVID-19 health and safety restrictions on staff access to agency offices. The backlog has been addressed and both measurements will improve significantly through the remainder of Fiscal 2022.
- The number of preservation actions performed during the first quarter of Fiscal 2022 fell 83 percent to 1,586 from 9,480 during the same period in Fiscal 2021. The preservation survey of archival holdings in the off-site facility and grant-funded treatments performed on collection items that took place in Fiscal 2021 yielded an exceptionally high number of preservation actions.
- In the first four months of Fiscal 2022, the quantity of records transferred into the Municipal Records Center totaled 830 cubic feet, compared to zero cubic feet during the comparable period of Fiscal 2021. The Records Center had been unable to transfer records during the prior reporting period due to the reduced operations of most city agencies in response to the pandemic.
- There was very little activity for indicators "Average time between records disposal application sent to Law Department" and "Average time for Law Department to approve records disposal application." Not enough applications were submitted to the Law Department to produce substantial data for the first four months of Fiscal Year 2022.
- The total volume of records disposed by the Department and all City government entities combined decreased 60 percent to 1,769 cubic feet during the first four months of Fiscal 2022, compared to 4,381 during the same period in Fiscal 2021. Unable to access most client agencies during the Fiscal 2022 period, Department staff instead focused on disposing a backlog of obsolete records from its two facilities.

## SERVICE 1 Provide the public and City agencies with access to public records and publications.

### Goal 1a Increase the volume and availability of public records and publications.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Records digitized	1,421,172	1,448,706	2,285,564	1,000,000	1,000,000	928,069	37,530
Number of library items available	384,823	384,134	389,189	*	*	385,492	391,890
Unique visitors to agency website and related online platforms (000)	279	268	592	*	*	210	170
Publications and reports acquired	5,903	4,455	5,055	*	*	1,358	2,701
Percent of required agency reports submitted to the Municipal Library publications portal	60%	42%	40%	100%	100%	57%	66%
Records accessioned by Municipal Archives (cubic ft.)	2,558	399	111	*	*	111	0
Walk-in and program attendees at the Visitor Center	2,546	1,884	1,031	*	*	160	835
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⇅ Directional Target   * None							

### Goal 1b Promptly respond to requests for information.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Vital record requests responded to within 12 business days (%)	88%	71%	65%	60%	60%	86%	54%
★ Average response time to vital record requests (days)	7.2	9.7	23.1	12.0	12.0	18.8	33.9
★ Average response time to historical photo requests (days)	10.2	5.4	5.8	15.0	15.0	6.7	5.0
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⇅ Directional Target   * None							

### Goal 1c Ensure historical records are preserved according to archival standards.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Preservation actions performed	NA	76,459	21,596	*	*	9,480	1,586
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⇅ Directional Target   * None							

## SERVICE 2 Provide City agencies, the courts and district attorneys with policy guidance, record storage, retrieval and retention scheduling services.

### Goal 2a Retrieve records promptly from off-site facilities upon record owner's request.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Average response time to agency requests for inactive records (days)	1.4	0.7	0.6	2.0	2.0	0.6	0.8
Requests for stored records processed within 48 hours (%)	80.3%	87.6%	87.6%	*	*	100.0%	93.8%
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⇅ Directional Target   * None							

### Goal 2b Promptly transfer eligible agency records to off-site storage.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Warehouse capacity available for new accessions (%)	14%	19%	19%	*	*	19%	19%
Records transferred into Municipal Records Center (cubic ft. )	5,121	661	487	*	*	0	830
★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⇅ Directional Target   * None							



**Goal 2c**

Dispose of all records according to their scheduled retention period.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Average time between records disposal eligibility and application sent to Law Department (months)	0.7	0.5	0.2	2.0	2.0	NA	NA
★ Average time for Law Department to approve records disposal application (months)	2.0	0.9	1.9	3.0	3.0	NA	NA
Total records disposed by City government entities (cubic ft.)	90,686	36,539	14,801	*	*	4,381	1,769
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Customer Experience							
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
CORE customer experience rating (0-100)	NA	100	NA	*	*	NA	NA
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$9.8	\$9.6	\$11.0	\$16.9	\$17.4	\$16.1	\$5.1	\$1.8
Revenues (\$000,000)	\$0.8	\$0.6	\$0.8	\$0.9	\$0.9	\$0.9	\$0.3	\$0.2
Personnel	69	76	61	68	64	61	70	61
Overtime paid (\$000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<sup>1</sup> February 2022 Financial Plan. <sup>2</sup> Expenditures include all funds    "NA" - Not Available								

## SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
100 - Personal Services	\$4.7	\$5.5	All
200 - Other Than Personal Services	\$6.3	\$11.9	All
Agency Total	\$11.0	\$17.4	
<sup>1</sup> Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds. <sup>2</sup> Includes all funds. <sup>3</sup> Refer to agency goals listed at front of chapter.    "NA" Not Available    * None			

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

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

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

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

# DEPARTMENT OF FINANCE



## WHAT WE DO

The Department of Finance (DOF) is responsible for the collection of more than \$44 billion annually in revenue for the City and the valuation of over one million properties worth a total of nearly \$1.3 trillion. DOF records property-related documents, administers property tax exemption and abatement programs, assists New Yorkers with tax payment issues through the Office of the Taxpayer Advocate, adjudicates parking tickets, administers the City's bank accounts, manages the City's cash flows, and administers its business and excise taxes.

Through the Office of the Sheriff, DOF enforces court mandates, orders, warrants of arrest, property seizures, and a wide variety of state and City public safety mandates. The Sheriff's Office investigates deed fraud, the trafficking of illegal and untaxed tobacco products and the sale of synthetic narcotics.

Through the Mayor's Office of Pensions and Investments, DOF advises the administration on the management of the City's five pension systems.

DOF is committed to providing exceptional customer service. The agency utilizes a customer-centric business model, incorporating reforms and initiatives. DOF, leveraging Lean Six Sigma and technology, continues to streamline processes and improve cycle times. This furthers the mission and enables a better customer experience for the City's taxpayers.

## FOCUS ON EQUITY

DOF administers several programs to ensure the fair treatment of all New Yorkers and ensure their access to City services and information. The agency's five borough-based business centers and its Customer Contact Center provide all residents and businesses with support regarding payments, property exemptions and business taxes. Between July 1, 2021 and October 31, 2021, DOF business centers served more than 367,000 customers and the Contact Center received around 15,700 calls from constituents. DOF administers key property tax exemption programs such as the Senior Citizens Rent Increase Exemption (SCRIE), the Disability Rent Increase Exemption (DRIE), the Senior Citizen Homeowners' Exemption (SCHE) and the Disability Homeowners' Exemption (DHE), which help qualifying renters and homeowners remain in their homes. The Taxpayer Advocate and the Parking Summons Advocate provide additional means for taxpayers and other constituents to address issues with their taxes or parking violations, respectively. During the pandemic, DOF adapted its programs and procedures to meet the needs of constituents facing hardships. For example, DOF created new payment plans for those with outstanding judgment debt to account for pandemic-related hardships. Also, to ensure a safe means for constituents to conduct business with DOF and to ensure the safety of DOF employees, the agency expanded online capabilities to schedule appointments with the City Register, Senior-Disabled Centers, Adjudications, Court Assets (Bail Services), the Office of the Parking Summons Advocate, the Tax Map unit, and the Business Centers. DOF also implemented virtual appointments that allow a customer to book an appointment for a direct home-phone contact by a DOF representative. To expand services available online, DOF launched a new tenant access portal that allows SCRIE and DRIE participants and their representatives to access benefit information and new applicants to file Rent Freeze applications online. Portal enhancements to allow existing participants to file renewal applications online are scheduled to be complete in the second quarter of 2022. Lastly, DOF also expanded payment options for constituents through the launch of PayPal and Venmo.

# OUR SERVICES AND GOALS

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## **SERVICE 1 Bill and collect property and other taxes.**

- Goal 1a Increase the proportion of individuals and businesses that are in compliance with tax and revenue laws.
  - Goal 1b Promptly review requests for refunds.
- 

## **SERVICE 2 Bill, adjudicate and collect on parking tickets.**

- Goal 2a Increase the proportion of parking tickets that are resolved.
  - Goal 2b Assure that all respondents are offered convenient options for paying and challenging tickets.
- 

## **SERVICE 3 Administer rent and property owner exemption programs.**

- Goal 3a Promptly review applications for exemption programs.
- 

## **SERVICE 4 Help NYC taxpayers resolve tax issues.**

- Goal 4a Through the Office of the Taxpayer Advocate, promptly address inquiries and resolve cases.
- 

## **SERVICE 5 Record property-related documents.**

- Goal 5a Increase the percentage of online property recording transactions.
- 

## **SERVICE 6 Serve and execute legal processes and mandates.**

- Goal 6a Increase the proportion of judgments, orders and warrants that are successfully served/executed.

## HOW WE PERFORMED

- Turnaround time for non-field audits increased by 13.6 percent over the prior year. The complexity of the non-field cases increased as compared to the prior year, resulting in an increase in hours spent per case by 15 percent. Additionally, the percentage of “Assessed Cases” grew from 66 percent to 70 percent of total cases as a result of the use of more targeted models in the identification of audit candidates. These types of cases result in additional tax due and require more time to process.
- Increases in tax liabilities as a result of audits dropped year over year. This varies from year to year. Overall revenue achieved from closed and completed audits met revenue expectation.
- The 2021 lien sale process was delayed; as a result, no liens were sold during Fiscal 2021.
- The number of parking summons adjudicated grew 33 percent over the same period last year. This can be attributed to the suspension of in-person hearings during this timeframe last year as a result of the pandemic.
- The large increase in the number of in-person parking ticket hearings reflects the reopening of hearing rooms to the public.
- The percentage of parking ticket appeals granted a reversal dropped from 34 percent to 26 percent. Last year a large number of on-duty healthcare workers with permits received parking tickets during the COVID-19 pandemic and then were granted a reversal.
- Usage of the Pay or Dispute app continues to show significant growth as more New Yorkers choose to conduct parking ticket transactions via this app.
- Initial DRIE and SCHE applications were lower. While virtual outreach was leveraged, when it is possible to perform more in-person outreach, we expect to mirror prior years’ result.
- In the Office of the Taxpayer Advocate (OTA), inquiries, cases opened and cases closed were all lower as compared to last year. Last year’s numbers increased due to a large number of property owners seeking relief during the pandemic. Additionally, a New York State statute enabled auto-renewals in the SCHE and DHE programs for Fiscal 2022, further reducing volumes.
- OTA greatly reduced its time to close cases. Payments and refund cases saw the largest decrease in overall cycle time. The cause of the decrease is a higher-level of efficiency in the use of the Property Tax System (PTS). OTA has streamlined communications with other units and divisions by maintaining regular monthly meetings for case review, staff training, and topical updates on policy changes. This has led to an improvement in overall time necessary to complete tasks.
- Online property recording transactions continued the recent growth trend, driven by the convenience of electronic submissions.
- The Office of the Sheriff showed significant increases in successful arrest warrants and property executions. This is due to the courts being reopened for hearings, the end of property seizure restrictions, and the end of Sheriff’s Office COVID-19 assignments. Additionally, the reopening of Family Courts enabled child support executions to restart. These were reported as zero during the July–October timeframe a year ago.

## SERVICE 1 Bill and collect property and other taxes.

**Goal 1a** Increase the proportion of individuals and businesses that are in compliance with tax and revenue laws.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Property taxes billed that are paid (%)	98.3%	98.1%	97.9%	97.0%	97.0%	NA	NA
– Paid on time (%)	95.5%	95.9%	94.8%	*	*	94.3%	94.3%
Average turnaround time for field audits (days)	382	408	442	*	*	446	421
Average turnaround time for non-field audits (days)	175	175	201	*	*	191	217
Increase in tax liability as a result of audits (%)	19.0%	20.1%	25.8%	*	*	32.9%	24.3%
Increase in tax liability as a result of field audits (%)	18.5%	21.2%	26.1%	*	*	32.7%	24.4%
Increase in tax liability as a result of non-field audits (%)	25.4%	10.9%	22.7%	*	*	35.0%	24.3%
Originally noticed properties sold in lien sale (%)	NA	16%	NA	*	*	NA	NA
Properties in final lien sale	NA	3,724	NA	*	*	NA	NA
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⇅ Directional Target    * None							

**Goal 1b** Promptly review requests for refunds.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Average time to issue a property tax refund (days)	27	21	12	28	28	12	9
★ Average time to issue a business tax refund (days)	15	15	14	25	25	14	12
★ Average Time to Issue a Requested Business Tax Refund (days)	13	13	13	25	25	14	12
★ Average Time to Issue a Non-Requested Business Tax Refund (days)	16	16	15	25	25	14	13
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⇅ Directional Target    * None							

## SERVICE 2 Bill, adjudicate and collect on parking tickets.

**Goal 2a** Increase the proportion of parking tickets that are resolved.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Parking tickets resolved within 90 days (000)	8,896	9,225	10,120	*	*	3,636	3,660
★ Parking tickets issued that are paid within 90 days (%)	66.3%	68.5%	65.5%	65.0%	65.0%	64.6%	65.2%
Parking tickets issued that are dismissed within 90 days (%)	11.1%	5.3%	3.7%	*	*	3.6%	3.1%
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⇅ Directional Target    * None							

**Goal 2b** Assure that all respondents are offered convenient options for paying and challenging tickets.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Summonses adjudicated (000)	2,346	1,902	1,776	*	*	456	607
★ Parking ticket hearings - Total	1,074,662	998,215	1,117,467	*	*	361,859	348,224
– In-person hearings	185,021	127,418	132,119	*	*	8,223	62,850
– Hearings-by-mail	291,299	260,677	272,599	*	*	109,026	68,575
– Online hearings	598,342	610,120	712,749	*	*	244,610	216,799
Parking ticket "pay or dispute" app transactions	1,142,596	1,451,241	1,855,374	*	*	580,840	683,111
★ Average turnaround time for in-person parking ticket hearings (minutes)	10	12	1	25	25	1	1
★ Average turnaround time to issue decision for parking ticket hearing-by-web (days)	4.2	4.7	4.0	8.5	8.5	4.0	4.0
★ Average turnaround time to issue decision for parking ticket hearing-by-mail (days)	6.7	7.2	7.0	14.0	14.0	7.0	6.8
Parking ticket appeals reviewed	33,982	25,031	35,827	*	*	9,865	10,761
Parking ticket appeals granted a reversal (%)	20.0%	16.0%	23.0%	*	*	34.0%	26.0%
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ⇅ Directional Target    * None							

## SERVICE 3 Administer rent and property owner exemption programs.

**Goal 3a** Promptly review applications for exemption programs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Senior Citizen Rent Increase Exemption (SCRIE) - Initial applications received	6,600	4,582	4,389	*	*	1,655	1,754
★ Average time to process initial SCRIE applications (days)	7.0	6.9	8.5	10.0	10.0	7.6	7.2
SCRIE renewal applications received	24,564	25,632	23,216	*	*	9,216	9,077
★ Average time to process renewal SCRIE applications (days)	6.6	5.3	9.8	10.0	10.0	7.7	4.7
Disability Rent Increase Exemption (DRIE) - Initial applications received	1,566	1,216	1,098	*	*	418	345
★ Average time to process initial DRIE applications (days)	7.3	7.6	6.7	10.0	10.0	6.0	6.2
DRIE renewal applications received	5,957	5,813	5,869	*	*	2,301	2,163
★ Average time to process renewal DRIE applications (days)	6.4	5.2	9.4	10.0	10.0	7.7	4.5
Senior Citizen Homeowners' Exemption (SCHE) - Number of initial applications received	8,446	9,117	9,750	*	*	1,372	876
★ Average time to process initial SCHE applications (days)	16.3	37.1	11.7	↓	↓	6.0	3.5
SCHE - Number of renewal applications received	36,111	6,959	27,328	*	*	470	24
★ Average time to process renewal SCHE applications (days)	18.5	20.8	13.2	↓	↓	5.3	1.0
Disability Homeowners' Exemption (DHE) - Number of initial applications received	868	669	576	*	*	109	104
★ Average time to process initial DHE applications (days)	15.9	34.1	14.6	↓	↓	9.3	2.0
DHE - Number of renewal applications received	2,777	2,659	2,052	*	*	84	12
★ Average time to process renewal DHE applications (days)	14.0	23.4	25.7	↓	↓	5.0	3.3
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

## SERVICE 4 Help NYC taxpayers resolve tax issues.

**Goal 4a** Through the Office of the Taxpayer Advocate, promptly address inquiries and resolve cases.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Inquiries received	1,738	1,454	1,278	*	*	335	260
★ Average time to address inquiries (days)	4.1	9.9	2.4	10.0	10.0	3.3	2.0
Cases opened	665	664	834	*	*	268	225
Cases closed	471	1,026	988	*	*	415	304
★ Average time to close a case (days)	48.8	102.5	74.1	45.0	45.0	97.4	54.3
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

## SERVICE 5 Record property-related documents.

**Goal 5a** Increase the percentage of online property recording transactions.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Percentage of Property Recording Transactions Online (%)	73.0%	78.4%	84.8%	*	*	84.5%	85.2%
Average time to record and index property documents (days) - Citywide	0.6	0.7	2.8	*	*	1.7	3.4
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

## SERVICE 6 Serve and execute legal processes and mandates.

Goal 6a Increase the proportion of judgments, orders and warrants that are successfully served/executed.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Arrest warrants successfully executed (%)	76%	78%	61%	*	*	65%	83%
Orders of Protection successfully served (%)	56%	55%	61%	*	*	63%	61%
Property seizure orders successfully executed (%)	78%	62%	40%	*	*	41%	63%
Child support orders successfully served (%)	63%	64%	66%	*	*	NA	59%

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

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Total revenue collected (\$000,000)	\$41,064	\$42,310	\$44,550	*	*	NA	NA
– Property taxes collected (\$000,000)	\$27,745	\$29,530	\$31,292	*	*	NA	NA
– Business taxes collected (\$000,000)	\$7,855	\$7,637	\$8,484	*	*	NA	NA
– Property transfer taxes collected (\$000,000)	\$2,640	\$2,111	\$1,928	*	*	NA	NA
– Parking summons revenue (\$000,000)	\$698	\$718	\$718	*	*	NA	NA
– Audit and enforcement revenue collected (\$000,000)	\$1,058	\$999	\$1,137	*	*	NA	NA
– Other revenue (\$000,000)	\$1,069	\$1,315	\$993	*	*	NA	NA

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

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Customer Experience							
E-mails responded to in 14 days (%)	79%	83%	79%	85%	85%	83%	82%
Letters responded to in 14 days (%)	84%	84%	64%	85%	85%	61%	72%
Completed customer requests for interpretation	4,550	4,627	2,510	*	*	502	1,119
Average customer in-person wait time (minutes)	7	6	1	12	12	1	2
Calls answered by customer service representative (%)	91%	94%	82%	*	*	89%	74%
CORE customer experience rating (0-100)	NA	96	99	90	90	NA	NA
Number of calls to the Customer Contact Center	NA	39,045	51,299	*	*	15,080	15,694
Average time to complete calls to the Customer Contact Center (minutes:seconds)	NA	12:52	14:11	*	*	14:27	12:32

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

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$300.2	\$310.1	\$301.1	\$339.2	\$336.4	\$349.0	\$129.4	\$121.8
Revenues (\$000,000)	\$883.0	\$887.0	\$877.4	\$899.7	\$933.1	\$903.4	\$264.0	\$334.8
Personnel	2,051	2,018	1,935	2,187	2,035	2,044	1,992	1,871
Overtime paid (\$000)	\$5,306	\$7,034	\$7,796	\$1,050	\$4,543	\$1,358	\$2,344	\$1,732

<sup>1</sup>February 2022 Financial Plan.   <sup>2</sup>Expenditures include all funds   "NA" - Not Available



## SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$172.7	\$172.4	
001 - Administration and Planning	\$49.5	\$48.3	All
002 - Operations	\$22.2	\$23.0	1b, 3a
003 - Property	\$30.8	\$29.1	1a, 1b, 5a
004 - Audit	\$32.3	\$30.9	1a, 1b
005 - Legal	\$6.1	\$6.0	1a, 1b, 2a
007 - Parking Violations Bureau	\$8.4	\$9.6	2a, 2b
009 - City Sheriff	\$23.4	\$25.4	1a, 2a, 6a
Other Than Personal Services - Total	\$128.4	\$164.0	
011 - Administration	\$85.1	\$94.6	All
022 - Operations	\$36.2	\$39.9	1b, 3a
033 - Property	\$3.3	\$5.7	1a, 1b, 5a
044 - Audit	\$0.2	\$0.3	1a, 1b
055 - Legal	\$0.1	\$0.1	1a, 1b, 2a
077 - Parking Violations Bureau	\$0.7	\$0.8	2a, 2b
099 - City Sheriff	\$2.7	\$22.5	1a, 2a, 6a
Agency Total	\$301.1	\$336.4	

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

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

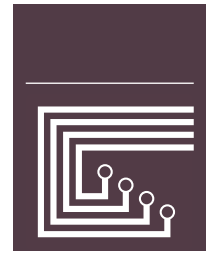
For additional information on items referenced in the narrative, go to:

- NYC Rent Freeze Program:  
[www.nyc.gov/rentfreeze](http://www.nyc.gov/rentfreeze)

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



# DEPARTMENT OF INFORMATION TECHNOLOGY & TELECOMMUNICATIONS



## WHAT WE DO

The Department of Information Technology and Telecommunications (DoITT) provides the technology that enables City services for all who live, work, do business in and visit the City of New York. From safeguarding and modernizing NYC's technology assets, to aiding in the City's public safety and quality of life missions, to managing the nation's largest non-emergency hotline, to expanding 5G access, administering the City's mobile telecommunications franchises, overseeing interagency technology initiatives and procurements and building the infrastructure and pathways to end long-standing public and social issues, *DoITT connects NYC*. DoITT's efforts help make City government more accessible, transparent, and effective; empowers the public; and keeps our five boroughs safe, strong, and vibrant.

## FOCUS ON EQUITY

Strengthening the equitable and transparent delivery of services to all New Yorkers is central to DoITT's work. DoITT manages the 311 Customer Service Center, which is the primary gateway for the public to access government services. During July 2021 to October 2021, wait times for critical COVID-19 related services for New Yorkers continued to be minimal. In Fiscal 2021, DoITT implemented the equitable rollout of 5G technology across the City by releasing poles to be reserved for 5G equipment for all mobile telecommunications carriers. DoITT has been working toward the equitable rollout of 5G across the City by strategically prioritizing historically underserved neighborhoods, primarily in the outer boroughs and Manhattan above 96th Street. DoITT oversees the LinkNYC franchise program, which provides free access to the internet across the City. DoITT continues to run and grow its robust minority and woman-owned business enterprise (M/WBE) program that encourages more City contracting with M/WBEs. DoITT looks forward to deploying new LinkNYC kiosks in underserved neighborhoods across the five boroughs. DoITT's response to COVID-19 demonstrated its commitment to supporting vulnerable and underserved New Yorkers by bringing Wi-Fi to 200+ family homeless shelters, building and maintaining the City's vaccination portal and telephone hotline (including patient referrals by community based organizations), and by continuing efforts to close the digital divide by opening up new residential broadband solicitations in underserved neighborhoods.

# OUR SERVICES AND GOALS

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## **SERVICE 1 Deliver City IT services including hardware, software and technical support.**

Goal 1a Provide quality service delivery and performance monitoring.

Goal 1b Resolve all service disruptions within targeted levels.

Goal 1c Ensure all application development and IT infrastructure projects are delivered on time and within budget.

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## **SERVICE 2 Support sharing and management of citywide data and information.**

Goal 2a Increase the public's use of City government information through NYC.gov.

Goal 2b Increase the number of publicly available datasets.

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## **SERVICE 3 Regulate franchised cable services.**

Goal 3a Ensure customer complaints are resolved positively.

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## **SERVICE 4 Regulate provisioning of public telecommunication services on City streets.**

Goal 4a Maximize usefulness, operability and cleanliness of public telecommunication services on City streets.

# HOW WE PERFORMED

During the first four months of Fiscal 2022, technology was the key to enabling the City's successful transition back to the office and containing the spread of the virus through the Citywide vaccination effort.

- DoITT continued its pandemic leadership by establishing the technology infrastructure for Key to NYC Inspection efforts.
- DoITT continued to build out and support the technology platform for the City's general vaccination efforts, which include an online portal that is used by members of the public for scheduling vaccination appointments; vaccination site staff managing persons who receive a vaccine; and vaccinators administering doses.
- DoITT continued to manage the City's vaccination call center, which allows New Yorkers to schedule vaccination appointments no matter their access to the internet.
- DoITT led the City's effort to onboard private and not-for-profit vaccination providers through its vaccination technology platform.
- DoITT built several technologies to support the implementation of Key to NYC policies including the NYC COVID Safe Application and Fake Proof of Vaccination Form.
- DoITT continued to maintain the infrastructure that has enabled more than 100,000 City employees to remotely access the City's network throughout the pandemic and facilitate the safe transition back to the office.
- DoITT maintained the City's COVID-19 contact tracing application, which remains an essential part of the City's efforts to contain the spread of the virus.

Even with all of the COVID-related projects, the general work of the agency remained on track:

- DoITT continued its citywide effort to decommission legacy systems at other agencies and offices to reduce vulnerability to security threats. The number of active projects to support outside agencies continues to climb with each fiscal year. In the first four months of Fiscal 2022, the number of active projects to support outside agencies is already 75% of the overall number for Fiscal 2021.
- Text-to-911 was in operation for more than a year by the end of October 2021, with no outages and more than 34,000 text sessions between New Yorkers and 911 operators.
- In the first four months of Fiscal 2022, the number of subscriptions to the LinkNYC franchise crossed 10 million.
- DoITT updated the terms of the City's LinkNYC franchise agreement to support 5G buildout, focus on digital equity, and resume and prioritize LinkNYC installations in underserved neighborhoods.

## SERVICE 1 Deliver City IT services including hardware, software and technical support.

**Goal 1a** Provide quality service delivery and performance monitoring.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Systems DoITT manages	253	363	383	*	*	NA	NA
★ Newly completed projects that provide new services to the public	7	48	69	*	*	NA	NA
★ Incidents that directly impact services provided to the public	NA	106	92	↓	↓	NA	NA
★ Critical public safety outages	2	0	0	↓	↓	0	0
★ Total outage time for critical public safety infrastructure (minutes)	15,841	0	0	↓	↓	NA	NA
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↑↓ Directional Target	* None			

**Goal 1b** Resolve all service disruptions within targeted levels.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Incidents by severity level - Critical	89	157	100	↓	↓	NA	NA
Incidents by severity level - High	1,495	1,997	1,506	*	*	NA	NA
Incidents by severity level - Medium	7,330	8,188	8,304	*	*	NA	NA
Incidents by severity level - Low	33,832	30,754	31,539	*	*	NA	NA
★ Average incident resolution time by SLA level (hours) - Critical	5	5	5	↓	↓	NA	NA
Average incident resolution time by SLA level (hours) - High	6	10	17	*	*	NA	NA
Average incident resolution time by SLA level (hours) - Medium	23	24	31	*	*	NA	NA
Average incident resolution time by SLA level (hours) - Low	15	21	5	*	*	NA	NA
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

**Goal 1c** Ensure all application development and IT infrastructure projects are delivered on time and within budget.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Active projects for new services to the public	49	97	103	*	*	NA	NA
★ Active projects to support outside agencies	64	114	155	*	*	NA	NA
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

**SERVICE 2** Support sharing and management of citywide data and information.

**Goal 2a** Increase the public's use of City government information through NYC.gov.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
NYC.gov web page views (000)	257,038.9	288,651.9	312,134.4	*	*	97,753.6	97,951.2
★ NYC.gov unique visitors (average monthly) (000)	4,373	5,438	6,397	↑	↑	5,785	6,480
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

**Goal 2b** Increase the number of publicly available datasets.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Data sets available for download on NYC.gov/OpenData	2,619	2,855	3,293	*	*	2,962	3,395
Datasets with data dictionaries on NYC.gov/OpenData (%)	91.3%	91.4%	92.2%	*	*	NA	NA
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

**SERVICE 3** Regulate franchised cable services.

**Goal 3a** Ensure customer complaints are resolved positively.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
★ Video cable complaints Citywide	NA	2,839	2,941	↓	↓	NA	NA
★ Video complaints resolved Citywide (%)	NA	77%	78%	↑	↑	NA	NA
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

## SERVICE 4 Regulate provisioning of public telecommunication services on City streets.

### Goal 4a

Maximize usefulness, operability and cleanliness of public telecommunication services on City streets.

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Cumulative number of LinkNYC subscribers	6,925,073	8,983,785	9,699,767	*	*	NA	10,143,363
Summonses issued for Link kiosks with inoperable phone service or unacceptable appearance	24	59	73	*	*	NA	NA
Revenue collected from LinkNYC Franchise Fees and liquidated damages (\$000)	\$33,823.1	\$0.0	\$26,875.0	\$4,500.0	\$5,100.0	\$0.0	\$1,720.3
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⬆️⬆️ Directional Target      * None							

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Citywide IT professional services contracts in use by agencies (%)	44%	49%	52%	*	*	NA	NA
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⬆️⬆️ Directional Target      * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Customer Experience							
Letters responded to in 14 days (%)	NA	NA	100%	*	*	NA	100%
E-mails responded to in 14 days (%)	NA	NA	100%	*	*	NA	NA
Percent meeting time to close – cable complaint - video service (15 days)	NA	NA	53	*	*	NA	NA
Percent meeting time to close – cable complaint - billing (30 days)	NA	NA	77	*	*	NA	NA
Percent meeting time to close – cable complaint - miscellaneous (30 days)	NA	NA	85	*	*	NA	NA
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⬆️⬆️ Directional Target      * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$675.5	\$821.7	\$970.7	\$746.9	\$968.7	\$706.9	\$410.9	\$524.9
Revenues (\$000,000)	\$160.4	\$150.7	\$172.1	\$143.5	\$167.6	\$146.2	\$39.6	\$61.1
Personnel	1,562	1,687	1,646	1,859	1,756	1,734	1,645	1,602
Overtime paid (\$000)	\$1,936	\$2,677	\$1,262	\$315	\$626	\$315	\$651	\$278
<sup>1</sup> February 2022 Financial Plan. <sup>2</sup> Expenditures include all funds      "NA" - Not Available								

## SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
<b>Personal Services - Total</b>	<b>\$162.1</b>	<b>\$165.6</b>	
001 - Technology Services	\$87.9	\$83.1	All
003 - Admin/Operations	\$18.7	\$18.6	All
007 - 911 Technical Operations	\$15.5	\$18.5	1a, 1b, 1c
009 - Mayor's Office of Media & Entertainment	\$7.1	\$8.3	*
011 - 311	\$19.7	\$20.2	*
013 - New York City Cyber Command	\$13.3	\$17.0	*
<b>Other Than Personal Services - Total</b>	<b>\$808.6</b>	<b>\$803.1</b>	
002 - Technology Services	\$563.8	\$471.4	All
004 - Admin/Operations	\$42.2	\$49.2	All
008 - 911 Technical Operations	\$74.4	\$87.1	1a, 1b, 1c
010 - Mayor's Office of Media & Entertainment	\$10.3	\$45.2	*
013 - 311	\$34.1	\$44.5	*
014 - New York City Cyber Command	\$83.6	\$105.6	*
<b>Agency Total</b>	<b>\$970.7</b>	<b>\$968.7</b>	

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

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The historical values for 'Systems DoITT manages' was amended to account for the expansion of Enterprise Directory Services systems, which enabled remote work for City workers during the COVID-19 pandemic.
- The historical values for 'Active projects for new services to the public' were amended as a result of minor data quality improvements since the Fiscal 2021 MMR.
- The historical values for 'Active projects to support outside agencies' were amended to account for the inclusion of 311 under DoITT in the citywide organizational chart.
- The indicator "Telecommunications advertisement-generated revenue" was retired because its definition did not align with the restructured LinkNYC contract.
- The indicator "Revenue collected from LinkNYC Franchise Fees and liquidated damages" was added because it better captured the revenue from the restructured LinkNYC contract.



## ADDITIONAL RESOURCES

For additional information go to:

- NYC.gov:  
<http://www.nyc.gov/>
- NYC Open Data:  
<http://nyc.gov/opendata>
- The Social Indicators and Equity Report, EquityNYC:  
<http://equity.nyc.gov/>

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



# BOARD OF ELECTIONS



## WHAT WE DO

The Board of Elections of the City of New York (the Board) is an administrative body of 10 commissioners, two from each borough upon recommendation by both political parties and then appointed by the City Council for a term of four years. The commissioners appoint a bipartisan staff to oversee the daily activities of its main and five borough offices. The Board is responsible under New York State election law for the following: voter registration, outreach and processing; maintenance and updating of voter records; processing and verification of candidate petitions/documents; recruiting, training and assigning the various election day officers to conduct elections; operation of poll site locations; maintenance, repair, setup and deployment of the Election Day operation equipment; ensuring each voter their right to vote at the polls or by absentee ballot; canvassing and certification of the vote; voter education, notification and dissemination of election information; and preparation of maps of various political subdivisions.

## FOCUS ON EQUITY

The mission of the Board is to provide independent access to the voter franchise to all eligible voters in the City of New York. The Board is committed to providing meaningful access to over 1,200 poll sites throughout the City. The Board works closely with all interested stakeholders, including various executive and legislative bodies, as well as advocacy groups. The Board works diligently to ensure that all poll locations are compliant with the requirements of the Americans with Disabilities Act and federal limited English proficiency standards to ensure that all eligible voters receive the materials and assistance required to independently participate in the voting process.

## HOW WE PERFORMED

Performance Indicators	Actual			Target		4-Month Actual	
	FY19	FY20	FY21	FY22	FY23	FY21	FY22
Voter turnout - general election (000)	2,138	796	3,067	*	*	NA	NA
Voter Registration forms processed	247,879	182,247	374,904	*	*	NA	NA
Total registered voters (000)	5,138	5,270	5,565	*	*	NA	NA
Total active voters (000)	4,613	4,772	4,948	*	*	NA	NA
Poll worker attendance on Election Day (%)	91.8%	94.8%	96.3%	*	*	NA	NA
Voter complaints regarding poll workers	708	480	256	*	*	NA	NA
Voter complaints regarding poll workers - service	477	397	124	*	*	NA	NA
Voter complaints regarding poll workers - procedure	231	83	132	*	*	NA	NA
Voting equipment replacement rate - ballot scanners (%)	1.4%	0.3%	0.7%	*	*	NA	NA
Voting equipment replacement rate - ballot marking devices (%)	2.8%	1.2%	2.3%	*	*	NA	NA
Precision of unofficial election results (%)	2.7%	3.4%	3.3%	*	*	NA	NA
Interpreters deployed on election day	2,128	5,029	5,838	*	*	NA	NA
Interpreters deployed on election day - Bronx	158	273	464	*	*	NA	NA
Interpreters deployed on election day - Brooklyn	546	1,606	1,718	*	*	NA	NA
Interpreters deployed on election day - Queens	968	2,085	2,281	*	*	NA	NA
Interpreters deployed on election day - Manhattan	411	861	1,163	*	*	NA	NA
Interpreters deployed on election day - Staten Island	45	204	212	*	*	NA	NA

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

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2021 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY19	FY20	FY21	FY22	FY22 <sup>1</sup>	FY23 <sup>1</sup>	FY21	FY22
Expenditures (\$000,000) <sup>2</sup>	\$172.9	\$222.1	\$230.9	\$182.8	\$232.4	\$132.9	\$63.6	\$41.4
Revenues (\$000)	\$56.0	\$34.3	\$54.4	\$39.0	\$38.0	\$38.0	\$10.4	\$6.6
Personnel	784	883	894	1,079	682	682	904	888
Overtime paid (\$000,000)	\$11.5	\$11.5	\$12.3	\$11.5	\$11.5	\$8.3	\$6.2	\$2.6

<sup>1</sup>February 2022 Financial Plan.    <sup>2</sup>Expenditures include all funds    "NA" - Not Available

## SPENDING AND BUDGET INFORMATION

Agency expenditures and planned resources by budgetary unit of appropriation.

Unit of Appropriation	Expenditures FY21 <sup>1</sup> (\$000,000)	February 2022 Financial Plan FY22 <sup>2</sup> (\$000,000)
001 - Personal Services	\$103.5	\$117.8
002 - Other Than Personal Services	\$127.4	\$114.6
Agency Total	\$230.9	\$232.4

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

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

For additional information, go to:

- Annual reports:  
[www.vote.nyc/page/annual-reports](http://www.vote.nyc/page/annual-reports)

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



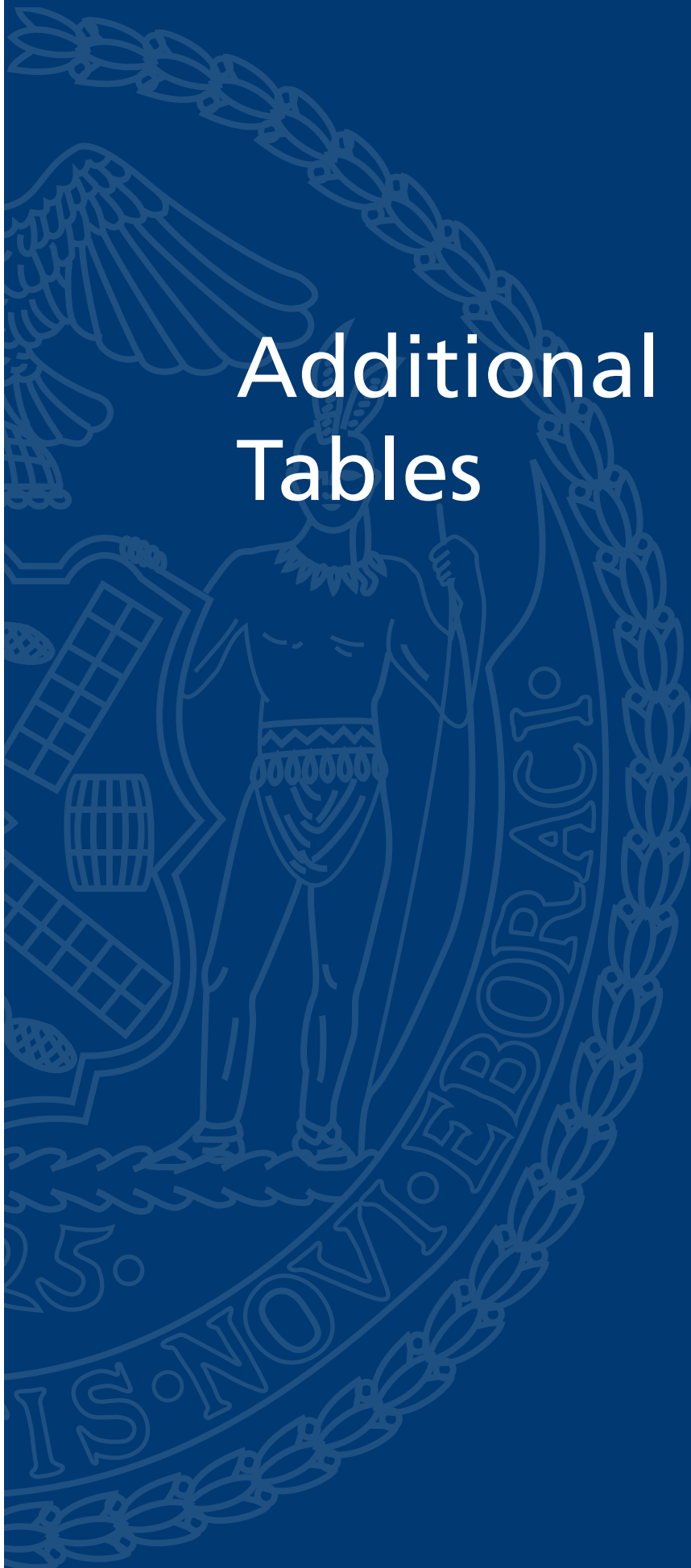


# Appendix





# Additional Tables







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# PAID ABSENCE RATES

## FIRST FOUR MONTHS OF FISCAL YEAR 2022

WORKFORCE OR AGENCY	FY 2022 TOTAL SICK LEAVE	FY 2022 LODI/WC	FY 2022 TOTAL ABSENCE	FY 2021 TOTAL ABSENCE	FY 2022 EQUIV. ABSENCE DAYS/YEAR
<b>UNIFORMED WORKFORCES</b>					
DOC (U)	16.13%	10.46%	26.58%	5.58%	66.2
FDNY (U)	2.93%	6.84%	9.77%	5.04%	24.3
NYPD (U)	3.87%	1.11%	4.97%	2.99%	12.4
DSNY (U)	8.63%	2.15%	10.77%	6.89%	26.8
Uniformed Subtotal	5.87%	3.41%	9.29%	4.42%	23.1
<b>LARGER CIVILIAN WORKFORCES</b>					
NYPD (C)	0.62%	0.03%	0.65%	4.14%	1.6
FDNY (C)	4.22%	2.08%	6.30%	5.04%	15.7
ACS	3.76%	2.09%	5.85%	4.47%	14.6
HRA	4.51%	0.07%	4.59%	4.05%	11.4
DHS	4.17%	1.30%	5.47%	4.86%	13.6
HPD	3.91%	0.09%	3.99%	3.33%	9.9
DOHMH (*)	3.45%	0.05%	3.50%	3.13%	8.7
DEP (*)	3.39%	0.31%	3.70%	3.29%	9.2
DSNY (C)	4.46%	0.56%	5.02%	4.14%	12.5
DOF (*)	3.89%	0.40%	4.29%	3.27%	10.7
DOT (*)	3.70%	0.62%	4.32%	3.91%	10.7
DPR	5.01%	0.48%	5.49%	2.57%	13.7
LAW	3.23%	0.00%	3.23%	2.65%	8.1
DCAS	3.59%	0.18%	3.77%	3.18%	9.4
DDC	3.70%	0.02%	3.72%	3.47%	9.3
DOC (C)	4.02%	2.66%	6.68%	5.00%	16.6
PROBATION (*)	3.91%	0.11%	4.02%	4.19%	10.0
DOB (*)	3.74%	0.02%	3.77%	3.23%	9.4
DOITT	3.28%	0.00%	3.28%	2.80%	8.2
Subtotal	2.85%	0.47%	3.32%	3.80%	8.3
<b>SMALLER CIVILIAN WORKFORCES</b>					
NYCEM	2.61%	0.00%	2.61%	2.37%	6.5
DCP	2.85%	0.00%	2.85%	3.04%	7.1
DOI	3.50%	0.00%	3.50%	2.69%	8.7
DFTA	4.64%	0.00%	4.64%	3.36%	11.5
CULTURAL	2.89%	0.00%	2.89%	3.26%	7.2
OATH	4.21%	0.02%	4.24%	2.32%	10.5
LANDMARKS	2.24%	0.00%	2.24%	2.28%	5.6
ELECTIONS	5.89%	0.02%	5.92%	4.06%	14.7
CCRB	2.45%	0.00%	2.45%	2.88%	6.1
TLC	4.28%	0.35%	4.62%	3.57%	11.5
CCHR	4.46%	0.00%	4.46%	3.11%	11.1
DYCD	4.21%	0.01%	4.22%	3.32%	10.5
DSBS	4.27%	0.03%	4.30%	2.84%	10.7
DOR	5.05%	0.00%	5.05%	3.36%	12.6
CONSUMER	3.68%	0.02%	3.70%	3.33%	9.2
BIC	2.65%	0.08%	2.73%	2.65%	6.8
Subtotal	4.12%	0.06%	4.18%	3.20%	10.4

WORKFORCE OR AGENCY	FY 2022 TOTAL SICK LEAVE	FY 2022 LODI/WC	FY 2022 TOTAL ABSENCE	FY 2021 TOTAL ABSENCE	FY 2022 EQUIV. ABSENCE DAYS/YEAR
Uniformed	5.87%	3.41%	9.29%	4.42%	23.1
Civilian	2.90%	0.46%	3.36%	3.77%	8.4
TOTAL	4.09%	1.64%	5.72%	4.06%	14.3
CITYWIDE	4.09%	0.27%	4.36%	3.42%	10.9

Note: The Total Absence Rate is calculated by dividing the sum of paid sick leave for all employees, Line-of-Duty Injury absence for uniformed employees, and paid Workers' Compensation absence for civilian employees, by paid scheduled hours for all employees. The Citywide Absence Rate is calculated by dividing paid sick leave for all employees plus paid Workers' Compensation absence for civilian employees by paid scheduled hours for all employees.

(\*) Civilian agency includes both Line-of-Duty Injury and Worker's Compensation.

## VEHICLE FLEETS AND MAINTENANCE

New York City's municipal fleet is essential to the safety and cleanliness of the City and includes NYPD response vehicles, FDNY ambulances and firetrucks and DSNY garbage trucks and sweepers. Citywide fleet operations are led by DCAS Fleet through the Deputy Commissioner for Fleet Management, who serves as the City's Chief Fleet Officer, pursuant to Executive Order 161. The Chief Fleet Officer works with more than 50 City agencies and offices that operate fleet units, that include the 14 major fleet agencies of NYPD, FDNY, DOC, DSNY, DPR, DOT, DEP, DOE, DOHMH, NYCEM, TLC, NYCHA, OCME and DCAS, known as the Fleet Federation.

DCAS Fleet leads initiatives in safety, sustainability, cost efficiency, transparency, and emergency management, while also providing direct services in areas including repair, collisions management, subrogation, fuel, auction and parts. DCAS manages the City's central fleet management systems and FleetStat reporting.

As part of Vision Zero, the City's fleet operations are undertaking a series of initiatives to improve safety and reporting relating to vehicle collisions. These initiatives currently include:

1. Conducting defensive driving training for authorized City fleet drivers. Uniformed drivers at NYPD, FDNY and DOC receive separate driver training for their emergency response vehicles. In 2020, DCAS established the first online version of the training in response to the COVID-19 pandemic. Over 8,000 staff enrolled in the first year.
2. Assessing the safety outfitting of City vehicles and developing a Safe Fleet Transition Plan. As part of this initiative, the City has a policy to install side-guards on all fleet units. DCAS is also implementing a safety camera project for City trucks. The City is also working with private fleets to assess and promote best industry practices. DCAS Fleet has barred the use of hands-free phone devices by City fleet operators. Over 65,000 safety improvements have been implemented since Fiscal 2017.
3. Improving the tracking of vehicle collisions. DCAS Fleet introduced new indicators to this Vehicle Fleets and Maintenance table of the Mayor's Management Report (MMR) to refine reporting on fleet safety. DCAS now provides collision rates by vehicle miles travelled (VMT), which is the standard fleet industry reporting metric. DCAS also reports on fatalities and injuries by VMT and reports on whether these incidents were deemed preventable or not through agency evaluations.
4. Installing tracking devices in City fleet vehicles. Tracking devices provide data to be used to monitor driving habits and enable DCAS to create a Safety Index to help improve safe driving of City vehicles. DCAS uses multiple telematics providers as part of this initiative and completed an upgrade of this technology for 12,000 units in Fiscal 2019. DCAS manages this data through a Fleet Office of Real Time Tracking (FORT).

The City is also implementing a series of sustainability initiatives as part of the OneNYC and NYC Clean Fleet plans, including efforts to expand electric and hybrid vehicles; install additional diesel particulate filters; increase the use of fossil fuel alternatives; and introduce anti-idling and other technologies. Fleet has committed to reduce greenhouse gas emissions by 50 percent by 2025 and to establish an all-electric on-road fleet by 2035 for all units except emergency trucks, which will go electric by 2040. As of the end of Fiscal 2021 over 19,000 fleet units use some type of gas alternative, including electric, hybrid and biodiesel. This is the largest alternative fuel fleet in the US, public or private.

DCAS achieved the goal of 2,000 on-road electric vehicles (EV) six years earlier than the plan originally outlined in the NYC Clean Fleet initiative. The revised goal is at least 4,000 EV units by 2025. DCAS has now put in place over 1,000 EV charging ports including the nation's largest portable solar carport project and a large increase in fast charging. In Fiscal 2021, DCAS opened 11 of its new fast chargers to general public access.

DCAS Fleet has also worked to increase the transparency of citywide fleet operations. The daily vehicle readiness report, the Fleet weekly newsletter, and a wide variety of other public reporting is available online. The roll-out of fleet systems to better track, monitor and share fleet assets, parts and fuel, and driving behaviors, will increase understanding of fleet operations; allow for better management oversight; and facilitate further service improvements. In 2020, DCAS Fleet established a compliance unit to better ensure proper use of City vehicles by employees.

In addition to this report, the Local Law 75 Annual Report contains information on use-based fuel economy for nonemergency light and medium fleets. The Local Law 38 Annual Report, prepared by the Department of Environmental Protection, contains information on City purchases of light and medium duty vehicles, the fuel economy of light duty vehicles purchased by the City, and the fuel consumption and carbon dioxide emission of the City fleet of light and medium duty vehicles. The Local Law 41 report provides information on citywide Car and Fleet Share efforts.

## ADDITIONAL RESOURCES

- Fleet newsletter:  
<https://www1.nyc.gov/site/dcas/agencies/fleet-news.page>
- Use-based fuel economy report (Local Law 75):  
<https://www1.nyc.gov/assets/dcas/downloads/pdf/fleet/Local-Law-75-Report-on-Use-Based-Fuel-Economy-1-29-2019.pdf>
- Air pollution from City vehicles report (Local Law 38):  
<https://www1.nyc.gov/site/dep/environment/transportation-emissions.page>
- Local Law 41, Car Share report:  
<https://www1.nyc.gov/assets/dcas/downloads/pdf/fleet/Local-Law-41-Report-on-Car-Share-2019.pdf>



# VEHICLE FLEETS AND MAINTENANCE

INDICATORS	Actual		Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY21	FY22
Total Fleet Size	30,502	29,718	29,900	30,150	29,941	29,601
- On Road Fleet Total	24,877	24,581	24,650	25,150	24,709	24,526
- Light Duty	12,703	12,343	12,450	12,800	12,470	12,262
- Medium Duty	4,628	4,631	4,550	4,700	4,585	4,605
- Heavy Duty	7,546	7,607	7,650	7,650	7,654	7,659
- Off Road/Other Equipment	5,625	5,137	5,250	5,000	5,232	5,075
Vehicle in-service rate (%)	91%	92%	92%	92%	92%	90%
Daily fleet in-service targets achieved (%)	98%	96%	98%	98%	94%	99%
Purchased vehicles compliant with Local Law 38 (%)	100%	100%	99%	100%	NA	NA
Alternative fuel vehicles	19,100	19,532	20,000	21,000	19,313	19,568
Alternative fuel vehicles in City fleet (%)	65%	67%	70%	70%	66%	67%
Electric vehicles	2,747	3,139	3,400	4,200	3,092	3,159
- On-road electric vehicles	2,174	2,344	2,550	3,400	2,289	2,365
- Off-road electric vehicles	573	795	850	800	803	794
Vehicle fuel used (gallons)	26,756,419	25,796,373	25,500,000	24,000,000	8,388,890	8,764,888
- Biodiesel fuel used (gallons)	13,305,898	13,792,271	14,000,000	14,000,000	4,159,990	4,656,457
- B100/RD100 equivalent used (gallons)	1,677,291	1,664,477	3,000,000	3,000,000	706,571	794,866
Fleet miles per gallon (FMPG)	7.0	7.1	6.5	6.5	6.5	6.7
Electric chargers installed	61	91	25	100	38	27
Cumulative electric vehicle charger ports	949	1061	*	*	946	1080
Vehicles purchased	1,925	665	750	3,000	306	388
Average age of fleet (months)	68.5	74.2	75	74	69	77
Collisions in City vehicles <sup>1</sup>	4,752	4,650	*	*	1,192	1,812
Collisions per 100,000 miles involving City vehicles citywide	4.9	4.5	*	*	3.5	5.7
Preventable collisions per 100,000 miles involving City vehicles citywide	2.6	2.7	*	*	2.0	2.8
Injuries involving collisions in City vehicles citywide per 100,000 miles	0.6	0.4	*	*	0.3	0.5
Injuries involving preventable collisions per 100,000 miles	0.3	0.2	*	*	0.1	0.2
Preventable collisions in City vehicles	2,508	2,418	*	*	692	907
Injuries involving collisions in City vehicles	560	444	*	*	113	214
Fatalities involving collisions in non-emergency City vehicles	4	1	*	*	0	1
Revenue from recoverable affirmative claims	\$2,459,284	\$2,842,076	*	*	\$1,106,233	\$904,097
City employees trained in defensive driving citywide	6,154	7,591	7,000	7,000	1,674	2,237
Authorized City drivers trained in defensive driving (%)	87%	88%	95%	92%	94%	89%

## VEHICLE FLEETS AND MAINTENANCE (CONT.)

Fleet repair expenditures (\$000,000)	\$271.1	\$272.2	*	*	\$82.1	\$81.5
Fleet fuel expenditures (\$000,000)	\$50.5	\$50.7	*	*	\$13.4	\$23.2
Fleet acquisition expenditures (capital) (\$000,000)	\$253.4	\$129.1	\$100.0	\$200.0	\$29.8	\$69.1
Fleet acquisition expenditures (expense) (\$000,000)	\$32.8	\$19.5	\$15.0	\$50.0	\$13.2	\$4.4
Automotive repair personnel	1,408	1,347	1,380	1,400	1,419	1,306
Fleet support personnel	344	317	330	330	344	311
<sup>1</sup> The number of collisions in City vehicles do not include NYPD collisions.      "NA" Not Available      *None						

## THE FOLLOWING IS A DETAILED FLEET BREAKDOWN FOR AGENCIES WITH THE LARGEST CITY-MANAGED FLEETS:

DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES INDICATORS	Actual		Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY21	FY22
Vehicles	2,454	2,494	*	*	2,503	2,427
- On-Road Total	2,279	2,273	*	*	2,288	2,240
- Light Duty	1,891	1,867	*	*	1,883	1,846
- Medium Duty	309	326	*	*	326	314
- Heavy Duty	79	80	*	*	79	80
- Off Road/Other Equipment	175	221	*	*	215	187
Vehicle in-service rate (%)	99%	98%	*	*	98%	98%
Fleet miles per gallon (FMPG)	20.2	26.3	*	*	NA	NA
Collisions in City vehicles	494	361	*	*	108	135
Collisions per 100,000 miles involving City vehicles	3.0	2.6	*	*	1.8	2.8
Preventable collisions per 100,000 miles involving City vehicles	1.0	0.8	*	*	0.4	0.6
Injuries involving collisions in City vehicles per 100,000 miles	0.3	0.2	*	*	0.1	0.2
Injuries involving preventable collisions per 100,000 miles	0.1	0.0	*	*	0.0	0.1
City employees trained in defensive driving	2,331	2,787	*	*	589	1,233
Authorized City drivers trained in defensive driving (%)	85%	84%	*	*	86%	85%
Revenue from recoverable affirmative claims	\$374,838	\$379,255	*	*	\$119,031	\$66,831
"NA" Not Available      *None						

DEPARTMENT OF ENVIRONMENTAL PROTECTION	Actual		Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY21	FY22
INDICATORS						
Vehicles	2,301	2,117	*	*	2,117	2,114
- On Road Total	1,795	1,758	*	*	1,755	1,753
- Light Duty	895	857	*	*	858	854
- Medium Duty	474	476	*	*	470	474
- Heavy Duty	426	425	*	*	427	425
- Off Road/Other Equipment	506	359	*	*	362	361
Vehicle in-service rate (%)	91%	90%	*	*	90%	91%
Fleet miles per gallon (FMPG)	12.5	14.3	*	*	NA	NA
Collisions in City vehicles	241	141	*	*	73	62
Collisions per 100,000 miles involving City vehicles	1.8	1.0	*	*	1.4	1.6
Preventable collisions per 100,000 miles involving City vehicles	1.1	0.5	*	*	0.9	0.9
Injuries involving collisions in City vehicles per 100,000 miles	0.1	0.1	*	*	0.1	0.2
Injuries involving preventable collisions per 100,000 miles	0.0	0.0	*	*	0.02	0.1
City employees trained in defensive driving	1,262	944	*	*	316	170
Authorized City drivers trained in defensive driving (%)	81%	88%	*	*	90%	89%
Revenue from recoverable affirmative claims	\$2,292	\$30,083	*	*	\$59,359	NA
"NA" Not Available *None						

DEPARTMENT OF HEALTH AND MENTAL HYGIENE	Actual		Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY21	FY22
INDICATORS						
Vehicles	305	280	*	*	297	277
- On Road Total	301	278	*	*	295	275
- Light Duty	227	207	*	*	223	205
- Medium Duty	68	65	*	*	66	65
- Heavy Duty	6	6	*	*	6	5
- Off Road/Other Equipment	4	2	*	*	2	2
Vehicle in-service rate (%)	99%	98%	*	*	99%	96%
Fleet miles per gallon (FMPG)	26.6	25.9	*	*	NA	NA
Collisions in City vehicles	33	24	*	*	7	8
Collisions per 100,000 miles involving City vehicles	2.3	2.2	*	*	1.2	2.0
Preventable collisions per 100,000 miles involving City vehicles	1.1	0.4	*	*	0.2	1.0
Injuries involving collisions in City vehicles per 100,000 miles	0.4	0.3	*	*	0.0	0.5
Injuries involving preventable collisions per 100,000 miles	0.2	0.0	*	*	0.0	0.3

DEPARTMENT OF HEALTH AND MENTAL HYGIENE	Actual		Target		4-Month Actual	
City employees trained in defensive driving	173	198	*	*	68	46
Authorized City drivers trained in defensive driving (%)	85%	81%	*	*	84%	85%
Revenue from recoverable affirmative claims	\$26,941	\$33,351	*	*	\$3,887	\$10,678
"NA" Not Available	*None					

DEPARTMENT OF TRANSPORTATION	Actual		Target		4-Month Actual	
INDICATORS	FY20	FY21	FY22	FY23	FY21	FY22
Vehicles	3,488	3,444	*	*	3,450	3,443
- On Road Total	2,416	2,435	*	*	2,454	2,439
- Light Duty	960	974	*	*	960	967
- Medium Duty	564	546	*	*	557	546
- Heavy Duty	892	915	*	*	937	926
- Off Road/Other Equipment	1,072	1,009	*	*	996	1004
Vehicle in-service rate (%)	93%	91%	*	*	91%	91%
Fleet miles per gallon (FMPG)	5.7	6.8	*	*	NA	NA
Collisions in City vehicles	341	309	*	*	107	94
Collisions per 100,000 miles involving City vehicles	3.2	2.7	*	*	2.6	2.4
Preventable collisions per 100,000 miles involving City vehicles	1.7	2.6	*	*	2.5	2.3
Injuries involving collisions in City vehicles per 100,000 miles	0.4	0.1	*	*	0.1	0.1
Injuries involving preventable collisions per 100,000 miles	0.1	0.1	*	*	0.1	0.1
City employees trained in defensive driving	329	844	*	*	235	199
Authorized City drivers trained in defensive driving (%)	95%	96%	*	*	96%	95%
Revenue from recoverable affirmative claims	\$58,658	\$19,307	*	*	\$13,047	\$3,559
"NA" Not Available	*None					

DEPARTMENT OF SANITATION	Actual		Target		4-Month Actual	
INDICATORS	FY20	FY21	FY22	FY23	FY21	FY22
Vehicles	5,988	5,946	*	*	5,972	5,954
- On Road Total	4,994	5,049	*	*	5,063	5,049
- Light Duty	915	913	*	*	920	883
- Medium Duty	312	319	*	*	311	319
- Heavy Duty	3,767	3,817	*	*	3,832	3,847
- Off Road/Other Equipment	994	897	*	*	909	905
Vehicle in-service rate (%)	84%	86%	*	*	85%	81%
Fleet miles per gallon (FMPG)	2.8	2.9	*	*	NA	NA

DEPARTMENT OF SANITATION	Actual		Target		4-Month Actual	
Collisions in City vehicles	1,625	1,791	*	*	393	625
Collisions per 100,000 miles involving City vehicles	6.7	6.8	*	*	5.0	7.8
Preventable collisions per 100,000 miles involving City vehicles	3.9	3.7	*	*	3.2	4.7
Injuries involving collisions in City vehicles per 100,000 miles	0.6	0.5	*	*	0.4	0.5
Injuries involving preventable collisions per 100,000 miles	0.4	0.2	*	*	0.2	0.2
City employees trained in defensive driving	158	246	*	*	34	85
Authorized City drivers trained in defensive driving (%)	97%	96%	*	*	97%	96%
Revenue from recoverable affirmative claims	\$275,769	\$272,486	*	*	\$74,611	\$43,280
"NA" Not Available						
*None						

DEPARTMENT OF PARKS AND RECREATION	Actual		Target		4-Month Actual	
INDICATORS	FY20	FY21	FY22	FY23	FY21	FY22
Vehicles	2,777	2,834	*	*	2,808	2,839
- On Road Total	1,653	1,733	*	*	1,676	1,733
- Light Duty	524	524	*	*	527	519
- Medium Duty	759	805	*	*	772	806
- Heavy Duty	370	404	*	*	377	408
- Off Road/Other Equipment	1,124	1,101	*	*	1,132	1,106
Vehicle in-service rate (%)	96%	95%	*	*	96%	81%
Fleet miles per gallon (FMPG)	7.1	8.3	*	*	NA	NA
Collisions in City vehicles	462	476	*	*	186	196
Collisions per 100,000 miles involving City vehicles	5.5	4.9	*	*	6.2	6.5
Preventable collisions per 100,000 miles involving City vehicles	3.3	3.1	*	*	4.3	3.5
Injuries involving collisions in City vehicles per 100,000 miles	0.2	0.5	*	*	0.7	0.5
Injuries involving preventable collisions per 100,000 miles	0.2	0.3	*	*	0.3	0.4
City employees trained in defensive driving	1,061	1,336	*	*	361	497
Authorized City drivers trained in defensive driving (%)	98%	98%	*	*	97%	99%
Revenue from recoverable affirmative claims	\$37,526	\$48,581	*	*	\$28,100	\$2,637
"NA" Not Available						
*None						

POLICE DEPARTMENT INDICATORS	Actual		Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY21	FY22
Vehicles	9,824	9,369	*	*	9,489	9,296
- On Road Total	8,399	8,092	*	*	8,145	8,058
- Light Duty	6,534	6,276	*	*	6,349	6,263
- Medium Duty	1,429	1,373	*	*	1,363	1,357
- Heavy Duty	436	443	*	*	433	438
- Off Road/Other Equipment	1,425	1,277	*	*	1,344	1,238
Vehicle in-service rate (%)	94%	93%	*	*	94%	93%
Fleet miles per gallon (FMPG)	10.4	11.0	*	*	NA	NA
Collisions per 100,000 miles involving City vehicles	NA	NA	*	*	NA	NA
Revenue from recoverable affirmative claims	\$1,139,114	\$1,574,598	*	*	\$681,529	\$540,884
"NA" Not Available *None						

FIRE DEPARTMENT INDICATORS	Actual		Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY21	FY22
Vehicles	2,341	2,249	*	*	2,298	2,247
- On Road Total	2,150	2,099	*	*	2,148	2,097
- Light Duty	318	312	*	*	313	311
- Medium Duty	464	464	*	*	469	463
- Heavy Duty	1,368	1,323	*	*	1366	1323
- Off Road/Other Equipment	191	150	*	*	150	150
Vehicle in-service rate (%)	83%	86%	*	*	86%	82%
Fleet miles per gallon (FMPG)	4.8	4.9	*	*	NA	NA
Collisions per 100,000 miles involving City vehicles	7.8	7.7	*	*	4.3	9.9
Preventable collisions per 100,000 miles involving City vehicles	4.0	3.4	*	*	2.1	4.0
Injuries involving collisions in City vehicles per 100,000 miles	1.3	1.0	*	*	0.5	2.0
Injuries involving preventable collisions per 100,000 miles	0.5	0.3	*	*	0.1	0.6
Revenue from recoverable affirmative claims	\$485,154	\$480,142	*	*	\$120,185	\$233,213
"NA" Not Available *None						

DEPARTMENT OF CORRECTION INDICATORS	Actual		Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY21	FY22
Vehicles	730	691	*	*	713	712
- On Road Total	597	571	*	*	592	591
- Light Duty	280	254	*	*	278	258
- Medium Duty	139	147	*	*	141	151
- Heavy Duty	178	170	*	*	173	182
- Off Road/Other Equipment	133	120	*	*	121	121
Vehicle in-service rate (%)	95%	94%	*	*	96%	95%
Fleet miles per gallon (FMPG)	7.3	7.8	*	*	NA	NA
Collisions in City vehicles	115	77	*	*	28	26
Collisions per 100,000 miles involving City vehicles	3.3	2.7	*	*	2.2	2.4
Preventable collisions per 100,000 miles involving City vehicles	1.1	0.1	*	*	0.2	0.0
Injuries involving collisions in City vehicles per 100,000 miles	0.9	0.6	*	*	1.0	0.5
Injuries involving preventable collisions per 100,000 miles	0.2	0.0	*	*	0.0	0.0
City employees trained in defensive driving	102	299	*	*	8	5
Authorized City drivers trained in defensive driving (%)	26%	28%	*	*	NA	35%
Revenue from recoverable affirmative claims	\$23,032	\$41,497	*	*	\$993	\$3,015
"NA" Not Available      *None						

DEPARTMENT OF EDUCATION INDICATORS	Actual		Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY21	FY22
Vehicles	294	294	*	*	294	292
- On Road Total	293	293	*	*	293	291
- Light Duty	159	159	*	*	159	156
- Medium Duty	110	110	*	*	110	110
- Heavy Duty	24	24	*	*	24	25
- Off Road/Other Equipment	1	1	*	*	1	1
Vehicle in-service rate (%)	100%	99%	*	*	99%	99%
Collisions in City vehicles	31	8	*	*	1	1
City employees trained in defensive driving	31	17	*	*	1	2
Authorized City drivers trained in defensive driving (%)	58%	42%	*	*	56%	39%
Revenue from recoverable affirmative claims	\$35,960	\$12,166	*	*	\$5,491	\$0
"NA" Not Available      *None						

# FLEET DEFINITIONS

**Alternative fuel vehicles in City fleet (%):**

The percentage of City vehicles that are using alternative fuel.

**Alternative fuel vehicles:**

The total number of City vehicles that are using alternative fuel.

**Automotive repair personnel:**

The number of City personnel assigned to repair and maintain City fleet for the year.

**Average age of fleet (months):**

The average number of months from the date a vehicle is put in service to the end of the reporting period (i.e., the MMR/PMMR reporting period).

**Citywide fleet size:**

The total number of vehicles in the city managed fleet and the subtotals by vehicle size/type.

**Collisions in City vehicles:**

The number of collisions in the year as reported by City agencies.

**Collisions per 100,000 miles involving City vehicles citywide:**

The number of City-vehicle involved collision reports per 100,000 miles involving injury or property damage in the citywide fleet reported in the citywide collision reporting system (CRASH).

**Cumulative electric vehicle charger ports:**

The total number of ports available for all electric vehicle chargers. Many of the City's EV chargers are dual port and can support charging two vehicles at the same time.

**Daily fleet in-service targets achieved (%):**

The percentage of days the target for vehicle in-service rate was met.

**Electric chargers installed:**

The number of chargers installed for City electric powered vehicles.

**Electric vehicles:**

The number of electric and plug-in vehicles in the citywide fleet. The fiscal year figure is the number of electric vehicles on the last day of the reporting period.

**Employees trained in defensive driving:**

The number of City employees trained in defensive driving centrally.

**Fatalities involving collisions in nonemergency City vehicles:**

The number of fatalities to City employees and all other parties involved in collisions that included one or more nonemergency City fleet vehicle (and no City emergency response vehicle).

**Fleet acquisition expenditures (capital) (\$000,000):**

The amount of capital funds spent on City fleet during the year.

**Fleet acquisition expenditures (expense) (\$000,000):**

The amount of expense funds spent on City fleet during the year.

**Fleet fuel expenditures (\$000,000):**

The amount spent on fuel for City fleet during the year.



**Fleet miles per gallon (FMPG):**

This indicator shows a total miles per gallon average for all vehicles combined. Agency fuel use may involve off-road and specialized equipment usage that impacts this calculation. It is not a vehicle-specific MPG indicator, but offers a general view of fuel efficiency for the City fleet.

**Fleet repair expenditures (\$000,000):**

The amount spent on repair and maintenance of City fleet during the year.

**Fleet support personnel:**

The number of City personnel assigned to administer and support City fleet operations for the year.

**Heavy duty:**

On-road vehicles over 14,000 Gross Vehicle Weight (GVW).

**Injuries involving collisions in City vehicles:**

The number of injuries to City employees and all other parties involved in collisions that included at least one City fleet vehicle.

**Injuries involving collisions in City vehicles per 100,000 miles:**

The number of injuries associated with collisions per 100,000 miles that included at least one City vehicle.

**Injuries involving preventable collisions per 100,000 miles:**

The number of injuries in preventable collisions reported per 100,000 miles in the citywide fleet.

**Light duty:**

On-road vehicles 8,500 GVW or less.

**Medium duty:**

On-road vehicles over 8,500 but not more than 14,000 GVW.

**Off-road electric vehicles:**

The number of off-road electric and plug-in vehicles in the citywide fleet. The fiscal year figure is the number of electric vehicles on the last day of the reporting period. This includes off-road solar electric units.

**Off road/Other equipment:**

Non road vehicles and specialized equipment used for construction, agriculture, and recreation. Equipment includes front end loaders, forklifts, generators, and tractors.

**On-road electric vehicles:**

The number of on-road electric and plug-in vehicles in the citywide fleet. The fiscal year figure is the number of electric vehicles on the last day of the reporting period.

**On-road fleet total:**

The total number of on-road vehicles in the city managed fleet and the subtotals by vehicle size.

**Preventable collisions in City vehicles:**

A collision in which the driver, by his/her own admission or in the judgment of an Agency Accident Review Committee, did not take all reasonable avoidance actions, including attention to road conditions and improper actions of other drivers. "Preventability" is not limited to the violation of traffic laws and is distinguished from "chargeability" as determined by the law.

**Preventable collisions per 100,000 miles involving City vehicles citywide:**

The number of preventable collisions reports per 100,000 miles in the citywide fleet.

**Purchased vehicles compliant with Local Law 38 (%):**

The percentage of light and medium-duty vehicles purchased for the City through DCAS during the period that are certified with the highest ratings defined by California Low-Emission Vehicle (LEV) II standards. The four highest ratings are zero emission vehicles (ZEV), transitional zero emission vehicles (TZEV), advanced technology partial zero emission vehicles (ATPZEV), and partial zero emission vehicles (PZEV). Pursuant to Local Law 38 of 2005, each light and medium duty vehicle that the City purchases should have the best certified emission rating within its vehicle category while meeting the requirements for the City's intended use. According to the law, some exceptions apply based on cost and other limited exemptions, including for certain emergency vehicles.

**Revenue from recoverable affirmative claims:**

The amount of money recovered following collisions in City vehicles.

**Vehicle and Biodiesel fuel used (gallons):**

The volume of fuel used by City fleet in year (biodiesel is included in vehicle fuel).

**Vehicle in-service rate (%):**

The percentage of fleet in full service.

**Vehicles purchased:**

The number of City fleet vehicles acquired.

# LIST OF AGENCIES IN THE CITYWIDE FLEET

Department of Citywide Administrative Services*	New York City Fire Department
Department of Environmental Protection	New York City Police Department
Department of Correction	Department of Transportation
Department of Parks and Recreation	Department of Sanitation
Department of Health and Mental Hygiene	Department of Education

## \* "DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES" VEHICLES INCLUDE THOSE USED BY THE FOLLOWING AGENCIES:

Administration of Children's Services	Department of Youth and Community Development
Board of Elections	Financial Information Services Agency
Bronx Borough President	GrowNY (formerly known as "Council on the Environment")
Brooklyn Borough President	Human Resources Administration
Business Integrity Commission	Landmarks Preservation Commission
Campaign Finance Board	Law Department
City Commission on Human Rights	Manhattan Borough President
City Council	Mayor's Office
Civilian Complaint Review Board	New York City Emergency Management
Department for the Aging	NYC Economic Development Corporation
Department of Buildings	Office of Administrative Trials and Hearings
Department of City Planning	Office of Chief Medical Examiner
Department of Citywide Administrative Services	Office of Labor Relations
Department of Consumer Affairs	Office of Management and Budget
Department of Cultural Affairs	Office of Payroll Administration
Department of Design and Construction	Office of the City Clerk
Department of Finance	Office of the Comptroller
Department of Homeless Services	Office of the Public Advocate
Department of Housing Preservation and Development	Queens Borough President
Department of Information Technology and Telecommunications	Sheriff's Office
Department of Investigation	Sports Commission
Department of Probation	Staten Island Borough President
Department of Records and Information Services	Tax Commission
Department of Small Business Services	Taxi and Limousine Commission



# SPENDING AND BUDGET INFORMATION

## FISCAL 2022 PRELIMINARY MAYOR'S MANAGEMENT REPORT (PMMR)

Spending and budget information is displayed as a table within each agency's chapter, between "Agency Resources" and the "Noteworthy Changes, Additions or Deletions" sections. The tables indicate, where possible, the relationship between an agency's MMR goals and its units of appropriations.

The NYC Office of Management and Budget (OMB) provided the Mayor's Office of Operations with expenditures for City agencies, as reported in the City's Fiscal 2021 Comprehensive Annual Financial Report and the planned amounts for Fiscal 2023. Figures cited reflect all funds.

The PMMR and MMR cover the operations of City agencies that report directly to the Mayor. Additional non-Mayoral agencies, legally separate organizations, and unit components of agencies are included in these reports, however, spending and budget or goal information may be more limited. These include:

- 311
- Board of Elections
- City University of New York
- New York City Health + Hospitals
- New York City Housing Authority
- Public Libraries
- School Construction Authority

The City's contributions to the New York City Housing Authority (NYCHA) and the School Construction Authority (SCA), both public authorities, are not made through distinct units of appropriation. For more information, refer to:

- NYCHA's Annual Plan and Financial Information webpage:  
<http://www1.nyc.gov/site/nycha/about/annual-plan-financial-information.page>
- SCA's proposed five year capital plan:  
<http://www.nycsca.org/Community/Capital-Plan-Reports-Data>



# USER'S GUIDE

**What We Do** – A summary of agency activities, facilities and resources.

**Focus on Equity** – Articulates how each agency works to promote fair delivery and quality of services among and across groups of people and places, supporting the goals of equity, equality and opportunity for all New York City residents.

**Our Services and Goals** – The agency's major areas of responsibility for delivering services to New Yorkers and the steps it takes to provide those services.

**How We Performed** – Highlights describing how the agency has performed in delivering its services for the first four months of the fiscal year.

**Performance Indicators** – Measures of agency performance, organized by goal including three full years of data and the first four months of the prior and current fiscal years.

**Critical Indicator Icon** – A star (★) designates indicators that are considered critical to agency performance. These are the indicators that appear on the Citywide Performance Reporting website.

**Target** – Desired levels of performance for the current fiscal year and the next fiscal year. Targets can be numeric or directional. Numeric targets can set an expected level of performance, a maximum level not to be exceeded, or a minimum level to be met. Directional targets are represented by up or down arrows. An asterisk means no numeric or directional target was set.

**Agency-Wide Management** – Indicators that apply to broad aspects of management within an agency rather than a single goal.

**Agency Customer Service** – Statistics on how well an agency provides services to its customers via phone, e-mail, letters, and walk-in centers. For 12 agencies that handle 311 Customer Service Center service requests, a table shows performance for five key service request types.

**Agency Resources** – Overview of the financial and workforce resources used by an agency over the past three fiscal years and the planned resources available to the agency in the current and upcoming fiscal years.

**Spending and Budget Information** – Shows the relationship, where possible, between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation.

**Noteworthy Changes, Additions or Deletions** – Describes changes to an agency's data.

**Additional Resources** – Provides the full Internet addresses of links to additional agency information and statistics, including the agency's website.

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281	Department of Housing Preservation and Development	203	School Construction Authority
331	Department of Information Technology and Telecommunications	127	Taxi and Limousine Commission
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\*Non-Mayoral Agencies



This report was produced by  
the Mayor's Office of Operations in collaboration with  
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**CONTRIBUTORS**

Jonathan Foo  
Jenady Garshofsky  
Alexandra Gjoni  
Karina Guerra  
Winston Holding  
Tajuddin Ingram  
Ryan Joel  
Saira Khan  
Tessa Leverone  
Joseph Maruca  
Francisco Navarro  
Fiona Peach  
James Perazzo  
Lauren Quinones  
Ruben Robles

